

**COUNCIL MEETING
AGENDA
MONDAY, 25 OCTOBER 2021**



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 October 2021

Hour: 6.00pm

Present (in Chambers):

Present (by video link):

**In attendance (in
Chambers):**

**In attendance (by video
link):**

Leave of Absence:

**Workshops held since
last Council Meeting**

Date: Monday, 4 October 2021

Purpose: To discuss:

- GM Performance Review framework

Date: Monday, 11 October 2021

Purpose: To discuss:

- Bushfire Mitigation
- Customer Service Strategy update
- Wellington Park Trust update
- Review workshop calendar / workshop process

Date: Monday, 18 October 2021

Purpose: To discuss:

- Postponed due to COVID lockdown

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1. APOLOGIES

2. CONFIRMATION OF MINUTES (OPEN MEETING)

That the minutes of the Council meeting held on 27 September 2021 be confirmed.

3. ANNOUNCEMENTS BY THE CHAIR

4. PECUNIARY INTEREST NOTIFICATION

5. RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

Questions taken on notice – Shane Alderton, Austins Ferry
(30 August 2021 meeting)

Q1. Can Council provide the total cost of the CBD Development which has occurred outside Northgate?

- A. The total budget committed was \$5.795M. Total monies spent across all sections of work from Terry/Peltro Street to Barry Street will be provided once all final invoices received. However, forecasted amounts and commitments to-date has the final, total cost of the CBD sitting at approximately \$5.44M - which would be approximately 6% under budget.

Q2. Can the community be provided with a detailed breakdown of costs of the CBD development. Not every nut and bolt, but a breakdown of material and labour costs, that is the type of detail I would like.

A. The following was provided in the business case for the CBD and has been the foundation for individual budgets going forward for each of the stages of work:

GLENORCHY CBD REVITALISATION PROJECT		
	AREA	COST
Terry Street to Barry St	Preliminaries	\$709,282.50
	Site Preparation	\$300,000.00
	Roads, Footpaths and Paved Areas	\$1,378,417.50
	Landscaping and Improvements	\$642,925.00
	Site Electrical Services	\$848,125.00
	External Services Generally	\$251,250.00
	Public Art/Interpretation/Wayfinding	\$175,000.00
	Special provisions	\$120,000.00
	Contingencies	\$670,000.00
	Fees	\$200,000.00
	<i>Sub total</i>	\$5,295,000.00
Additional Funds	State Govt funding	\$500,000.00
	Total	\$5,795,000.00

**Questions taken on notice – Janiece Bryan
(30 August 2021 meeting)**

In relation to the Council's Statement of Commitment on Gambling - Agenda Item - GCC meeting 30 August 2021:

Q1. Could you please explain why the Council is ignoring the endangerment and harming of our children and young people by facilitating partnerships with sports betting organisations (e.g. Sportsbet and Ladbrokes) at community-based sport and recreation venues - meanwhile ignoring the extensive evidence that this is more harmful to young people than gaming machines with the promotion of a 60-second sign up on their mobile phones?

A. Council does not facilitate partnerships with any sports betting associations. In dealing with community, Council's leasing and licensing arrangements are directly with community-based sport and recreation clubs.

Q2. Why have you completely failed to mention this in your attached submission – in that with this most invasive and harmful form of gambling? There is alarming evidence that children as young as 12 are being groomed in growing numbers to become addicted gamblers everyday by these organisations.

A. In 2018 the State Government announced its policy for the future of the Tasmanian gaming market, providing an overview of how the Tasmanian gaming

industry will be restructured when the Deed of Agreement with the Federal Group ends in 2023.

In July and August this year, the Government conducted their stage two consultation process which focussed on the implementation of the *Future Gaming in Tasmania Policy* through the intended legislative amendments with matters specific to the Policy itself being out of scope. As such, there was no opportunity for Council to include in its submission anything unrelated to the Policy.

Q3. Why is the Council facilitating these partnerships to endanger and harm our children and young people when other states and oversea countries are struggling to prevent this widespread harm?

A: Please see answer to question one. Council has no jurisdiction over advertising for sports betting companies.

**Questions taken on notice – Robert Holderness-Roddam
(submitted 21 September 2021)**

Q1. What are the criteria for pedestrian refuges on Main Road, Austins Ferry?

A: Pedestrian refuges are installed within our road network where there is a demonstrated need and where the road environment is suitable. This considers sight lines, traffic, speed environment, driveways and parking. Most pedestrian refuges are funded under the State Government Vulnerable Road User Program. The likelihood of crashes occurring based on exposure rates (i.e. traffic volume data, crash data, survey data) is taken into consideration when determining the placement of pedestrian refuges, along with the impact on adjoining properties.

The design of a pedestrian refuges is required to be 9.5m long and 2m wide (desirable) to 1.5m wide (minimum), with kerb ramps on the footpath approximately 4m long. A minimum road width of 14.5m is required consisting of a 2m wide parking bay, 1.5m wide bicycle lane, 3m wide traffic lane and 1.5m wide pedestrian refuge. Turning movements in and out of driveways and intersections needs to be assessed along with service locations and sight lines at kerb ramps and refuge.

Council previously obtained 'Black Spot Funding' in 2009 to install a pedestrian refuge island on Main Road between Wakehurst Road and Merley Road. Due to negative feedback from the community, Council did not proceed with the installation. There is now a bike lane along Main Road which makes installing a pedestrian island more difficult as there would be a substantial amount of parking lost. There have been no significant crashes recorded in the last five 5 years.

Q2. Further to response from [a council officer], 20 August 2019. I was informed that:

(a) the walking track between the Poimena Reserve car park/BBQ area and the rivulet would be upgraded/repared in 2020; and

(b) the military dog reserve on Main Road, Berridale would be having a finger post sign installed in coming months.

A. (a) In planning the allocation of the tracks and trails budget in 2020-2021 the walking track at Poimena reserve was tabled for a potential project. However, following community consultation the entire budget was required to upgrade the Lutana Woodlands paths which included the replacement of bitumen paths to concrete, and a realignment of gravel pathways. Poimena reserve walking track upgrades will be investigated for future funding, however, was deemed a lower priority at this point in time.

A. (b) Council have recently adopted a new signage strategy and the design for this sign is being updated to reflect this new style guide.

Q. What are the updated schedules for these, given COVID?

A. The walking track is now reliant on being approved in future funding cycles depending on other competing priorities that Council will have to consider. The signage should be completed in the last quarter of this financial year.

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.

7. PETITIONS/DEPUTATIONS

COMMUNITY

Community Goal: “Making Lives Better”

8. ANNOUNCEMENTS BY THE MAYOR

Author: Mayor (Ald. Bec Thomas)
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 an update on the recent activities undertaken by the Mayor.

Proposal in Detail:

The following is a list of events and external meetings attended by Mayor Thomas during the period Tuesday, 21 September to Monday, 18 October 2021.

Tuesday 21 September 2021

- Hosted a tour of the completed CBD revitalisation project and morning tea with key stakeholders.
- Attended the Cosgrove High School Action Day, coordinated by A Fairer World.
- Met with the Metro Tasmania Chairperson and CEO.
- Met with Senator Eric Abetz to provide an update on federally funded projects.
- Hosted a Citizenship Ceremony at KGV.

Wednesday 22 September 2021

- Interviewed on ABC Radio Mornings with Leon Compton, live from Northgate.
- Met with Andrew Wilkie MP to provide an update on federally funded projects.
- Participated in LGAT GMC meeting and a Strategic Planning session.
- Attended an Intercultural Sports League (ICSL) season launch at Parliament House.

Thursday 23 September 2021

- Participated in the LGAT Strategic Planning session.

Monday 27 September 2021

- Chaired a Council meeting.

Tuesday 28 September 2021

- Participated in a Targeted Reference Group meeting for the Dog Management Policy Review.
- Met with Sam Morse from SJM Property Developments and Brendan Self.

Friday 1 October 2021

- Met with Glenorchy Knights Football Club Men's Coach/Coordinator Tom Sherman and Anton Baltic to congratulate them on winning the NPL State Championship.
- Met with Mr Shane Alderton regarding community engagement.

Sunday 3 October 2021

- Participated in a panel discussion at the Clubs Tasmania Conference at Tattersall's Park, with Minister for Sport and Recreation Jane Howlett.

Monday 4 October 2021

- Chaired the Council Workshop.
- Chaired the Glenorchy Planning Authority meeting.

Tuesday 5 October 2021

- Attended a Glenorchy Probus Club meeting as guest speaker.

Friday 8 October 2021

- Participated in the LGAT GMC Workshop on local government reform.

Monday 11 October 2021

- Chaired the GMPRC Workshop.
- Chaired the Council Workshop.

Tuesday 12 October 2021

- Met with Mr Eddy Steenbergen regarding community engagement.
- Launched the Mental Health Week Expo at Glenorchy Library.
- Participated in the Mayors and GMs meeting with Director of Local Government regarding support for COVID vaccination promotion in LGA's.
- Chaired a Glenorchy Jobs Hub Steering Committee meeting.

Wednesday 13 October 2021

- Met with Glenorchy Cricket Club representatives.
- Attended a lunch with Hon. Craig Farrell MLC, President of the Legislative Council and Member for Derwent, at Parliament House.

Thursday 14 October 2021

- Launched two new art exhibitions at the Moonah Arts Centre.
- Visited the new Moonah Hotel and Cellars.

Friday 15 October 2021

- Participated in a second Targeted Reference Group meeting for the Dog Management Policy Review.
- Participated in the urgent COVID-19 update from the Minister for Local Government and Director of Local Government.

In addition to the above meetings and events, the Mayor attended numerous internal meetings and performed other administrative duties.

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 Mayor Thomas during the period from Tuesday, 21 September to Monday, 18 October 2021.

Attachments/Annexures

Nil.

9. ANNUAL CUSTOMER SERVICE REPORT 2020-21

Author: Manager Customer Services (Robbie Shafe)

Qualified Person: Director Community & Customer Services (David Ronaldson)

ECM File Reference:

Community Plan Reference:

Making Lives Better

We continue to be a safe, inclusive, active, healthy and vibrant community.

Open for Business

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

Leading our Community

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

Strategic or Annual Plan Reference:

Making Lives Better

- 1.3 Facilitate and / or deliver services to our communities
- 1.3.1 Directly deliver defined service levels to our communities
- 1.3.1 Develop and implement a Customer Service Strategy

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 provide an annual Customer Service report to Council on the progress of the Customer Service Strategy 2020-2025, the level of service provided to the community, and the number and nature of complaints received against Council for the 2020-21 financial year, as required under section 339F(5) of the *Local Government Act 1993 (the Act)*.

Proposal in Detail:

From this year onwards, the annual report for customer complaints received during the previous financial year that adheres to the requirements of the *Local Government Act 1993* has been expanded to include the scope of our customer service interactions.

To gauge a better idea of how Council is tracking with the level of customer service provided, the annual report will now also include an update on the progress of the actions from the Customer Service Strategy 2020-25, Customer Satisfaction (CSAT) Score, commentary feedback received and service level highlights from across Council's many departments.

The full Customer Service Report 2020-21 can be found in [Attachment 1](#), however below is a summary of highlights:

Customer complaints

For Council to monitor its performance against the Charter and meet its service level requirements, Council has established and maintained a complaints register. The information in this report is extracted from the register.

It is important to note that the 'complaints' documented in this report refers to formal complaints that have been made and subsequently investigated. It does not report on every item of negative feedback that Council receives falling below that threshold. This is impractical to track and would not provide an accurate measure of overall satisfaction with services. Initially, when a customer contacts Council, a 'service request' is lodged to report an issue with part of Council's infrastructure or services provided (for example, a pothole, damage to playground equipment or a missed kerbside bin collection). Under Council's Customer Service Charter (**Charter**), a 'complaint' is recorded when a 'service request' has been made but has not been actioned or where there is dissatisfaction with the outcome of the request.

From 1 July 2020 to 30 June 2021, there were 39 items identified as 'complaints' recorded on the register. 32 of these were responded to within Council's service level commitment, which is for them to be actioned or acknowledged within 10 working days.

Customer Satisfaction (CSAT) Score

The CSAT score is calculated by identifying the percentage of 'satisfied' customers from the total number of customers completing the survey, following an interaction with Council.

Currently, Council provides the option for customers to leave a score via tablets in the foyer of Chambers, after phone calls to the Customer Service Centre using an automated service, as an auto-response to emails sent through to the corporate email address (gccmail@gcc.tas.gov.au), and via details of relevant Customer Service Officers on email signatures when they respond to enquiries.

From the 2,522 responses received during the 2020-21 financial year, Council received a CSAT Score of 89.4%. Council also received 246 comments through this feedback method.

Customer Service Strategy

In September 2020, Council approved the Customer Service Strategy 2020-25. Based on the feedback received throughout the project, the strategy outlines the four pillars

of customer service that our community value. From these four pillars, 48 actions were identified to be completed throughout the five-year life of the strategy.

Progress of the strategy's action plan is currently as follows:

- overall, progress is at 63% of the complete action plan
- 23 actions (48%) are complete
- 22 actions (46%) are in progress
- three actions (6%) are yet to commence.

Overall, progress is tracking very well, with much of the 'low hanging fruit' being picked, as well as significant progress being made in several the other actions. Many of the actions are also directly linked to the Core Systems Review Project and will progress as the project progresses.

Consultations:

Director Community and Customer Services
Coordinator Customer Service
Manager Development
Manager Works

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

The report is for information only. However, it is important to note that sometimes public perception may be that Council provides poor customer service. Reporting against our committed service levels, publishing our CSAT score, providing the community with the feedback we have received, and updating the community on our Customer Service Strategy's actions allay this.

Community Consultation and Public Relations Implications:Community consultation

There was no community consultation undertaken in relation to this report. However, as noted in the full report, community consultation is continuously being undertaken following customer interactions, which has already had a considerable impact on the way we deliver services and has resulted in considerable improvements. During the timeframe of this report, we received 2,522 survey responses and 246 feedback comments.

Public relations

Council is committed to providing its community with outstanding service across all areas of Council's operations. To achieve this, Council must understand the needs and expectations of our community and deliver in line with this commitment. Through the development of the Customer Service Strategy 2020-25, surveys, Customer Satisfaction (CSAT) score, requesting feedback, complaints and community engagement, Council has sought to identify what excellent customer service looks like in Glenorchy, and how to provide it.

From the feedback provided, and the CSAT score of 89.4% received for the 2020-21 financial year, Council is succeeding in providing the community what it expects.

Further, the data from this report may create some discussion within the community, as it has in previous years, due to confusion around what is recorded as a 'complaint'. Council welcomes this type of feedback and debate. However, some effort has been made to address this interpretation in the Customer Complaints section of the annual report.

Recommendation:

That Council:

1. RECEIVE and NOTE the attached Annual Customer Service Report 2020/21.

Attachments/Annexures

- 1 Glenorchy City Council Annual Customer Service Report 2020/21



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ECONOMIC

Community goal: “Open for Business”

10. MARINE AND INNOVATION MASTERPLAN

Author: Senior Advisor Precinct Design (Jennifer Lawley)
Qualified Person: Director of Strategy and Development (Sam Fox)
ECM File Reference: Marine and Innovation Cluster

Community Plan Reference:

Building Image and Pride

Our streets are clean and attractive. The entrances to our city are striking and welcome people to the city of arts, opportunity, and partnerships. Our commercial hubs are vibrant.

Making Lives Better

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.

Open for Business

The revitalised CBD areas, open spaces and entertainment areas will create opportunities for restaurants, cafés, nightlife, markets, and events, drawing local people and visitors from further afield.

Valuing Our Environment

We will work actively to revitalise our CBD areas – making them places that are distinctive, vibrant, walkable, and well-connected. We will improve the amenity of our public spaces through public art and quality landscaping, promote walking and bike access and encourage high standard contemporary design for new buildings alongside creative reuse of our heritage buildings.

Leading Our 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 1.1 | Knowing our communities and what they value |
| Strategy 1.1.1 | Guide decision making through continued community engagement based on our Community Plan |

Open for Business

- | | |
|----------------|---|
| Objective 2.1 | Stimulate a prosperous economy |
| Strategy 1.1.1 | Foster an environment that encourages investment and jobs |

Valuing Our Environment

- | | |
|----------------|---|
| Objective 3.1 | Create a liveable and desirable City |
| Strategy 3.1.1 | Revitalise our CBD areas through infrastructure improvements |
| Strategy 3.1.2 | Enhance our parks and public spaces with public art and contemporary design |

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 |

Reporting Brief:

To recommend that Council adopts the Marine and Innovation Masterplan ([Attachment 1](#)) to strengthen and protect the Prince of Wales Bay Marine and Innovation Precinct's economic viability.

Proposal in Detail:

At the Council meeting on 24 February 2020, Council endorsed the Glenorchy Economic Development Strategy. This strategy articulates the objectives and actions of Council and its stakeholders may undertake, to ensure Glenorchy is 'Open for Business' over the 2020-2025 period.

In June 2020, in response to the COVID-19 pandemic, Council agreed to bring forward ten projects from the Economic Development Strategy to stimulate jobs and growth in the sectors of the economy hardest hit by the pandemic. This included development of the Marine and Innovation Masterplan.

Prince of Wales Bay Marine Industrial Precinct Cluster

Clusters are geographic concentrations of interconnected companies and institutions in a sector. Clusters encompass an array of linked industries and other entities important to competition. They include, for example, suppliers of specialised inputs such as components, machinery, as well as services, and providers of specialised infrastructure. Clusters also often extend downstream to channels and customers, laterally to

manufactures of complementary products and to companies in industries related by skills, technologies, or common inputs.

Many clusters include governmental and other institutions, such as universities, standard-setting agencies, think tanks, vocational training providers, and trade associations, that provide specialised training, education, information, research and technical support.

The Prince of Wales Bay Marine Industrial Precinct Cluster is a group of businesses situated in the Glenorchy municipality who specialise in goods and service delivery for the marine sector.

The agglomeration of goods and services associated with the marine sector has developed organically at Prince of Wales Bay and is anchored by Incat. The innovative companies in this area are a key driver of economic growth, jobs and exports for the City of Glenorchy and Tasmania as a whole.

In 2012, the Department of Economic Development, Tourism and the Arts (now State Growth) in conjunction with the Office of the State Architect, developed a Masterplan of the Prince of Wales Bay outlining a future 2020 vision for the southern Tasmanian maritime industries. This Masterplan was primarily based on the *Prince of Wales Bay Maritime Industry Precinct Strategic Plan* undertaken in 2008, as well as several other maritime studies.

Of the recommendations put forward in the Masterplan and Strategic Plan, several have been adopted including:

- the building of a substantial marina in 2012
- the waters of the Prince of Wales Bay have now been adopted into the Glenorchy Planning Scheme under the Port and Marine Zone
- a Desired Future Character Statement has been adopted for the Precinct.

However, zoning or a Special Area Plan for the Precinct has yet to be developed.

Other recommendations from the previous Masterplan and Strategic Plan were reviewed as part of the research undertaken for this new Masterplan to ascertain current relevance and whether they will assist the sustainability and growth of the Precinct into the future.

Project Objectives and Outcomes

The purpose of this project is to deliver a Masterplan for the Prince of Wales Marine Industrial Precinct (**the Precinct**) that will not only highlight the economic importance of the Precinct but will outline a strategy to strengthen and protect the Precinct's economic viability.

The Masterplan will contribute to Glenorchy's community and economic goals in the following ways:

1. Open for business – the Masterplan will ensure the Precinct maintains its competitive edge and ability to attract business investment. The Masterplan will actively promote and facilitate economic growth opportunities of the Precinct to ultimately build our world-leading marine services sector.
2. Making lives better – the Masterplan will inform and encourage improved transport and accessibility to the Precinct, by walking, cycling, public transport or by car.

3. Valuing our environment – the Masterplan will consider which businesses/industries will best contribute to the long-term environmental sustainability of the Prince of Wales Bay.
4. Building image and pride – the Masterplan will encourage the recognition of the Precinct’s uniqueness and economic importance to Glenorchy’s identity.

The Masterplan vision is *“The Prince of Wales Bay Precinct is a collaborative and competitive hub of maritime industries in southern Tasmania which attracts diverse and complementary businesses. It functions as a one-stop destination for all maritime related activity.”*

This vision seeks for the Prince of Wales Bay Precinct to:

- be the leading maritime industrial hub for Southern Tasmania
- attract and retain skilled employment
- improve internal connectivity and movement
- enhance public amenity for workers and visitors
- facilitate collaboration of businesses
- lead research and development and skills training
- support continued expansion of business
- mitigate gentrification through policy.

The Masterplan includes six strategic directions:

1. Enhance business growth opportunities for the Precinct - to identify strategic upgrades with varying capital cost and high returns to support continued growth of the Precinct.
2. Support long-term growth and potential expansion opportunities - to support continued growth of the maritime sector by unlocking underutilised land.
3. Support development of a Maritime Cluster of Excellence - to support growth through strengthening branding, management, promotion and skills in the Precinct.
4. Manage parking and access - to manage existing access and parking arrangements to ensure long-term growth and efficiency around the Precinct.
5. Enhance public domain and amenity - to enhance the amenity of the public domain for workers, residents and visitors to the Precinct.
6. Support growth through a simplified planning framework - to ensure the regulatory framework supports the long-term economic growth for the Precinct.

It also outlines the following action areas, with Council assigned responsibility to deliver, partner or advocate, noting that each action area will require further investigation, community input, planning and financing as outlined in the Masterplan.

As is the case with other Masterplans, it will be delivered in partnership with others and Council is not tasked with delivery of all actions.

ACTION	COUNCIL ROLE
Consider the introduction of a re-fuelling facility	Advocate
Consider increasing water depth	Advocate
Additional common user facilities	Advocate
A new dry boat storage	Advocate
Larger capacity boat travel lift	Advocate
Encourage appropriate land uses on industrial-zoned land	Advocate
Investigate development potential of sites	Advocate
Continued investment in Technopark	Advocate
Support potential marina expansion	Advocate
Continued skills and training development	Partner
A new Precinct management vehicle	Partner
Branding, identity and promotion strategy	Partner
Enhance public transport	Partner
Consider innovative traffic management solutions	Partner
Create a continuous active pedestrian network, including Zinc Link	Partner
Develop a Public Domain Strategy	Deliver
Leverage open space through better connectivity	Deliver
Create a Heritage trail to celebrate culture and heritage	Deliver
Introduce a Specific Area Plan	Deliver
Support better food and beverage amenity	Advocate

Engagement Approach

The Masterplan was developed through a highly detailed engagement process which included a wide range of stakeholders ([Attachment 2 and 3](#)). Two distinct rounds of engagement were undertaken – in-depth and detailed Stakeholder Engagement to inform development of the Masterplan (outlined in [Attachment 3](#) and summarised below), following by broader community engagement.

Stakeholder Engagement

The first stage was focused on stakeholder engagement and involved in-depth workshops, meetings and site visits with established businesses and landowners in the Prince of Wales Bay Precinct. Strategic and targeted participation by key stakeholders gave them the opportunity to inform, test and validate the emerging findings of the Masterplan.

Specifically, stakeholders helped inform and test:

- existing physical constraints and opportunities of the current Precinct
- future growth opportunities and any impediments to growth
- existing synergies between current users in the Precinct and opportunities to further strengthen these synergistic relationships
- competitive positioning of the Precinct against other key maritime hubs
- plans and intentions for other marine hubs across Tasmania
- the previous vision and Masterplan strategies for the Precinct and identifying a new vision and strategies for the 2021 Masterplan.

Stakeholders directly consulted throughout the master planning process included:

- APCO Engineering
- Fiomarine Industries
- INCAT
- RDM
- Taylor Bros Marine engineering Surveyors
- Lifteraft Systems Australia
- Prince of Wales Bay Marina
- PFG Group
- Cleanlift Marine
- TasTAFE Metal engineering
- Eden Foods
- Tas Minerals Council
- Tasmanian Maritime Network
- Derwent Marine
- CBG Systems
- Antarctic Tasmania and Regional Coordination, Department of State Growth
- Business Services, Department of State Growth
- Trade, Department of State Growth
- Transport Systems and Planning Policy Branch, Department of State Growth
- Tasports
- Pivot Maritime International
- Silverleaf Investments
- Phoenix Marine
- Rob Miley (Past Chair Tasmania Maritime Network)
- Office of the Coordinator General.

Masterplan Development

The Masterplan was developed by combining the background research, growth analysis and opportunity mapping with stakeholders. The Masterplan includes a strategic framework which builds on the strategic context of policy support for a maritime industrial hub and includes a vision statement, key drivers for change and strategic directions with distinct actions.

The objectives of the strategic directions deliver on the vision statement and will contribute to Glenorchy's community and economic goals:

- to identify strategic upgrades with varying capital costs and high returns to support continued growth of the Precinct
- to support long-term growth and potential expansion opportunities
- to support growth through strengthening branding, management, promotion and skills at Prince of Wales Bay
- to manage existing access and parking arrangements
- to ensure long-term growth and efficiency around Prince of Wales Bay
- to enhance the amenity of the public domain for workers and visitors to Prince of Wales Bay
- to ensure the regulatory framework supports the long-term economic growth for the Precinct.

Community Engagement

In late July 2021, Glenorchy City Council undertook the second stage of community engagement for the Masterplan. The purpose of this second stage engagement was to primarily inform the community and larger stakeholder groups about the strategic directions and actions developed in the draft Masterplan. General perceptions on the Masterplan were sought, as well as understanding what projects and actions the community would like prioritised.

This feedback was used to gauge the overall acceptability of the Masterplan to the community and identify any potential issues for consideration and revision if appropriate prior to adoption.

Feedback was supportive with recreational, share path networks and accessibility of the bay key priorities for the community.

The following activities were undertaken as part of the community engagement program:

- 744 letters posted to residents and businesses in Dowsing Point, Goodwood and Derwent Park
- a public display and survey responses collected at the Council Chambers foyer
- quick poll survey on GCC's 'Let's Talk, Glenorchy' website
- in-depth survey for registered users established on GCC's 'Let's Talk, Glenorchy' website

- consultation summary document issued to following the committees: Healthy Communities Advisory Committee, Safer Communities Committee and Glenorchy Access Committee
- two Facebook posts throughout the month on the Glenorchy Council Facebook page promoting the project and encouraging people to complete the survey
- several follow-up stakeholder site visits and interviews to review Masterplan in detail
- meetings with Council's professional staff including Community Planning and Engagement, Property, Legal and Maintenance.

Community Engagement Summary:

- 11 detailed written submissions from community
- feedback was received from State Growth
- feedback was received from key stakeholders
- feedback from Internal Working Group
- GCC 'Let's Talk, Glenorchy' Website:
 - 212 visits to the project webpage
 - 116 informed participants
 - 93 participants downloaded a document
 - 17 participants completed the Quick Poll
 - 10 participants completed in-depth survey online.

Feedback received

Key stakeholders indicated high-level of support for the Masterplan. Some comments of support are outlined below:

- *"Our team at Incat has had a chance to closely review the Masterplan and are fully supportive. It is an excellent gathering of the ideas canvassed at the various stage meetings that we've had along the way and does set out a sensible and achievable plan to move forward with. I believe it is reflective of where POW Bay sits today, and an insightful mapping for the future, as proposed and supported by all the various stakeholders"*
- *"The document is very well put together. Well done to all involved."*
- *"I am very supportive of this Masterplan, the content documents the support required to improve the facilities of the precinct and the working relationships we need as marine businesses."*

'Let's Talk' and Stage 2 Survey and feedback responses:

The open consultation process through GCC's 'Let's Talk' engagement platform received a good response with over 212 visits to the project webpage.

While only 10 people who completed the online survey and 17 completed the quick poll, the survey results showed strong support for the Masterplan.

Feedback included:

- *'It's a draft and there are lots of things that could happen in this area. I'm interested to see how things evolve based on feedback from participants in the survey etc.'*
- *'Very good to see these integrated, long-term plans coming out.'*
- *'I support the improvement of active transport options.'*
- *'Because it looks at the area as a system instead of planning in bubbles. There are opportunities for all sorts of innovative transport, recreation, residential, commercial and industrial improvements that have been highlighted.'*
- *'It looks innovative. Joining the bike track to Prince of Wales area is a great idea.'*
- *'The area at present is underutilised, so some investment in infrastructure will be a great move.'*
- *'Good overall plan.'*

Further feedback from the community was provided particularly around the possibilities the Zinc Link offers to connect the Precinct to the Intercity Cycleway. Personal Mobility Devices (PMDs) and e-scooters would be able to access the Precinct directly, encouraging new methods of transport to the Precinct, as well as walkers and cyclists.

Some feedback was received regarding the expansion of the marina and conflicting uses around leisure craft and commercial marine vessels. Any plans to expand the marina will need to consider the impacts on adjoining businesses and the long-term accessibility of large marine craft to the bay.

Incorporation of outcomes of Stakeholder and Community Engagement

The various and detailed engagement methods used during the development of the Masterplan has ensured feedback gathered during all the engagement stages has been integrated into the final Masterplan. The Engagement Report is included at [Attachment 2](#).

The unique strategic commercial importance of the Prince of Wales Bay Marine and Innovation Precinct to the Tasmanian economy was made clear by all stakeholders who praised Council for taking this initiative. The community also praised the bay's unique recreational facilities and share path links to adjoining suburbs and the exciting potential link to the intercity cycleway through the proposed 'Zinc Link'. With the implementation of this Masterplan, Council will be ensuring the Prince of Wales Bay Marine and Innovation Precinct's commercial longevity, relevance and recreational assets into the future.

Next Steps

Council's agreement is sought to endorse the Marine and Innovation Masterplan to guide future development of the Prince of Wales Bay Marine and Innovation Precinct and to strengthen and protect its economic viability.

Following adoption of the Marine and Innovation Masterplan, funding opportunities, future development opportunities and infrastructure needs will be identified. The development of a Special Area Plan for the Precinct will also be considered at a later date.

Consultations (to date):

Economic Recovery Steering Committee

Mayor
General Manager
Director Strategy and Development
Director Community and Customer Services
Director Corporate Services
Director Infrastructure and Works
Executive Officer
Manager City Strategy and Economic Development
Manager Property, Waste and Environment
Manager Community
Manager Infrastructure, Engineering and Design
Senior Communications Advisor
Strategic Planner
Coordinator Economic Development
Open Space Coordinator
Planning Services Coordinator
Economic Development Coordinator
Business Engagement Officer
Projects Officer
Project Working Group

Human Resource / Financial and Risk Management Implications:

Financial

The development of the Marine and Innovation Masterplan is one of ten projects funded as part of the Economic Recovery Plan using a \$3.5 million, no-interest loan from the Tasmanian Government.

Implementation of the Marine and Innovation Masterplan, strategic directions and identified actions are not funded at this stage. Implementation will occur as soon as possible, with funds sought from the Australian and Tasmanian Governments. Council will align its infrastructure and maintenance programs with the Marine and Innovation Masterplan. The Masterplan will also encourage investment by private developers.

Human resources

There are no material human resource implications.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation				
The Marine and Innovation Masterplan creates an expectation that Council will deliver all actions identified in the Plan in the short-term.	Minor (C2)	Possible (L3)	Medium	The Community Engagement Officer would work closely with Council's Senior Communications Advisor to ensure that clear messaging is developed to mitigate this risk.
Management of community expectations that the approval of the Masterplan indicates that funding for its development has or will be approved when it is still to be sought.	Moderate (C3)	Possible (L3)	Medium	The Community Engagement Officer will work closely with Council's Senior Communications Advisor to ensure that clear messaging is developed to mitigate this risk.
Do not adopt the recommendation				
The Marine and Innovation Masterplan is not endorsed, creating uncertainty in the business and investment community, as well as the general community as to Council's vision for the future of the Prince of Wales Bay Marine and Innovation Precinct.	Major (C4)	Likely (L4)	High	Continue to provide general investment and economic information to stakeholders or investors in an ad-hoc manner. Continue to inform the community on an ad-hoc basis and refer to existing strategies.
Opportunities to upgrade the Prince of Wales Bay Marine and Innovation Precinct via Tasmanian and Australian Government grants missed due to a lack of a plan for the Precinct.	Major (C4)	Likely (L4)	High	Continue to apply for grants on an ad-hoc basis and refer to existing strategies.
Reputational impact over time due to a lack of cohesive vision for the Prince of Wales Bay Marine and Innovation Precinct.	Major (C4)	Likely (L4)	High	Continue to provide general investment and economic information to stakeholders or investors in an ad-hoc manner.

Community Consultation and Public Relations Implications:

Consultation has been undertaken with key stakeholders and the greater Glenorchy community.

Full public consultation on the draft Marine and Innovation Masterplan was open from late July and concluded late August 2021. The Engagement Report ([Attachment 2](#)).

The full public consultation included:

- communication via Council website, social media and the Glenorchy Gazette
- public submissions, open for four weeks
- a public survey, open for four weeks
- a public quick-poll, open for four weeks

- letter-drop to businesses and residents in the Prince of Wales Bay Precinct and surrounding suburbs
- display in Council Chambers.

Recommendation:

That Council:

1. ENDORSE the Marine and Innovation Masterplan to strengthen and protect the Prince of Wales Bay Precinct's economic viability, in the form of Attachment 1.

Attachments/Annexures

- 1 Prince of Wales Bay Marine and Innovation Masterplan



- 2 Marine and Innovation Masterplan Engagement Report



- 3 Marine and Innovation Masterplan Engagement Strategy



11. DIGITISATION OF COUNCIL RECORDS

Author: Manager, Development (Paul Garnsey)

Qualified Person: Director, Strategy and Development (Samantha Fox)

ECM File Reference: Digitisation Contract 0830

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 4.1.2 | 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 |
| Objective 4.2 | Prioritise resources to achieve our communities' goals |
| Strategy 4.2.1 | Deploy the Council's resources effectively to deliver value |

Making Lives Better

- | | |
|----------------|--|
| Objective 1.3 | Facilitate and/or deliver services to our communities |
| Strategy 1.3.1 | Directly deliver defined service levels to our communities |

Reporting Brief:

To seek Council's approval for an additional project (Digitisation of Council Records) in the 2021-22 Capital Budget.

Proposal in Detail:

Prior to the introduction of Tech One in 2007, Council created and maintained hard copy records to conduct business and meet statutory requirements. The number of hard copy records that currently exist within Council is estimated to be:

Record	Comments	Estimated number
Development application wallets	Predominantly A4 but will have A3 to A0 plans; very small number of bound documents. Some wallets will contain multiple wallets inside.	1600 wallets
Subdivision files	Predominantly plans ranging from A4 to A0.	1200 files
Subject files	Predominantly A4 with some printed pictures and photos.	5000 files
Property files	Predominantly A4 with some printed pictures and photos.	5000 files
Various other files	Predominantly A4	1200 files
Building and plumbing application files	A4 text documents dispersed with plans of varying sizes from A3 to A0.	13,000 files
Rolls of plans	Mostly A0 plans with an average of 35 plans per roll.	160 (rolls)
Site specific plans	Mostly A4 bound documents and folded A0 plans.	4 medium boxes
Civil engineering plans	A1 (small quantity A3).	4000 plans

These hard copy records must be stored in a safe and secure manner to maintain the privacy and confidentiality of information and protect it from damage/loss. It is also important that files are stored in a way that enables files to be accessed easily when Council staff or property owners need to.

Hard copy file storage is currently located within Council chambers building and off-site at professional storage facilities. There are numerous hard copy files stored in locations across Council chambers and they are not protected from water or fire damage. For example, building and plumbing records have traditionally been stored in the building and plumbing office space to facilitate frequent access during the approvals process.

The current methods of storage are inefficient, costly and carry a level of unacceptable risk. Many processes across the organisation rely on the physical transfer of files between people/departments and the physical storage of files consumes valuable space which could be utilised for accommodating staff. If emptied of files, this office space within Council chambers could be used to accommodate some staff from Terry Street if that lease is discontinued in future. The annual cost of storing files offsite for 2020-21 was approximately \$18,000.

In addition, reliance on the physical access to these files is a high risk for the organisation. With the current storage methods there is a risk that files could be damaged or that private information could be accessed in the event of a break-in.

The processing and assessment of development applications and various other statutory functions in planning, building and plumbing sections of Council require review of these files. In the event of restricted access to these files (i.e. due to COVID-19 lockdown, fire, flood etc) some development processes may not be able to be performed at all.

During COVID-19 restrictions in 2020, the need to access physical files for development approvals proved extremely challenging. To continue to complete approvals and statutory processes, administrative staff were required to attend Council Chambers to access the files and distribute them to staff working from home. In the event that all staff are required to work from home in a future lock-down, some statutory functions would not be able to be performed.

The only way to effectively address all of the above issues is to ensure that all hard copy files are digitised and saved into Council's electronic content management (ECM) system.

Digitisation Project

Earlier this year, an open tender procurement process was conducted to source a suitable supplier of digitisation services. A preferred supplier has been identified and a contract (0830) awarded. The contract secured a fixed rate for a Standard Archive Carton (SAC) which translates to approximately \$350,000 based on the estimated number of files. The total amount can be capitalised.

The contract does not obligate Council to digitise its hard copy records. Specifically, it only obligates Council to use the contracted supplier if it wishes to proceed with the project.

The project is ready to commence and would be completed within 2021-22 financial year if approval is provided. The project will be managed by the Manager Development.

Recommendation

Given the inherent risk with the storage of hard copy records, the benefits and efficiencies to be gained in having digitised records; and the ongoing uncertainty with COVID-19 and related lockdowns, it is recommended that Council approves \$350,000 to be allocated in the Capital Budget for 2021-22 for the digitisation of Council records.

Consultations:

Executive Leadership Team
Director, Strategy and Development
Chief Financial Officer
Manager Development
Manager Customer Services
Coordinator Building and Plumbing Services
Senior Records Officer
Senior Administration Officer
Procurement and Contracts Coordinator

Human Resource / Financial and Risk Management Implications:Financial

The estimated cost to complete the project is approximately \$350,000 which can be capitalised in full.

The Chief Financial Officer advises that there is the capacity to fund the project from Council's cash at bank. It is expected that there will be an ongoing operational saving of approximately \$18,000 as files will no longer be required to be stored off-site.

Maintaining hard copy records consumes office space which could otherwise be used for more productive purposes. Freeing up office space will help accommodate more staff into the main Council building, reducing the need for the lease of other office space. Additional savings will be made if the lease of the Terry Street building is discontinued (noting that digitisation of records will not provide enough space for all Terry Street staff).

Human resources

The approval of this project will require the assistance of some internal staff to prepare files for the contractor, which can be managed in-house. Additional staff are not required.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation	Minor	Unlikely	Low	Rigorous procurement process conducted and a fixed price per Standard Archive Carton (SAC) obtained.
Budget overruns.				
Damage or loss of some records during digitisation.	Minor	Unlikely	Low	Thorough procurement process to ensure preferred contractor was capable and had quality assurance systems in place. Records will only be provided to contractor in smaller batches.
Do not adopt the recommendation	Moderate	Possible	Medium	Mitigated through the adoption of the recommendation.
Physical damage to files. Breach of privacy. Inability to perform some statutory functions due to lockdowns.				

Community Consultation and Public Relations Implications:

Community consultation

This is an inward facing operational matter and no community consultation is required.

Public relations

This is an inward facing operational matter and no public relations issues are foreseen.

Recommendation:

That Council:

1. APPROVE the increase to the 2021/22 Capital budget of \$350,00 to undertake the digitisation of Council records.

Attachments/Annexures

Nil.

GOVERNANCE

Community goal: “Leading our Community”

12. QUARTERLY REPORT - QUARTER 1 2021/22

Author: Acting Executive Officer (Georgi Wicks)
Chief Financial Officer (Tina House)
Manager City Strategy and Economic Development
(Erin McGoldrick)

Qualified Person: General Manager (Tony McMullen)

ECM File Reference: Corporate 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 4.1.1.01	Monitor Council expenditure and drive efficiency across the organisation
Action 4.1.1.02	Develop and monitor Council's Budget, Long Term Financial Plan, Annual Plan and Annual Report

Reporting Brief:

To provide Council with the Quarterly Report for the first quarter of the 2022 financial year (quarter ending 30 September 2021)

Proposal in Detail:

The Quarterly Report for the period ending 30 September 2021 provides detail on Council's key strategic projects, core business activities, financial performance and forecasting and monitoring of Council's Annual Plan.

The Quarterly Report comprises the following:

- Glenorchy City Council Quarterly Report ([Attachment 1](#))
- Quarterly Annual Plan Progress Report ([Attachment 2](#)).

The purpose of the report is to assist Council in its strategic oversight of Council operations and of progress on implementation of the Council's Annual (Operational) Plan.

A further benefit of this reporting is that it helps to make Council's operations more transparent to the community.

Quarterly Report

The Quarterly Report ([Attachment 1](#)) contains a comprehensive summary of Council's performance over the fourth quarter of the financial year. The report consists of the:

- General Manager's summary of strategic and operational highlights
- Council's Quarterly Financial Performance Report
- reporting against Key Performance Indicators
- summary of Council's Risk Management profile.

Annual Plan Progress

The Annual Plan Progress Report ([Attachment 2](#)) currently records the status of the twelve (12) priority actions.

Of those twelve (12) actions, one is complete, 10 are on track and one is 10% behind schedule. Commentary on each priority item is provided in the report.

Financial Performance

Executive Summary

Council's operating position for the period ending 30 September 2021 is currently showing a favourable result of \$1.619 million against budget. This comprises \$1.428 million more in revenue and \$0.191 million less in expenditure.

The September quarter financial report indicates Council continues to enjoy a favourable operational budget to actual position. The long-term forecast currently shows this favourable position will continue to 30 June 2022.

However, the Capital Works program continues to face challenges in the delivery of major projects but is maintaining an up-to-date delivery of recurrent capital works program to be undertaken.

Revenue

Year-to-date operational revenue is \$53.517 million compared to budgeted operational revenue of \$52.089 million. This represents a favourable result of \$1.428 million or 2.7% against budget.

The major contributors are property related programs in the form of additional revenue from economic activity in Planning, Building, Waste Management and Rates. Grants also provides additional revenue through unspent funds from last financial year and payment of Government sponsored qualification courses for Council staff.

Expenditure

Year-to-date operational expenditure is \$13.969 million compared to budgeted expenditure of \$14.160 million. This represents a favourable result of \$0.191 million or 1.4% compared to budget.

Expenditure is largely on track as at 30 September with no items of note in the Comprehensive Income Statement.

Non-operating – Capital Grant Revenue

Capital grants revenue is \$2.252 million against an annual budget of \$4.878 million.

The year-to-date figure is predominately \$2.085 million in unspent grant funds being carried forward from last financial year.

Non-Operating – Net Gain/(Loss) on Disposal of Assets

Disposal of assets currently records a gain of \$0.034 million against the annual budgeted gain of \$2.254 million.

Due to the long timeframes in preparing a property for sale, the majority of land sales in the annual budget are projected to occur in the last quarter of 2021/22.

Non-Operating – Contributions Non-Monetary Assets

At this early stage of the new financial year, there have been no non-monetary assets received against the annual budget of \$2.1 million.

These are typically infrastructure assets constructed in new subdivisions which pass to Council ownership upon completion of works, or found assets not previously recorded in Council's asset register.

Capital works

Council's year-to-date Capital Works expenditure is \$2.649 million of the annual budget of \$25.821 million.

As mentioned previously, Tasmania is experiencing strong economic growth, which extends beyond Council boundaries and into wider Tasmanian regions. This is affecting the availability of contractors and materials which, in turn, adds cost pressures for Council to deal with.

In particular, Council is undertaking a large program of grant funded major projects with the scope and size of these projects being a resource intensive process, both internal and external. These have the potential, and are beginning, to cause delays and backlogs with the various capital works programs.

While the works schedules are adjusted to bring forward available projects / push back affected projects, there is some uncertainty the full program of capital works will be delivered by 30 June 2022.

Summary

Further information on revenue, expenditure and capital works figures is provided in Attachment 1 to this report.

Consultations:

General Manager
Executive Leadership Team
Officers responsible for Capital and Operational Budget reporting

Human Resource / Financial and Risk Management Implications:

The Quarterly Report assists in Council's active risk management by monitoring and reporting on the progress of Annual Plan actions, major projects, key activities of Council and financial performance.

This enables Council to have oversight of the performance of the organisation, enabling informed decision-making and appropriate risk mitigation.

Given the report is for receiving and noting, there are no material risks in adopting the recommendations.

Community Consultation and Public Relations Implications:

Community consultation

As this is a status report on the outputs and outcomes of Council services and activities, no community consultation was undertaken.

Public relations

There are no material public relations implications. Key information from the report has already been publicly released, including Council's forecast budget deficit and economic stimulus and community assistance measures.

Recommendation:

That Council:

RECEIVE and NOTE Council's Quarterly Report and Quarterly Annual Plan Progress Report for the quarter ending 30 September 2021.

Attachments/Annexures

1 GCC Quarterly Report Quarter 1 2021/22



2 Annual Plan Progress Report



13. DELEGATION FOR A NON-METERED LIGHTING ELECTRICITY SUPPLY CONTRACT

Author: Manager Corporate Governance (Tracey Ehrlich)

Qualified Person: Director Corporate Services (Jenny Richardson)

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

Reporting Brief:

To request a Council delegation for the General Manager to award and sign the contract for an electricity retailer to supply Council's unmetered street lighting.

Proposal in Detail:

The supply of electricity for street lighting became contestable in 2014. Given this, a competitive tender process is required to purchase electricity from a Tasmanian Economic Regulator authorised retailer and enter into a retail contract.

Contracts for goods or services obtained as a result of a tender process conducted by the Local Government Association of Tasmania (LGAT) are exempt from the requirement to invite public tenders. This means Council can use the outcome of a LGAT tender process as if Council had run its own tender.

Council's current contract for the supply of retail electricity for street lighting was procured through an LGAT tender that was carried out in May/June 2019. The current contract expires on 30 June 2022, with LGAT writing to the General Manager in September 2021 advising that it intends to begin another competitive procurement process for Tasmanian councils.

For retail electricity, past experience shows there are financial benefits to Council in participating in a tender process which involves multiple councils due to the increased volumes and improved buying power.

Under current financial delegations, the General Manager is authorised to approve awarding contracts up to \$1,000,000 in value. The expected value of this contract may exceed the General Manager's delegation and approval to award the contract would, under normal circumstances, be given by Council. However, electricity prices are highly volatile and retailers' prices only remain firm for a short time (normally a maximum of seven days).

Due to the time constraint brought about by the short firm price period, there will be insufficient time to obtain Council approval at the November 2021 Council meeting to award the contract. Therefore, it is recommended that Council authorises a delegation for the General Manager to enter into and sign a contract as a result of the LGAT tender process conducted in October and November 2021. This is subject to the outcome representing acceptable value for money to Council. Acceptable value to Council will be assessed on electricity consumption and expenditure since 2019. It is expected that, because of this tender by LGAT, the electricity supply rates will be favourable to Council.

Consultations:

General Manager
Director Corporate Services
Manager Infrastructure, Engineering and Design
Senior Legal Counsel
Procurement and Contracts Coordinator

Human Resource / Financial and Risk Management Implications:Human resources

There are no material human resources implications.

Financial

The exact quantum of the contract is, as yet, unknown as the tender process by LGAT is commencing. However, it is possible the total sum under contract will exceed the delegation of the General Manager. The electricity supply costs are part of Council's normal budgeted operational expenditure.

Table 1 below indicates it is very likely Council will achieve savings in the cost of electricity supply for unmetered street lighting.

Table 1 – Movements in Quarterly Value Weighted Average Spot Prices (published by the Australian Energy Regulator)

Quarter ending	Tasmania (\$ per megawatt hour)
2019 Q3	70
2019 Q4	76
2020 Q1	44
2020 Q2	32
2020 Q3	51
2020 Q4	46
2021 Q1	34
2021 Q2	47

Risk Management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation State-wide wholesale price inflation leads to an increase in the megawatt per hour rate spread across all participating councils (minor reduction in potential savings).	Insignificant	Unlikely	Low	Acceptance.
Do not adopt the recommendation Council loses the benefit of aggregating its requirements and any associated cost and risk sharing benefits and becomes subject to the volatility of wholesale pricing (significant reduction in, or loss of, potential savings).	Moderate	Likely	High	Take advantage of the advantageous market conditions provided by aggregation (i.e. increased buying power).

Community Consultation and Public Relations Implications:

Community consultation was not required or undertaken. There are no material public relations implications.

Recommendation:

That Council:

APPROVE a delegation to the General Manager to enter into and sign a contract for the supply of electricity for Council's unmetered street lighting arising from the 2021 LGAT tender process.

Attachments/Annexures

Nil.

14. UPDATED COUNCIL POLICY

Author: Manager Corporate Governance (Tracey Ehrlich)

Qualified Person: Director Corporate Services (Jenny Richardson)

ECM File Reference: Council Policies

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.

Reporting Brief:

To present one updated policy to Council for adoption.

Proposal in Detail:

All policies adopted by Council are reviewed cyclically. The ordinary review period for Council policies is four years after adoption, however policies may be reviewed earlier if it is appropriate to do so, for example if there are changes to a relevant governing act.

This report presents the following updated policy to Council recommended for adoption:

- Legal Services Policy.

Legal Services Policy

The Legal Services Policy has been reviewed, having reached the end of its current cycle. The Policy was originally adopted by Council at its meeting on 25 March 2019 with a review period of two-years.

- Attachment 1 is a copy of the Policy showing tracked changes from the current version.
- Attachment 2 is a copy of the recommended updated Policy.

Changes to the Policy include:

- a government lawyer in government legal practice is deemed to hold a Practising Certificate

- in-house legal services are generally quicker than instructing from the legal services panel of providers, unless the Senior Legal Counsel is on leave
- clarification regarding the “Model Litigant” model which is an ethical model prefaced on Council using its power as a government proportionately, not wasting the Courts’ time and acting in a fair and transparent manner.

It is recommended that the Legal Services Policy be adopted with a four-year review period.

Consultations:

Executive Leadership Team
Corporate Governance

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	The recommended updated policy does not represent any significant departure from established practices or statutory requirements. There is a chance that procedural difficulties may be identified once it is implemented, leading to operational inefficiencies.	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.
Do not adopt the recommendation	Governance administration would be less optimal due to the presence of outdated and less effective policies.	Minor (C2)	Likely (L4)	Medium (8)	Council officers are instructed to review the policies and implement any changes requested by Council as soon as practicable.

Community Consultation and Public Relations Implications:

The policy, once it is adopted by Council, will be communicated to the relevant Council Officers and included on Council’s website.

Recommendation:

That Council:

1. ADOPT the updated Legal Services Policy in the form of Attachment 2.

Attachments/Annexures

- 1 Legal Services Policy 2019 Tracked Changes



- 2 Draft Legal Services Policy 2021



15. PROCUREMENT AND CONTRACTS - MONTHLY REPORT

Author: Manager Corporate Governance (Tracey Ehrlich)

Qualified Person: Director Corporate Services (Jenny Richardson)

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 4.1.3 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 procurements under Council's Code for Tenders and Contracts for the period 15 September 2021 to 13 October 2021 and provide an update on external legal expenditure in accordance with the Ministerial Directions.

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 the Code (Annex A), the General Manager is required to report to Council any purchases in circumstances where a normally required public tender or quotation process is not used. Instances of non-application of the quotation or public tender process are to be reported at ordinary Council meetings as soon as possible after a contract is executed or a purchase order is issued.

The information reported for each contract or purchase order will include:

- the contract or purchase order value (excluding GST)
- the circumstances for engaging the contractor or supplier without seeking the required number of quotes

- the date approval was given to engage the contractor or supplier
- the date of the contract or purchase order
- if the contract or purchase order was as a result of a prescribed situation or prescribed contract under regulation 27 of the Local Government (General) Regulations, the sub regulation relied on for not calling for public tenders.

For the period from 15 September 2021 to 13 October 2021, there were no exemptions to Council's Code for Tenders and Contracts.

Expenditure on External Legal Services

In compliance with item 32 of the Ministerial Directions, Council adopted a policy and process relating to the appointment of external legal advisors and monthly reporting to Council external legal services expenditure.

For the month of September 2021, the total amount spent on external legal services for all of Council was \$1,978.15. This expenditure predominantly related to a building enforcement matter, with the remainder consisting of a fee for lodgement of legal documentation at the Magistrates Court and the 7 Peltro Street transfer fees.

The expenditure was provided for in Council's 2021-22 budget.

Consultations:

Executive Leadership Team
Senior Legal Counsel
Procurement and Contracts Coordinator
Accounts Payable Supervisor

Human Resource / Financial and Risk Management Implications:

Human resources

There are no material human resources implications.

Financial

The report documents expenditure of in budgeted operational costs.

Risk management

As this report is recommended for receiving and noting only, no risk management issues arise. Risks around procurement are monitored and reported on a continuous basis as part of standard processes and procedures.

Community Consultation and Public Relations Implications:

Community consultation was not required or undertaken. There are no material public relations implications.

Recommendation:

That Council:

RECEIVE and NOTE the Procurement and Contracts Monthly Report for the period from 15 September 2021 to 13 October 2021.

Attachments/Annexures

Nil.

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

Questions taken on notice – Alderman Sims - Glenorchy CBD Project (30 August 2021 meeting)

Q. Is the Agenda item from June 2020 that suggested the completion of stage 3C was expected to have been completed in June 2020/21 incorrect then?

A. The CBD Revitalisation Project – Stage 3B Completion report does state that the “project is expected to be constructed across three fiscal years.”

The report also goes on to state, under ‘Stage 3C Construction Schedule’ that the “project was originally proposed across a 3-year timeframe, coinciding with the fiscal years 18/19, 19/20, and 20/21, with completion around end-June 2021.”

However, the report then states the following, “It is now known that the final timeframe of 12 months to construct the Stage 3C is inadequate. Stage 3C has a schedule of works that will take it to the end of November 2021. The following are some key reasons in support of this extended timeframe:

- *Specific complexities of the build were not known during concept stage*
- *The Detailed Design process highlighted the need for further investigation on current infrastructure and how best to deal with it*
- *The overall size of the work-zone area is approximately 30% larger than each of the first two stages 3A and 3B”*

It was also reported in June of 2020 that with 3A being brought in on-time and 3B completed seven-weeks ahead of schedule, there was every confidence that 3C will be completed well within the new timeframe.

From the commencement of 3C, Council had been communicating November 2021 as the completion date for all works. The project was completed on 16 September 2021 two and half months earlier than scheduled.

Questions taken on notice – Alderman Sims – Glenorchy CBD Project (27 September 2021 meeting)

Q1: Can you please provide aldermen with copies of all written communication that has been provided to businesses throughout the CBD developments establishment and ongoing changes/updates.

A. Copies of written communication to business will be provided to Alderman in advance of the meeting.

Q2: My other question is in light of council’s miscommunication to the public regarding the timelines and budget for the CBD development. Why are we continuing to communicate the headline ‘that we have delivered this project on time and in budget’ considering the information I’ve highlighted again here and after having supplied this information in writing to the GM, Directors and Aldermen on several occasions.

A. The following comments are made in response to this question:

Timelines for Project Completion

At its meeting on 26 August 2019, Council was advised that Stage 3C was expected to be constructed in the 2019/20 financial year.

At its meeting on 29 June 2020, Council was advised that Stage 3C would not be completed within the timeframe envisaged (around June 2021).

The report from June 2020 adjusted the milestone for Stage 3C to November 2021.

This is the nature of projects – and Council remains agile in dealing with project challenges as they emerge.

Reasons given were:

- *some of the complexities that have emerged during construction were not known during the concept stage. For example, the construction of the raised table and median strip has complexities such as installing complex paving patterns and ensuring levels/falls etc are correct, which is relatively easy to design as a concept but can create difficulties when real-world conditions are encountered.*
- *the detailed design process highlighted the need for further investigation on the existing infrastructure at the construction site and how best to deal with it, and*
- *the overall size of the work-zone area is approximately 30% larger than each of the first two stages 3A and 3B.*

Achieving a build in a timeframe of 12 months would be possible. However, it would require the addition of a second crew to assist. Cost estimates of employing a second crew on the project would result in an additional expense of around \$300,000. The involvement of a second crew would also likely increase disruption to traffic flow as it would result in the closure of both lanes on Main Road

The Project Manager has been providing Aldermen with monthly project status updates by email on the progress of this project.

Communication with stakeholders

Council has continued to provide regular updates to stakeholders on the progress of the CBD Revitalisation Project, including:

- FaceBook posts for the general public
- Gazette and newsletter updates.
- Website articles.
- Display at Northgate Shopping Centre

The Project Manager has continued to communicate face to face with local businesses throughout the project at different levels of intensity depending on the project schedule.

These updates have consistently communicated the timelines reported to Council.

All throughout the project Council officers provided both personal information to businesses as well as providing information in a larger context in the display board at Northgate as well as Facebook posts.

- Throughout Stages 3A, B & C, the project manager did a weekly walkaround and provided businesses with written updates – ‘5-Day Look Ahead’ - on work as it progressed – see attached example of one from Stage 3C which was provided each week. This ceased for 3C, in December last year, as Main Rd north was closed and all works were confined to this one area. The Project Manager had already spoke to every business individually and advised them of the timeframe to completion. He also advised them that the weekly report would not provide them with much more information than he had already given them however, should any major changes to the project occur, that he would personally visit and advise – which he did just prior to the full road closure
- Prior to Stage 3B & 3C Council officers went another step forward in informing the general public and built a display stand to place in the southern entrance of Northgate. In this display we placed both a timeline poster outlining a breakdown of works across the coming year, along with a graphic demonstrating where and when each section of work would be undertaken – see attached graphics and posters for 3B & 3C
- At the start of both 3B & 3C, the project manager personally took copies of the timeline poster and the graphic to each and every business within the effected work area and explained what was going to occur
- The weekly walkabout posts were placed on FaceBook at the end of every week, along with the timeline posters and graphics at the start of each stage of work

The Glenorchy Gazette post of 2017 occurred when discussions were underway around tendering the contract and looking at the possibility of shutting Main Road completely and attempting to undertake the entire project in one year.

This approach was not adopted for sound reasons:

First, it was felt that a full-year road closure would be far worse both physically from a traffic standpoint but more importantly from an economic point of view – businesses would have suffered incredibly with no through traffic at all.

Second, Council could not support a \$6M budget in hit – hence the agreement to spread the cost across three years, and

Third, Council believed in the skill and knowledge of their own resources/work crews to undertake this project to level of professionalism and product delivery it deserved – which has proven to be the case.

In conclusion, the timeframe for delivery of Stage 3C of the project was adjusted in June 2020 to November 2021 to reflect changes in project delivery and progress against this timeline was consistently reported to Council and stakeholders until the end of the project in September 2021, ahead of budget and schedule.

Q3: Do you realise the links between the kind of action by a council (arguable mis-communication) and the distrust of the Government in general within a local community?

A. For the reasons already provided, there has not been a miscommunication with the public in relation to the timeframes for completion of the CBD Revitalisation project.

CLOSED TO MEMBERS OF THE PUBLIC

17. CONFIRMATION OF MINUTES (CLOSED MEETING)

That the minutes of the Council meeting (closed meeting) held on 27 September 2021 be confirmed.

18. APPLICATIONS FOR LEAVE OF ABSENCE

ECONOMIC

Community goal: “Open for Business”

19. LEASE NEGOTIATIONS FOR 671 MAIN ROAD BERRIEDALE AND 1 ALCORSO DRIVE BERRIEDALE

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 (2)(f) (Proposals for the Council to acquire land or an interest in land or for the disposal of land).

GOVERNANCE

Community goal: “Leading our Community”

20. AUDIT PANEL MINUTES

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).

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

22. GENERAL MANAGER'S PERFORMANCE MANAGEMENT FRAMEWORK AND KPI'S 2021/22

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).