

**GLENORCHY CITY COUNCIL
ATTACHMENTS
MONDAY, 25 OCTOBER 2021**



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Customer Service Report 2020/21

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Introduction

Council, like all local government authorities, provides a range of services and functions to its local community. Key to the delivery of those services is how Council serves its community.

Council is committed to providing its 47,000 residents 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 Service 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.

This report covers a number of these areas, providing insight and reflection on how well Glenorchy City Council is providing its community the level of customer service that we are aiming for.

Customer Complaints

The *Local Government Act 1993 (the Act)* requires that the General Manager provides an annual report on customer complaints to Council. Specifically, section 339F(5) of the Act provides:

"The general manager is to provide the council with a report at least once a year of the number and nature of complaints received"

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.

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

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

A summary is provided in the tables below. It should be noted that changes to Council's organisational structure mean that direct comparisons between Directorates from previous years was not possible. From last year onwards, complaints were reported against the team in which the relevant function sits, rather than the Directorate. This allows for a more informative report while also allowing for more accurate reporting for future comparisons if functions within the Directorates change.

20/21 Performance

Total Complaints against Council	Response sent within Service Level
39	32

Summary & Comparison

	2020/21	2019/20	2018/19	2017/18
Total Registered	39	23	17	17
Response sent within Service Level (10 working days)	32	19	15	11
Service Level %	82%	83%	88%	65%

By Source	2020/21	2019/20	2018/19	2017/18
Phone	2	4	0	1
Email	32	19	15	14
Letter	5	0	2	1
Visits	0	0	0	1
Internet	0	0	0	0
By Directorate				
Corporate Governance & General Counsel	NA	NA	NA	9
City Services & Infrastructure	NA	NA	NA	8
Community, Economic Development & Business	NA	NA	NA	0
Strategy & Development	3	4	3	NA
Community & Customer Services	11	7	8	NA
Infrastructure & Works	22	12	6	NA
Ombudsman	3			
By Area				
Planning	2	3		
Building & Plumbing	3	1		
Parking/Compliance	9	3		
Animal Management	2	4		
Infrastructure, Engineering & Design	9	2		
Works Centre	10	7		
Property	0	1		
Waste	2	1		
Landfill	1	1		
Rates	1	0		
Current Complaints				
There are no complaints currently open from the 2020/21 financial year.				

The above data indicates there has been an increase in the number of complaints over the period with consistent levels of service in resolving those complaints. Teams that are not listed did not receive any complaints in either of the last two years.

This increase is most likely a result of administrative changes during year to the way in which 'complaints' were recorded. Last year, Council lowered the threshold for what would be considered a 'complaint' when reviewing correspondence, in order to err on the side of caution and ensure that feedback was being received and addressed appropriately. Council also reviewed the administrative procedure for receiving correspondence as an action of Council's Customer Service Strategy 2020-25, to ensure all complaints are being captured correctly. It is anticipated that this has resulted in a more accurate collection of complaints.

Council's Customer Service Charter will be reviewed as an action of the Customer Service Strategy 2020-25, and it is likely that these terms will be more clearly defined as part of this process. It is also worth noting that the number of service requests has significantly increased over the last three years, from 11,658 in 2018/19, to 13,617 in 2019/20, and then 14,397 in 20/21, representing a 24% increase over the three years.

Customer Service Satisfaction (CSAT) Score

Council is committed to providing our customers with outstanding service. To be able to listen to our customers, their needs and expectations, we needed to make it possible for them to leave feedback on their interactions with us. Together with the comments, we needed to evaluate our performance against a score, deciding on a target to aim for. We identified the Customer Service Satisfaction (CSAT) Score as the ideal mechanism to calculate this, and overall how satisfied our customers are with our service.

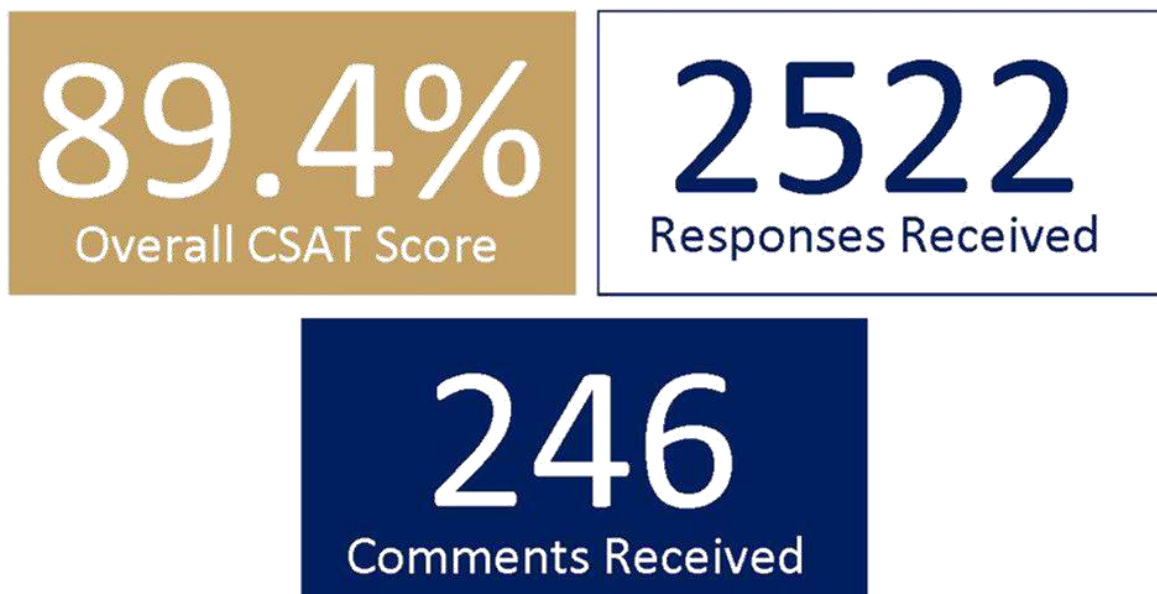
The CSAT Score is calculated by identifying the percentage of 'satisfied' customers from the total number of customers completing the survey. For Glenorchy City Council, the customer is offered a 4 or 5 option scale of satisfaction depending on how the survey is taken. For example, if asked 'how did we do today?' the scale may be 1-5, with 1 being extremely poor and 5 being excellent. The customers that responded with 4s and 5s would be calculated as a percentage. If the scale is 'poor', 'just ok', 'good' or 'excellent', then the 'good' and 'excellent' responses would be calculated as a percentage.

Bearing in mind the responsibility of Local Government and its requirements when completing its functions, the industry standard for an organisation such as Glenorchy City Council is a target CSAT Score of 75%.

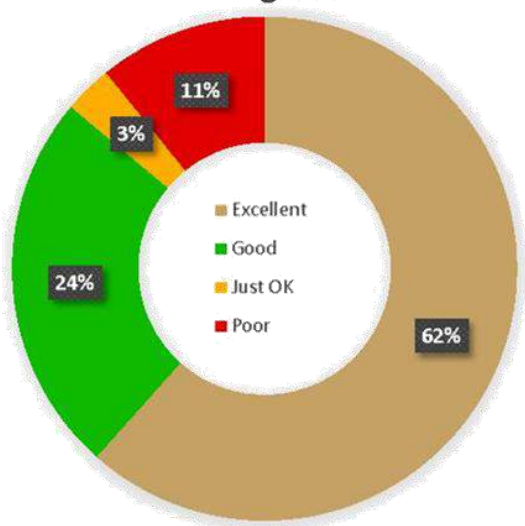
Currently, Council provides the option for customers to leave a score via tablets in the Chambers' foyer, after phone calls to the Customer Service Centre using an automated service, as an auto-response to emails sent through to the corporate email address (gccmail@gcc.tas.gov.au) and via the Customer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

Customers are also able to leave a comment when completing the survey via one of the tablets, the auto-response to corporate email, or the Customer Service Officers' email signature.

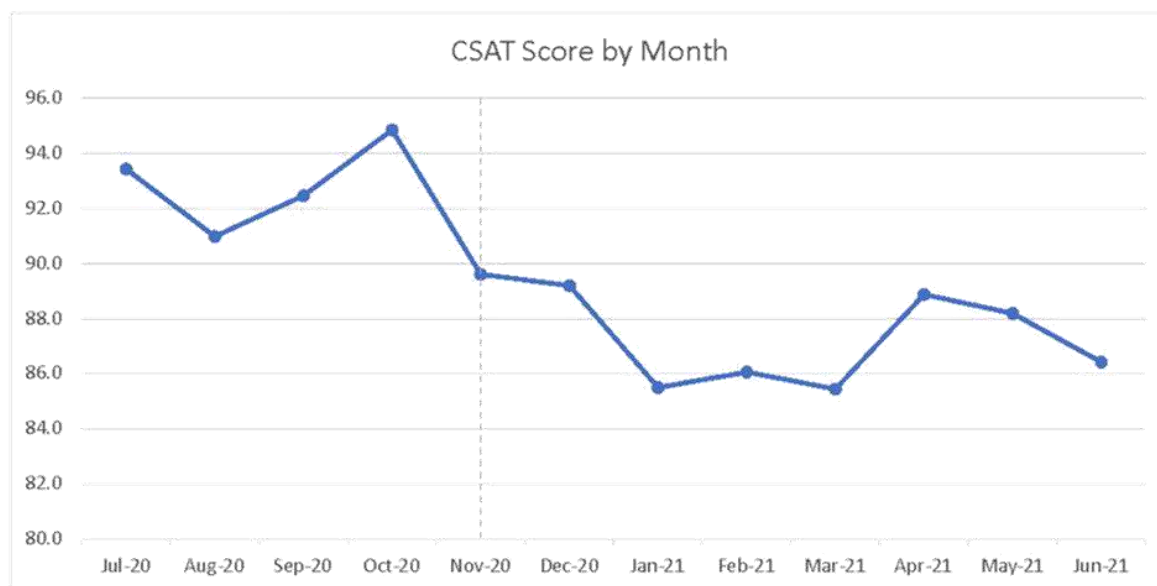
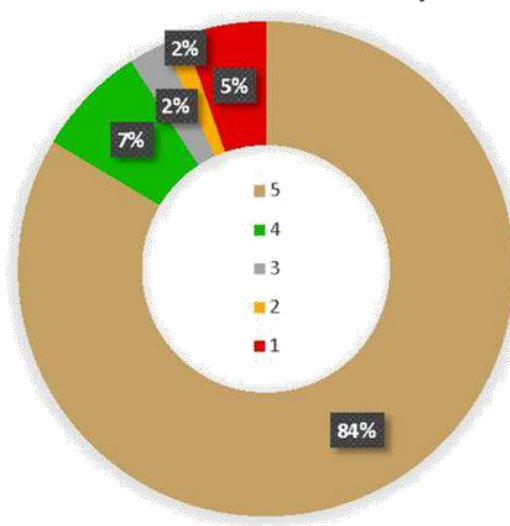
Scores left by customers are anonymous. The response system also allows the comments received to be left anonymously too, if preferred.



Responses from Tablets and Email Signatures



Responses from Post Phone Call Survey



Although the CSAT Score maintained at a high level throughout the year, it did have a downwards trend overall. This is partially as a result of including the Survey in the GCCMail corporate auto-response in November, meaning we captured a wider spectrum of enquiries, following a wider range of staff interactions rather than solely after the Customer Service Officers' interactions with customers, which are more likely to be quicker, more favourable solutions to enquiries due to their subject.

Through the CSAT Score responses, we also received 246 comments from customers. These are largely positive, however there were many that prompted process and procedural changes within Council, and every red light is investigated. A full list of these comments is below, with the survey response the comment is linked to:

Response	Response Date	Comment
Gold Star	2/07/2020	I was very impressed by the helpfulness & pleasant attitude of Melissa- she completed my request efficiently & has great personal skills.
Gold Star	6/07/2020	The registration process was simple, straight forward. Appreciative that I could do it all online.
Gold Star	7/07/2020	Tania was very helpful in locating and sending me the required drainage plans. Thanks Tania
Gold Star	8/07/2020	Hilary was very friendly and helpfull
Gold Star	8/07/2020	prompt response to my matter. great service thank you
Green Light	9/07/2020	Super quick response, and compassion shown for situation :)
Gold Star	9/07/2020	Efficiently handled my emailed request.
Gold Star	9/07/2020	Quick and easy solution! Thankyou!
Gold Star	9/07/2020	Melissa beautiful servicewith a smile 😊
Gold Star	10/07/2020	Melissa dealt with my issue in a friendly and efficient manner. I was a pleasure dealing with her. Many thanks Melissa.
Green Light	13/07/2020	Such a quick reply, thanks Rebecca
Gold Star	17/07/2020	Very timely response to my email
Gold Star	18/07/2020	Michelle is a credit to the council. She dealt with my problem efficiently and was understanding and friendly. I wish to thank her again for her assistance
Gold Star	20/07/2020	So quick! Awesome!
Gold Star	20/07/2020	I really appreciated my problem was solved as it was an urgent one and everybody was very polite.
Gold Star	20/07/2020	It was really nice to get helped out so quickly. Thank you.
Green Light	21/07/2020	Melissa was very kind, cheerful and helpful. Give her a pay rise.
Gold Star	22/07/2020	Friendly very helpful
Gold Star	23/07/2020	Fast and efficient service, thank you
Gold Star	23/07/2020	Always a pleasure to come in and pay my parking fine, the girls at the desk are always very nice and nothing is too much trouble for them.
Gold Star	24/07/2020	Very cheery ,gave simple clear advice
Yellow Light	25/07/2020	The reply doesn't actually fully explain what needs to happen, for example if I am expected to pay a full year Dog registration for a four week period.
Gold Star	27/07/2020	Friendly. And great customer service
Gold Star	28/07/2020	The service was so fast and efficient. Thank you

Gold Star	29/07/2020	The requested information was provided and relevant paper work received very quickly. Well done!
Gold Star	30/07/2020	Make the 'CBD!' smoke free
Gold Star	30/07/2020	Very happy crew smiles x
Gold Star	31/07/2020	Make the cbd smoke free!
Gold Star	3/08/2020	Fast response and lovely lady I spoke to was very helpful
Gold Star	4/08/2020	Very good
Gold Star	6/08/2020	Very friendly service desk
Green Light	11/08/2020	Good job
Green Light	11/08/2020	Hi
Gold Star	13/08/2020	Very efficient
Gold Star	17/08/2020	The staff on the phone at GCC are always pleasant to deal with and very helpful.
Gold Star	17/08/2020	Grace was a delight to speak with and assisted me with my enquiry.
Gold Star	20/08/2020	Useful and purpose solved
Gold Star	26/08/2020	Thank you
Gold Star	28/08/2020	Great service at the cashier
Gold Star	3/09/2020	Melissa actually wrote that she was sorry for our loss - Duke was like a child to us and seeing that in an email from the council was really appreciated. Thank you so much for taking the time to put that in the email - it was just lovely and really appreciated.
Gold Star	3/09/2020	Always excellent service
Gold Star	7/09/2020	Prompt response with detailed information whenever we're reaching out for any guidances. Thank you.
Gold Star	9/09/2020	Happy and bright
Gold Star	10/09/2020	Speedy and kind response.
Gold Star	14/09/2020	Friendly, efficient service.
Gold Star	15/09/2020	Keep up the good work.
Gold Star	15/09/2020	Always so helpful and friendly
Green Light	17/09/2020	Pleasant, friendly and efficient staff that were happy to help. Thank you, ###
Gold Star	18/09/2020	The lady I seen was very polite and helpful
Gold Star	21/09/2020	Polite
Gold Star	22/09/2020	Good
Green Light	22/09/2020	Thank you for your help
Gold Star	22/09/2020	Great support
Gold Star	23/09/2020	Excellent support
Gold Star	25/09/2020	Excellent communication to my problematic issue..
Gold Star	26/09/2020	Staff member was very efficient and helpful, thank you!
Gold Star	28/09/2020	Great
Green Light	30/09/2020	fast with emailing me back

Green Light	30/09/2020	👍👎
Gold Star	30/09/2020	You are very helpful thank you very much 🙌👍❤️💚💚💚
Gold Star	1/10/2020	Great
Red Light	3/10/2020	Couldn't open the PDF it was Blank, we paid for this and it is holding us up.
Gold Star	6/10/2020	Zulieka was most helpful.
Green Light	6/10/2020	Very helpful, thank you.
Gold Star	7/10/2020	Lovely customer service
Gold Star	7/10/2020	Hilary was professional, friendly and assisted me immediately with my enquiry Thank you
Red Light	9/10/2020	Waiting too long for service
Gold Star	9/10/2020	Friday 9/10/2020 Alicia in Health transferred us to Tania in Customer Service, who was able to help & book us to see Rob (Builder) today before 5p.m. Very happy with Customer Service experience. Thank you for having lovely helpful staff.
Gold Star	9/10/2020	Fri 9/10/2020 Rob in Building & Angela in Planning very helpful & professional. Left GCC office knowing what we need to do. Thank you for a wonderful experience.
Green Light	12/10/2020	yes
Gold Star	15/10/2020	Spoke with Tanya and Hilary respectively and they were both so lovely and helpful, and patient. Thanks ladies, love your work :)
Gold Star	19/10/2020	communication is always good !
Gold Star	19/10/2020	Anna was very helpful great work (thumbs up)
Green Light	21/10/2020	SJSJSJSJSJSJSJSJSHZHHZSS
Gold Star	26/10/2020	👍
Green Light	3/11/2020	Ashleigh was fabulous, thank you for listening. I really hope it's sorted soon. It makes Glenorchy look like a slum.
Gold Star	4/11/2020	She was a lovely lady and was very helpful
Gold Star	4/11/2020	Very helpful, efficient and professional.
Gold Star	6/11/2020	I had read that the Glenorchy outdoor pool was closing, and was concerned that it might be for good, just as I had decided to get a season pass to greatly improve my health and fitness. I found out about it from the great Seniors Expo last year. The helpful staff member (youngish, shoulder length blonde hair) very kindly confirmed that although it had changed hands, it opened last week, and I can go on Monday and buy my season pass So I am delighted both with the service today, but also that there is such a fantastic facility for us all at an affordable cost to support enjoyable exercise, it being open air with lovely views of the mountain. ####
Gold Star	9/11/2020	Couldn't of been happier with the service and information I received.
Gold Star	9/11/2020	very pleasant staff and helpful ;)
Gold Star	9/11/2020	Very nice people and service thanks
Gold Star	9/11/2020	Keep up the great work!!

Gold Star	10/11/2020	Awesome as always!
Red Light	10/11/2020	great help
Gold Star	11/11/2020	Excellent customer service. Very friendly lady
Yellow Light	12/11/2020	Gfg
Gold Star	12/11/2020	X
Red Light	12/11/2020	Sorry pushed wrong with button. Service was great.
Gold Star	13/11/2020	I would like to say a big thankyou to the two men who came out to Roseneath Place and cleared the pathway at the top of our cul-de-sac. They did one of the best trimming and clearing of the path ways we have seen in a long time. They did an amazing job.
Gold Star	16/11/2020	As always with my dealings with GCC staff, nothing is any trouble and the service is always first class.
Gold Star	19/11/2020	Speedy response - professional and caring.
Gold Star	30/11/2020	Using feedback operation.
Yellow Light	1/12/2020	very annoyed it has taken ten years to come to my attention that the plumbing permit for ##### is not complete. that's terrible communication on your part
Red Light	2/12/2020	Wrongly accused by the dog patrol unit when we first reported incident we were told it was not our fault, two months later they send us a bill ' this will be ogling to the courts
Gold Star	3/12/2020	Phone enquiry was answered with friendly courtesy and understanding. Procedure and timeframe for resolution explained and necessary documentation emailed to me promptly to allow resolution of the problem in a very short time. Thank you.
Gold Star	4/12/2020	Polite and Attentive staff
Gold Star	4/12/2020	Great service
Gold Star	4/12/2020	Young lady who answered my queries today at 4.45 was excellent
Green Light	6/12/2020	Thanks for your time to read my email really appreciate it thanks
Gold Star	6/12/2020	Awesome work monique
Gold Star	7/12/2020	Send Answers of questions
Gold Star	10/12/2020	Prompt service is always good.
Gold Star	10/12/2020	Excellent email response timeframe
Green Light	10/12/2020	Thanks GCC. Trust you have a good festive break. Kind regards, #####
Gold Star	11/12/2020	Thank you for your response was very pleased with response and timely manner work was carried out #####
Gold Star	12/12/2020	Nice work space
Gold Star	13/12/2020	Council is always trying best for the people and hope will remain the same
Red Light	15/12/2020	Unfortunately the Council has been unhelpful on an issue I have been trying to resolve for the past 6 months
Gold Star	16/12/2020	Rebecca ##### was brilliant. She referred my query to the relevant staff for appropriate action.

Red Light	16/12/2020	I have not heard from #### following a fire hazard reported
Gold Star	18/12/2020	Very Happy with the quick response
Gold Star	21/12/2020	quick response re email sent
Gold Star	21/12/2020	👍👍👍
Red Light	21/12/2020	why would you ask for a service survey on first contact? "how well did we do today?" well you havent done anything yet !
Gold Star	22/12/2020	Excellent service thank you
Red Light	22/12/2020	was referred to planning offices, not there, requested to call after 3 to discuss matters, no pick up. called reception, told not there. Planning application lodged on the 30/11 fees paid on the 1/12 its NOT even advertised GCC offered #### as officer to contact left message no return call to date. ####
Gold Star	23/12/2020	Thanks.
Gold Star	23/12/2020	Amazing
Gold Star	23/12/2020	Ally is fantastic.... I spend enough money with GCC so you can give her a pay rise. :)
Red Light	23/12/2020	#### [Address left]
Gold Star	25/12/2020	Vanessa has been amazing with every enquiry. I regularly need to adjust my direct debit date to match pay days and Vanessa makes it easy
Gold Star	4/01/2021	Good customer service
Gold Star	5/01/2021	Lovely and friendly customer service.
Red Light	6/01/2021	There is clear favoritism towards the staff of Richmond Fellowship; if it has been anyone else, they would have been booked. This is not the first time that you have shown favoritism to the staff of the aforementioned organisation regarding their parking habits.
Yellow Light	8/01/2021	I came in to let GCC know that the waste management team need to empty the recycling bins more frequently Some are overflowing & rubbish is accumulating in the bus interchange & in nearby shopping trolleys This is a long term issue I see over and over again I realise some people would prefer to litter even when bin space is available but for those wanting to do the right thing it is frustrating Please improve the waste management service Thank you (sorry I can't find the commas & fullstops on this dam keyboard to punctuate properly) From ####
Gold Star	11/01/2021	You replied almost before I sent my email. Amazing.
Gold Star	13/01/2021	very nice staff over the phone and quick response via email.
Gold Star	18/01/2021	Just happy to see a happy face smiling back at me 😊
Red Light	18/01/2021	Recycling bin at back of council chambers overflowing again today. Not emptied often enough.
Red Light	18/01/2021	Very rude staff
Yellow Light	20/01/2021	Unable to help on this occasion.

Gold Star	21/01/2021	Rapid response.
Gold Star	22/01/2021	my issue was resolved, and the lady from animal control who called me back was very helpful in explaining the resolution. Thank you
Red Light	26/01/2021	Your automated Acknowledgment of Correspondence Received could be improved considerably if it contained the subject header of the message you are acknowledging. Unless I only send one email a day, how am I to know what is acknowledged? In addition to that, how about responding to the questions I have asked, instead of not responding at all?
Red Light	26/01/2021	The Acknowledgement does not contain the subject header of the message I sent, therefore it is unclear what has been responded to.
Gold Star	28/01/2021	Wow, it is a super fast response, get it done so quickly, awesome!!
Gold Star	28/01/2021	Quick response and helpful advice.
Gold Star	28/01/2021	Friendly
Gold Star	28/01/2021	Planner is Awesome
Gold Star	29/01/2021	Thank you for your quick response.
Gold Star	29/01/2021	Excellent customer support
Gold Star	29/01/2021	Great customer service
Gold Star	2/02/2021	The person who took my call was bright and friendly and lovely she also gave me a realistic timeframe that she could email me what I requested and followed through very thankful and happy.
Gold Star	2/02/2021	Service provided is excellent others Councils could take a leaf out of your book
Red Light	3/02/2021	Bad footpath fell badly injured myself
Gold Star	4/02/2021	everyone I spoke to was very helpful and lovely
Gold Star	5/02/2021	Quick and efficient
Gold Star	5/02/2021	Prompt and clear response. Thankyou
Yellow Light	9/02/2021	Thanks for the update, however, 72 hours since my notification was sent... I would of thought this potential hazard would of been actioned or at least the area barricaded out (if it hasn't already), well before now.
Green Light	10/02/2021	Very friendly helpful staff
Gold Star	10/02/2021	I was happy with the quick response and the action taken.
Gold Star	11/02/2021	Thank you for fast response. I need my issue fixed ASAP please
Gold Star	11/02/2021	Thank you
Gold Star	11/02/2021	Went to pay for my fine and the service made it well worth it.
Green Light	11/02/2021	Would like to hear from you in due course regarding this issue
Green Light	11/02/2021	That is the response one would hope for, I hope though that it is attended to before further heavy rainfall.
Gold Star	12/02/2021	Monique, was very helpful and polite

Gold Star	12/02/2021	Lovely girls on reception
Red Light	12/02/2021	There was still no clear explanation as to why my bins haven't been collected in over a month. I'm 8 months pregnant and have a front yard and bins full of rubbish due to the lack of collection that I now have to find a way to get it all to the tip at an extra cost to me. I've just moved here from the eastern shore have lived their my whole life and not once have I ever had an issue with the Clarence city collection
Green Light	14/02/2021	Great to get such a rapid response and acknowledgement of my email correspondence
Gold Star	15/02/2021	I arrived at work this morning and was delighted to see our bin has been fitted with a new lid. Thank you for your prompt response!
Red Light	15/02/2021	Bin was not delivered, when I called they advised it had been delivered, but it was never received by us. I now have to fill in form again for a new one.
Gold Star	15/02/2021	Thank you so much for making it EASIER.
Red Light	15/02/2021	It's very disappointing not to receive a reply to my emails.
Gold Star	15/02/2021	Quick response and request accepted. ####
Gold Star	16/02/2021	Good
Red Light	18/02/2021	No reply received. Very disappointing service.
Gold Star	18/02/2021	Very good services
Yellow Light	19/02/2021	Usually takes a few emails and a couple of weeks when reporting issues to get a response from the Glenorchy council.
Gold Star	22/02/2021	Lovely staff
Gold Star	22/02/2021	Jp
Gold Star	22/02/2021	Damien has been really helpful 😊
Red Light	22/02/2021	Unable to contact Council planner after 4 attempts over multiple days over a week!
Red Light	22/02/2021	Enquiry never answered. Very poor performance.
Green Light	22/02/2021	Appreciated the quick response to my enquiry. But as stated in the email, the attached map was not there.
Green Light	23/02/2021	helpfull
Red Light	23/02/2021	I have been waiting for a response after #### advised I write a letter to assist in my plumbing application ####. I did so. I sent it on Feb 3rd. I received confirmation that you received it the same day. I then got a letter yesterday saying that #### was still awaiting the letter. Two weeks wasted.
Gold Star	23/02/2021	Fantastic service
Gold Star	24/02/2021	The lady I spoke to on the phone was friendly and efficiently handed my inquiry. She was able to provide advice for my next steps. Thank you!
Gold Star	24/02/2021	Thanks to Roisin. Easy to deal with. Great and speedy service.
Red Light	24/02/2021	#### very pleasant, but unfortunately didn't have enough experience in dealing with my questions.

Yellow Light	1/03/2021	Surprised there is no litter enforcement by the council. In any case, perhaps signage about Dog Litter offences could be useful and include maps of official dog walking areas in vicinity. Thank you
Gold Star	1/03/2021	Very fast response. Thank you
Red Light	2/03/2021	I clicked POOR SERVICE because I didnt get a reply to an email in a whole day! It is an important enquiry where council didnt process a ticket to a different driver and now I have got a bigger ticket.
Gold Star	2/03/2021	Had issues with cats on property last year Animal management done excellent job rectified the situation almost instantly and haven't had an issue with the cats since A big thankyou
Red Light	2/03/2021	Couldn't pay husbands dog licence asi don't have his concession card now he has to come in and he's sick why couldn't I do it we both pay rates so no cheating
Gold Star	2/03/2021	The right information and a very quick response you can't ask for more than that
Gold Star	3/03/2021	Great prompt response that fully dealt with my request
Gold Star	4/03/2021	Well, my application is not yet complete, but so far so good.
Gold Star	9/03/2021	Thanks for quick response to my message regarding missing 'no dogs' sign at Shoobridge Park sports ground. Cheers
Gold Star	10/03/2021	Lovely people!
Gold Star	10/03/2021	Prompt in getting back to me. Much appreciated
Gold Star	11/03/2021	Quick service
Gold Star	11/03/2021	Placed a poster. Got help with finding where to put it. Found lots of information.
Red Light	18/03/2021	Telling me I have to microchip my dog. She's six yo and it won't happen
Gold Star	23/03/2021	Thank you for your compassionate response.
Red Light	25/03/2021	There is no reference to which this matter applies! ####
Green Light	25/03/2021	Good
Red Light	26/03/2021	Water issues from neighbors property. #### ####
Red Light	29/03/2021	[Name left]
Gold Star	31/03/2021	Very helpful.
Gold Star	31/03/2021	THANKS FOR YOUR VERY PROMPT REPLY EMMA #### NOW LET'S HOPE THE THE REPAIRS ARE CARRIED OUT VERY PROMPTLY TOO!! THANK YOU.
Gold Star	7/04/2021	Fgigregghjr3#cbhrky&bmutegludrukndstikvdtundsrujgdtujfryhdsrygdryuhfdtuhfery8h deyhdrngnnfg(bvfkncswetyil.lnkgeetunffhngtû(vddyjnbq
Gold Star	12/04/2021	Good service
Gold Star	12/04/2021	♡
Green Light	12/04/2021	Appreciate the quick response,much appreciated.

Gold Star	19/04/2021	Very good help thanks
Yellow Light	22/04/2021	Shouting at me does not help!
Gold Star	22/04/2021	Courteous and welcoming, #### 🙌
Gold Star	26/04/2021	Excellent prompt action of fixing cavity hole in footpath shortly after GCC were notified.
Red Light	29/04/2021	Unattended counter
Gold Star	30/04/2021	Answered my questions with a extremely quick response and am very thankful
Green Light	5/05/2021	When booking a Tolosa Street Hut i suggest sending payment details in initial confirmation emails to ensure people have that information upfront. Seems strange that I would have to chase down that info in a separate email or phone call. The terms and condition agreement mentioned payments but no instructions on how to do so.
Yellow Light	8/05/2021	My complaint hasnt been sorted yet. It has only been passed to that department. It needs to be sorted once & for all. That means cacti removed before someone sues the council
Red Light	11/05/2021	We asked for the entrance to the dog walking area in Tolosa St to be fixed up so that people could enter & leave it safely. NOT CLOSED OFF. In the hour or so since your worker closed off the fence ,there have be a number of elderly dog walkers. & pedestrians who have been using it shaking their heads. Children used this to go up to school. We were not objecting to the opening but asking for some filling to make a ramp & a proper barrier like on all the laneways that enter the area. People will now go back to climbing the fence ,lifting there dogs over ,children climbing over. This is more DANGEROUS than going through the fence.
Yellow Light	12/05/2021	Rapid response was good. Now I need the follow up to happen to make my response good.
Gold Star	17/05/2021	Thanks
Gold Star	19/05/2021	Thanks Emma ####, excellent customer service! I emailed back after months of putting it off and you called straight away and sorted my query straight away. Very happy 😊
Green Light	21/05/2021	See a friend
Red Light	21/05/2021	I wrote an email to #### asking a question. He wrote a very nice, business like reply to me, but unfortunately did not address the question I asked. I hope he can now give me an answer. Thank you.
Red Light	26/05/2021	Deplorable service. .waiting 7 days for a response to a simple question that would literally take 30 seconds I even called call centre and was given 3 different responses on how they can't help me. Absolutely unfathomable on this day and age of high tech information
Gold Star	26/05/2021	I called council looking to confirm the marketing manager's details for the CMCA's annual publication - The Wanderer Yearbook. I spoke with Tania who was incredibly professional, and helpful - an absolute delight! Thanks ####
Red Light	27/05/2021	await document
Gold Star	28/05/2021	Wonderful customer service
Green Light	31/05/2021	Quick and easy JP service
Gold Star	2/06/2021	Emma was extremely helpful, cheery & very pleasant to speak with. Thank you Emma.
Gold Star	3/06/2021	Extremely helpful, thanks to Emma.

Red Light	4/06/2021	#### [Feedback regarding failure to follow up previous enquiry]
Red Light	4/06/2021	Waited 11 minutes to talk to someone and was then directed to another counter
Gold Star	4/06/2021	Quick response
Gold Star	7/06/2021	It was good to have an email saying the email had been received and follow-up was nice and quick
Red Light	7/06/2021	you have wires crossed, I emailed Hobart city council not you, so #### are you got to do with this matter. Do not ever email again you corrupt bunch.
Gold Star	8/06/2021	Efficient, polite and helpful receptionist/cashier. Very happy with the interaction.
Gold Star	9/06/2021	Great service
Gold Star	11/06/2021	Email responded to promptly with all the information I needed. Thanks
Gold Star	16/06/2021	I made 2 different types of inquiry and received rapid and helpful responses.
Gold Star	17/06/2021	The bin has been delivered on time. Thanks.
Gold Star	21/06/2021	Thank you, #### the JP!
Gold Star	21/06/2021	Fast, efficient and friendly advice
Gold Star	21/06/2021	Great staff
Gold Star	22/06/2021	Very prompt response to my enquiries, thank you
Red Light	24/06/2021	Khyeqsnig
Gold Star	24/06/2021	Super fast processing of lodged planning application by email. Some Councils take days to issue an invoice for payment of fees - GCC processed and sent an invoice in just hours. Very efficient.
Gold Star	25/06/2021	Aaron in traffic management is friendly, helpful and extremely efficient. It's a pleasure working with him to counteract the nuisance (s) I encounter with illegal parking outside my house! Thank you Aaron ... #### Please pass this on to him
Gold Star	30/06/2021	Great staff

[sic]

Denotes redacted content.

Customer Service Strategy Update

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. The report that went to Council to approve the Strategy also committed to an annual update report on the progress of these actions.

On the following pages is the snapshot report from our reporting software (Cascade), of the Customer Service Strategy 2020-25's progress. Overall progress is as follows:

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

One action is unlikely to be completed by the end of the Strategy as stage one of City Scape project was not proceeded with by Council.

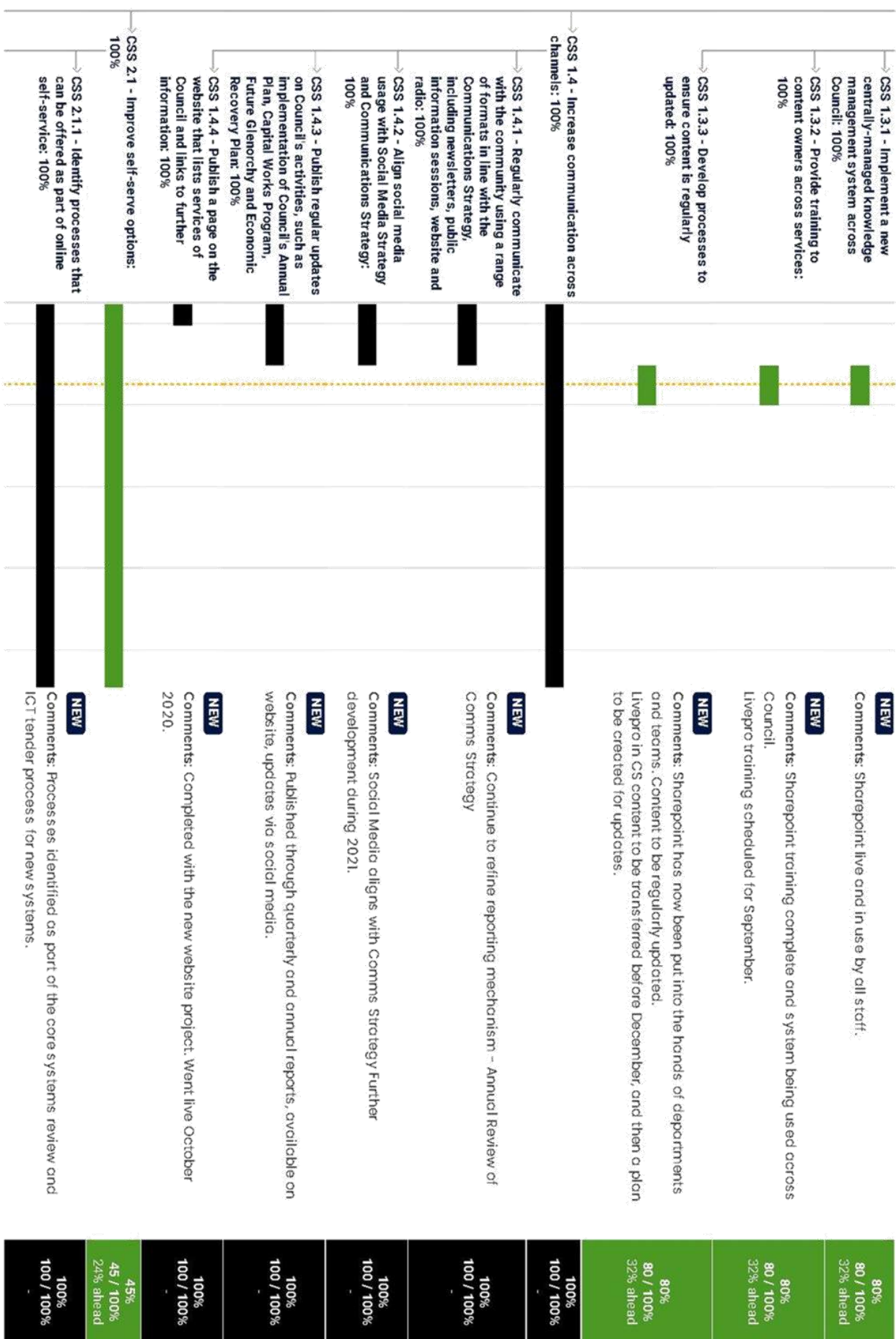
Overall, progress is tracking very well, with much of the 'low hanging fruit' being picked, as well as significant progress being made in a number of the other actions. Many of the actions are also directly linked to the Core Systems Review Project, and will progress as the project progresses.



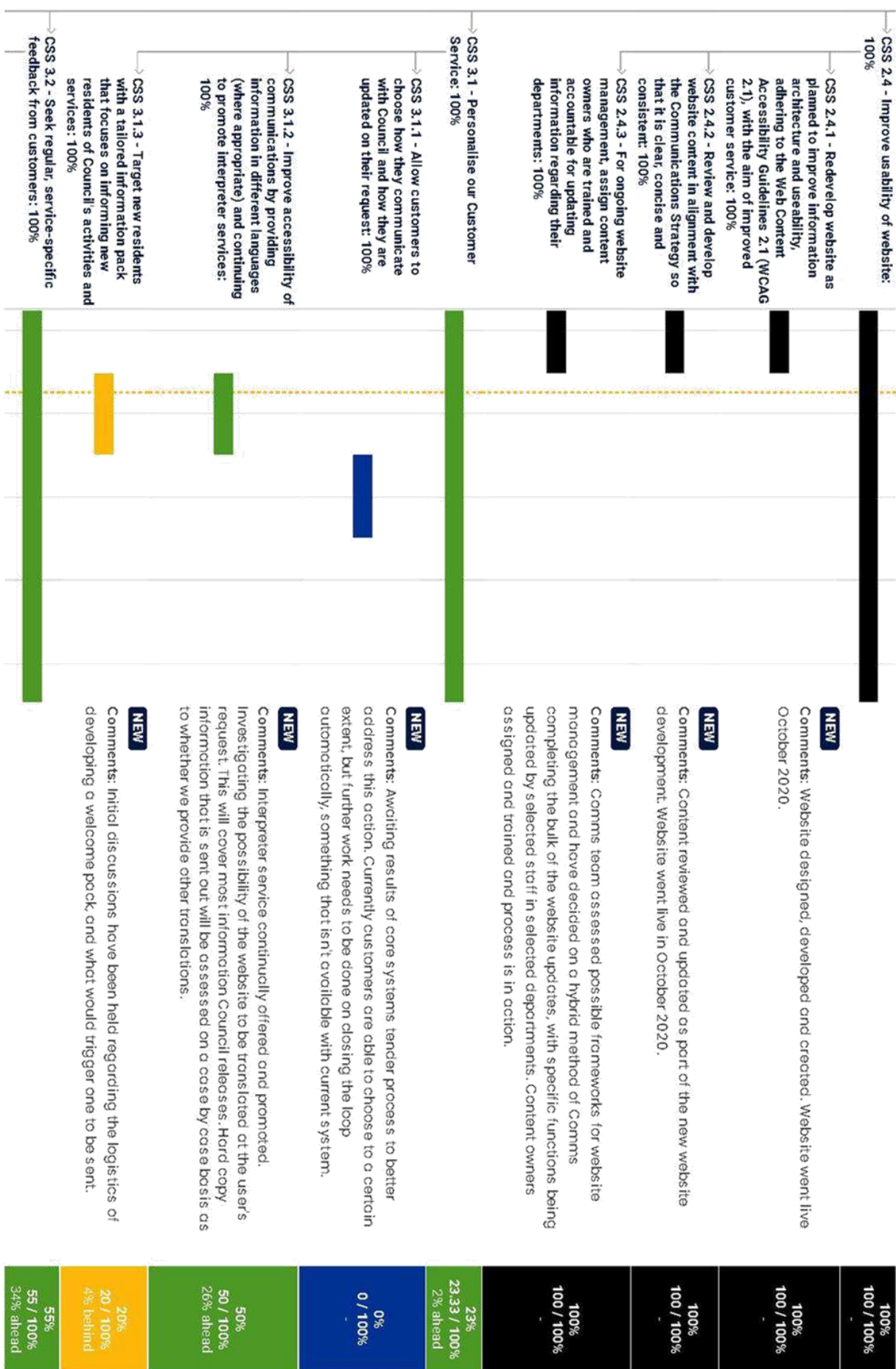
CUSTOMER SERVICE STRATEGY VIEW 27/09/2021

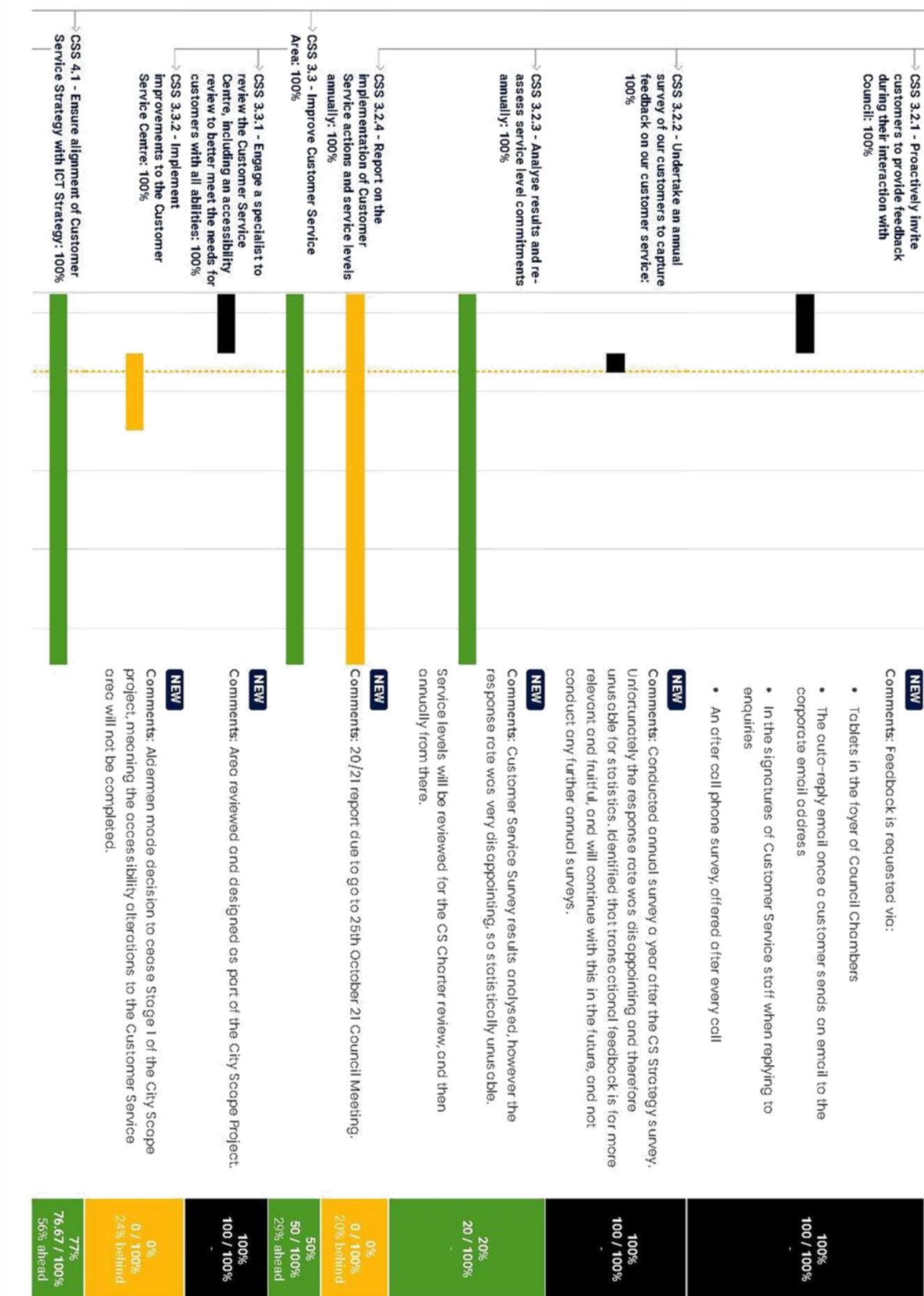
(CUSS) CUSTOMER SERVICES PLAN (CUSS) DEPARTMENT STRATEGIES

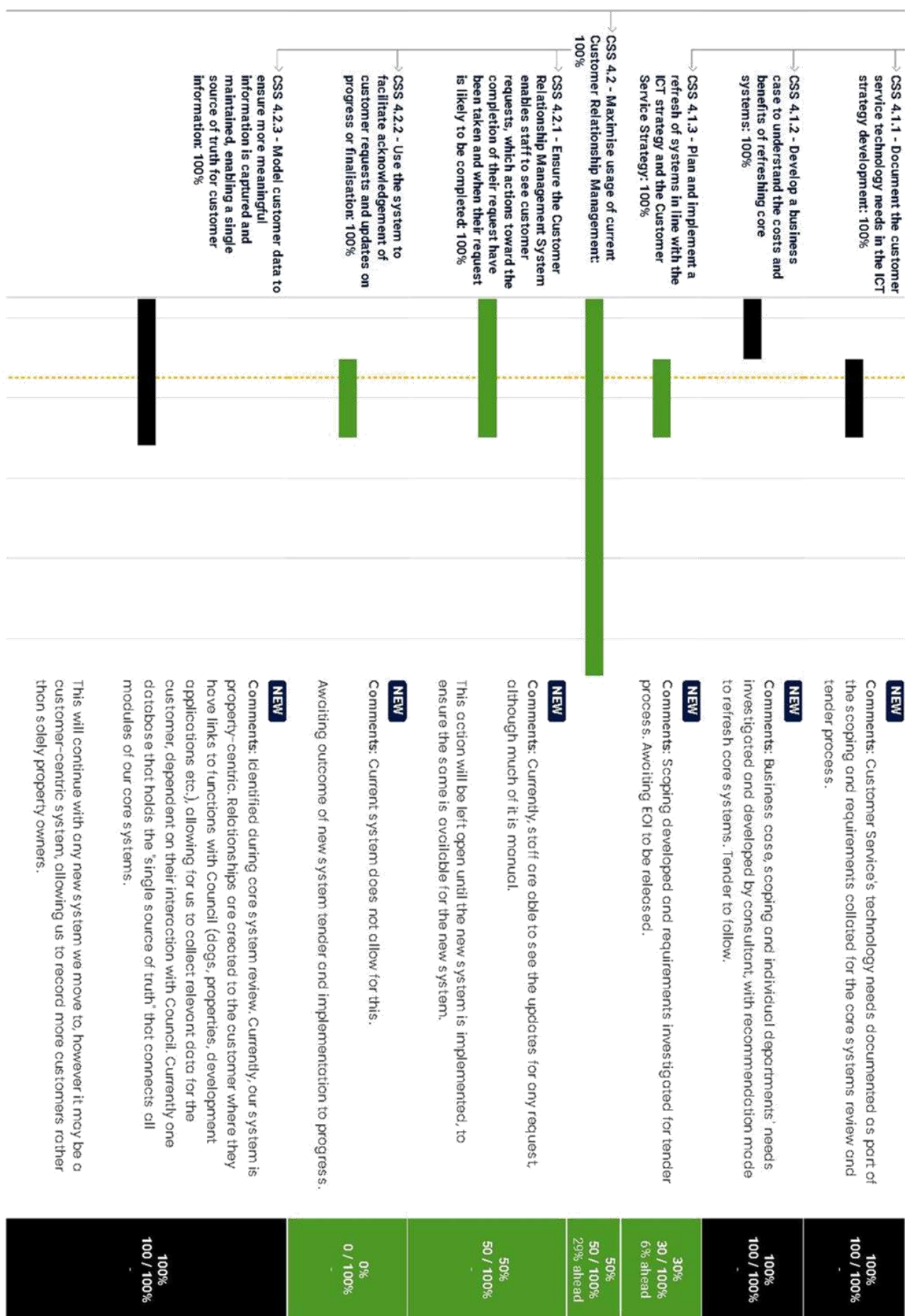
Goal	2...	2021	2022	2023	2024	2025	Update	Current Co...
Customer Service Strategy 2020-25								
→ CSS 1.1 - Close the loop with our customers								63% 55% ahead
→ CSS 1.1.1 - Develop and implement a new procedure for closing the loop with customers, including acknowledgement of request and completion of action: 100%							NEW Comments: Currently closing the loop with all enquiries apart from Works requests. More work to be done once a direction is known with core technology.	25% 4% ahead
→ CSS 1.1.2 - Investigate technologies to automate closing the loop with customers: 100%							NEW Comments: Currently unavailable within our technology. Awaiting further direction from the core system review and tender.	50% 50 / 100% 29% ahead
→ CSS 1.1.3 - Develop and implement a Council-wide Correspondence Management Framework: 100%							NEW Comments: WLF audit complete January 2021. Working through recommendations.	0% 0 / 100%
→ CSS 1.2 - Increase community engagement								25% 25 / 100% 4% ahead
→ CSS 1.2.1 - Publish a Council-wide calendar of upcoming community engagement activities: 100%							NEW Comments: This action is internally focused and to capture engagement activities and guides staff around engagement activities. Communication with Bryn points to it being in the new intranet. New intranet went live February 2021.	75% 57% ahead
→ CSS 1.2.2 - For all community engagement activities, develop a plan in consultation with Customer Service Department, clearly outlining objectives, audiences and methods and publish to intranet: 100%							NEW Comments: Plan between Customer Service and Community Engagement developed. The two teams meet monthly to discuss current and upcoming engagements.	25% 25 / 100% 4% ahead
→ CSS 1.2.3 - Roll out Council's new online engagement tool for community engagement: 100%							NEW Comments: New online engagement tool went live November 2020.	100% 100 / 100%
→ CSS 1.3 - Extend knowledge management system Council wide: 100%								80% 80 / 100% 59% ahead

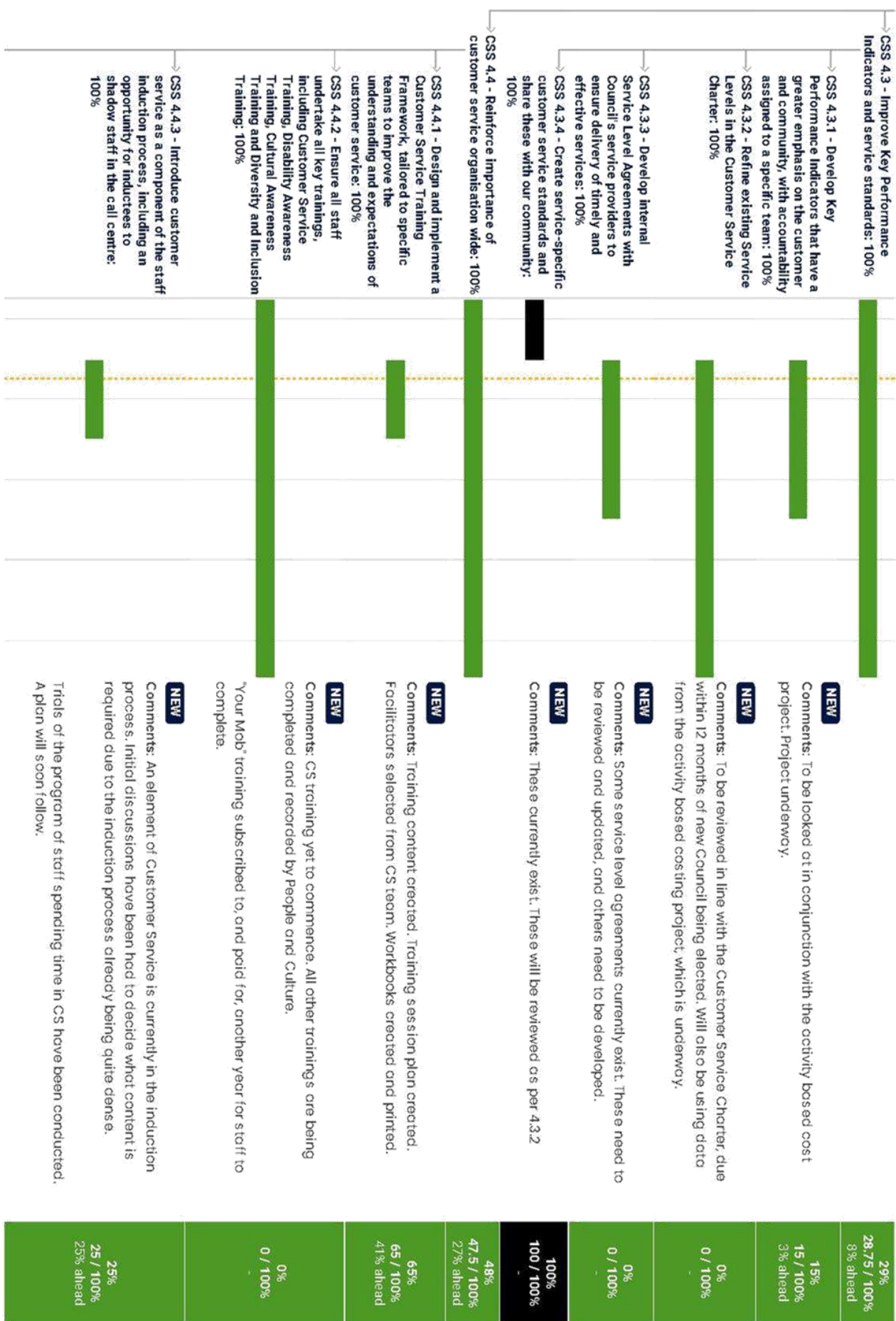












↳ CSS 4.4.4 - Continue to include customer service criteria in staff position descriptions and performance reviews. 100%



NEW
Comments: CS is a criteria in both Position Descriptions and Performance Reviews. Completed but to continue.

100%
100 / 100%

Council-wide Highlights

Again, it has been a very busy year for Council staff, investigating and responding to customers' enquiries, processing applications and maintaining assets. Customer Service is not solely the responsibility of the Customer Service Team, it is a responsibility of every staff member at Council. Every staff member, regardless of department, has a role to play in the provision of services to our community whether they directly interact with the customer or not. Gathering statistics from across the organisation shows how well we are serving our community as a whole, rather than relying solely on call centre statistics that don't show the whole story. Below are some highlights gathered from across the organisation. These will be grown from year to year as more are identified and/or recorded through system improvements.

64,466

Customers served via phone
and front counter

89%
Service Level

The 'Service Level' is the percentage of customers that are answered within 60 seconds when calling Council's call centre.

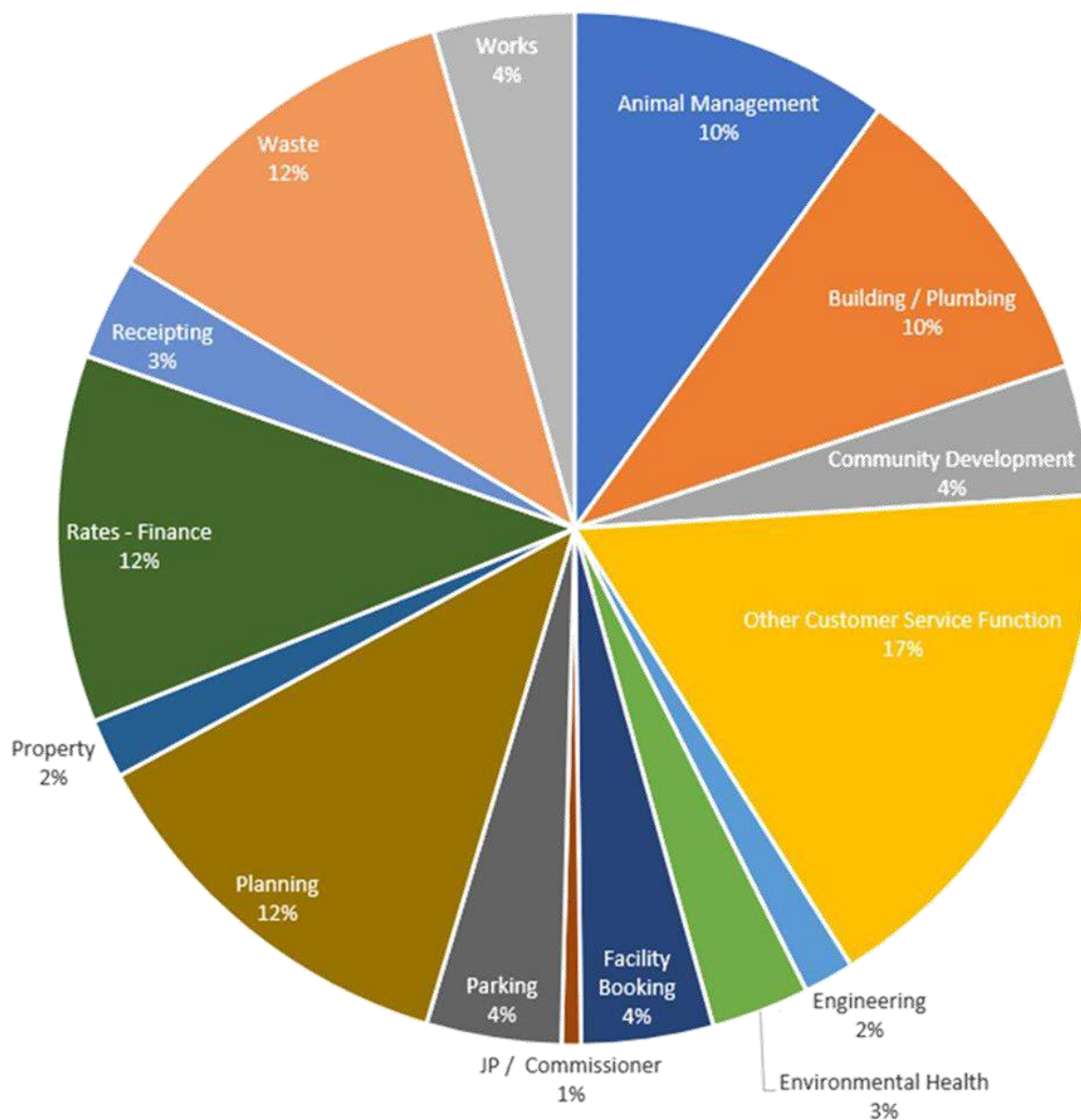
24 SECONDS

Average call centre wait time

3 MINS 25 SECONDS

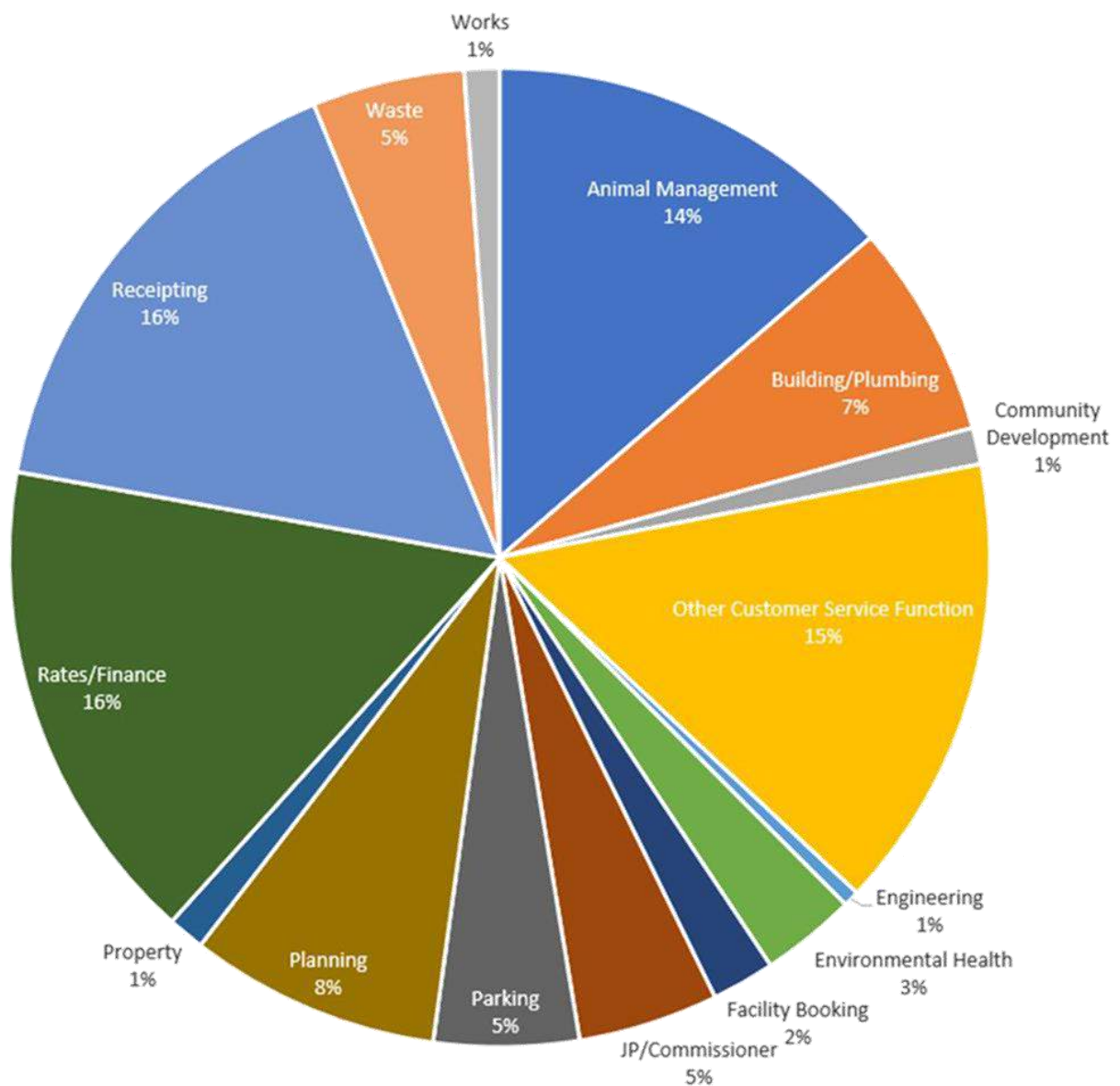
Average call centre service time

Types of enquiries received in the call centre



Customer Service Officers receive calls about all sorts of Council's functions. This shows the breadth of enquiries we receive, with Planning, Rates, Building/Plumbing, Animals and Waste the most frequent. "Other Customer Service Function" is essentially anything that doesn't fit into the other categories, and are largely around providing the customer information on a subject. These are sometimes not Council related, but the Officers will assist in any way they can.

Types of enquiries received at the front counter



Customer Service Officers also deal with all sorts of enquiries regarding Council's functions at the front counter. This paints a similar picture to the call centre, with Planning, Rates, Building/Plumbing, Animals also the most frequent, but also includes a large portion of receipting enquiries.

14,397

Total Customer Service
Requests Created

Customer Service Requests are created when an action is required by Council following a customer enquiry. This might be a pothole repair, a call back, a stray dog or other Council functions.

23,532

Articles of correspondence received

Council receives a lot of emails, letters, and website submissions. During the 2020/21 financial year, Council received, registered and distributed 23,532 articles of incoming correspondence to the relevant departments to respond to.

2 days

Average time to respond to
incoming correspondence

98%

Incoming correspondence responded to
within Council's commitment

As per Council's Customer Service Charter, we commit to respond to all incoming correspondence within 10 working days. This has been the case for 98% of the correspondence received last year, with an average time to respond of 2 days.

5,425

Number of call back
requests received

Council received 5,245 call back requests. These are requests created when a customer calls to speak to a staff member, but they are unavailable. A call back request is then submitted to the staff member to call the customer back. Council's commitment in the Charter is to return these calls by the end of the next business day. 63% of call back requests were completed within this time, and 76% within three days. This is an area we can improve upon, however we are somewhat restricted by our core system in both completing the requests and reporting on them, so the statistics may not be reliable.

746

Number of Development
Applications Received



Council's Development Department have also been very busy, processing 746 applications this year. This year continues the trend of a continuous increase in applications received. Discretionary Applications were processed, on average, within 39 days, whilst Permitted Applications were processed, on average, within 22 days. 99.75% of applications were processed within the statutory timeframes.

612

Food premises inspected

Council regularly inspects food premises in the Glenorchy area to ensure businesses are serving food safely and in line with the *Food Act 2003*.

1,759

Works requests created

Works requests are created when a customer brings to our attention an issue with our assets. A works request is created for our staff to head out and complete the work, such as fill potholes, remove fallen trees, clear dumped rubbish, community hall maintenance etc. On average, these requests were completed within 8 days. Nearly 50% of these related to roads.

Although unpopular with those who receive them, issuing parking infringements is essential to keep the community safe, and to ensure the intended turnover of vehicles to assist local businesses. Council Officers cover as much ground as possible, concentrating on the Moonah and Glenorchy CBDs, schools and car parks.

6,586

Parking infringements issued

9,128

Dogs registered

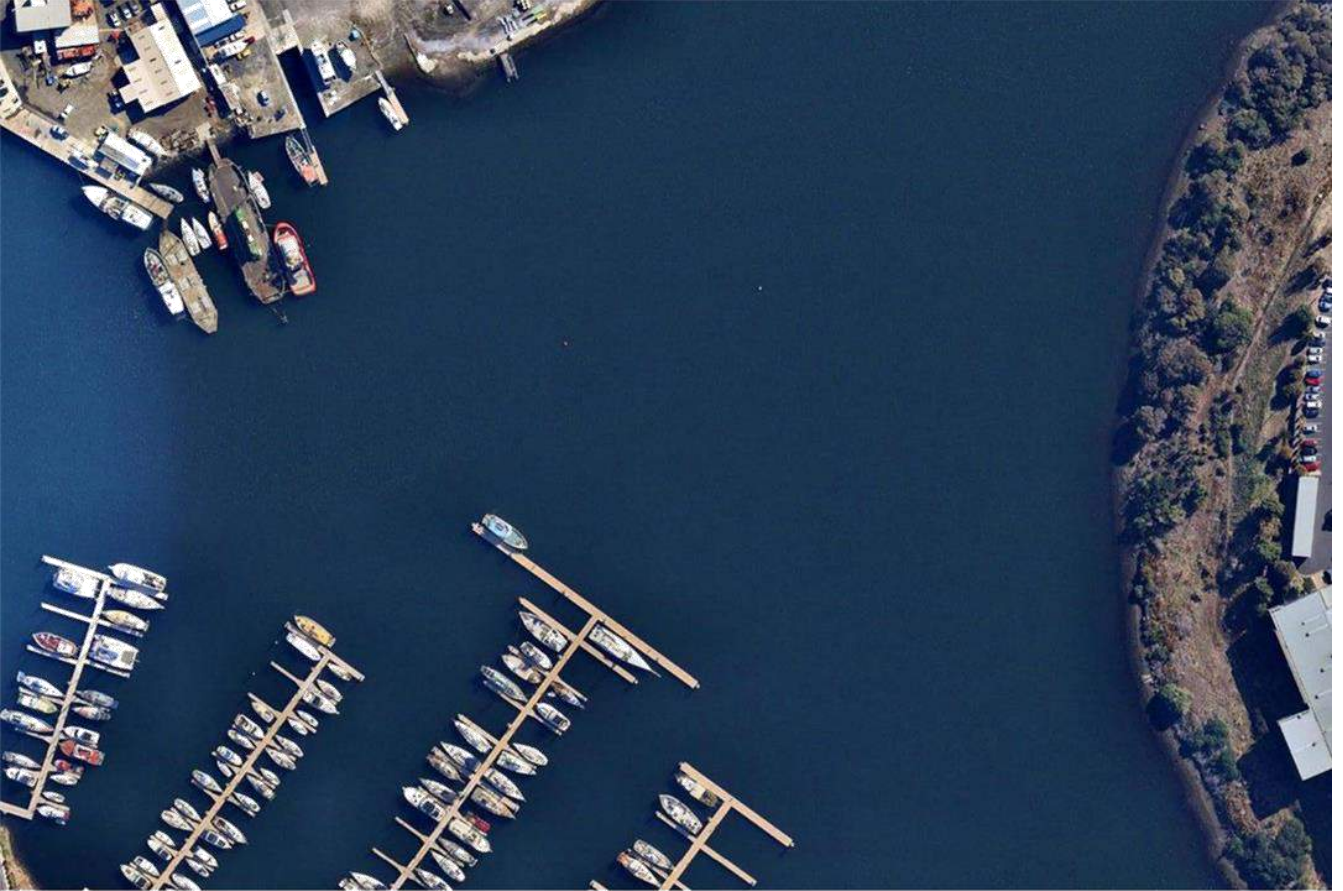
378

Roaming dog notifications

318

Barking dog requests

Glenorchy has one of the highest number of dogs per capita in the State, requiring constant resourcing to ensure the community is complying to the *Dog Control Act 2000* and Council's Animal By-Law. Council investigated 318 barking dog requests from the community, with a number of them needing sound recording equipment set up to monitor noise levels and frequency.



PRINCE OF WALES BAY MARINE AND INNOVATION MASTER PLAN

October 2021



GLENORCHY
CITY COUNCIL



FUTURE
GLENORCHY

COVID-19 AND THE POTENTIAL IMPACT ON DATA INFORMATION

The data and information that informs and supports our opinions, estimates, surveys, forecasts, projections, conclusion, judgments, assumptions and recommendations contained in this report (Report Content) are predominantly generated over long periods, and is reflective of the circumstances applying in the past. Significant economic, health and other local and world events can, however, take a period of time for the market to absorb and to be reflected in such data and information. In many instances a change in market thinking and actual market conditions as at the date of this report may not be reflected in the data and information used to support the Report Content.

The recent international outbreak of the Novel Coronavirus (COVID-19), which the World Health Organisation declared a global health emergency in January 2020 and pandemic on 11 March 2020, is causing a material impact on the Australian and world economies and increased uncertainty in both local and global market conditions.

The effects (both directly and indirectly) of the COVID-19 Outbreak on the Australian real estate market and business operations is currently unknown and it is difficult to predict the quantum of the impact it will have more broadly on the Australian economy and how long that impact will last. As at March 2020, the COVID Outbreak is materially impacting global travel, trade and near-term economic growth expectations. Some business sectors, such as the retail, hotel and tourism sectors, are already reporting material impacts on trading performance now and potentially into the future. For example, Shopping Centre operators are reporting material reductions in foot traffic numbers, particularly in centres that ordinarily experience a high proportion of international visitors.

The Report Content and the data and information that informs and supports it is current as at the date of this report and (unless otherwise specifically stated in the Report) necessarily assumes that, as at the date of this report, the COVID-19 Outbreak has not materially impacted the Australian economy, the assets(s) and any associated business operations to which the report relates and the Report Content. However, it is not possible to ascertain with certainty at this time how the market and the Australian economy more broadly will respond to this unprecedented event. It is possible that the market conditions applying to the assets(s) and any associated business operations to which the report relates and the business sector to which they belong could be (or has been) materially impacted by the COVID-19 Outbreak within a short space of time and that it will have a lasting impact. Clearly, the COVID-19 Outbreak is an important risk factor you must carefully consider when relying on the report and the Report Content.

Any Report Content addressing the impact of the COVID-19 Outbreak on the asset(s) and any associated business operations to which the report relates or the Australian economy more broadly is (unless otherwise specifically stated in the Report) unsupported by specific and reliable data and information and must not be relied on.

To the maximum extent permitted by law, Urbis (its officers, employees and agents) expressly disclaim all liability and responsibility, whether direct or indirect, to any person (including the Instructing Party) in respect of any loss suffered or incurred as a result of the COVID-19 Outbreak materially impacting the Report Content, but only to the extent that such impact is not reflected in the data and information used to support the Report Content.

Marine and Innovation Masterplan
Adopted Version 01: February 2021

The Glenorchy City Council commissioned Urbis Pty Ltd to lead a multidisciplinary team to develop the Marine and Innovation Masterplan and who have in collaboration with the Council prepared this document.

The team comprised:

Urbis Pty Ltd (Principal consultant)
WSP (Transport Engineers)



Disclaimer: While every responsible effort has been made to ensure that this document is accurate and complete, Glenorchy City Council, Urbis Pty Ltd and its subconsultants do not warrant or represent that the information contained is free from errors or omissions and disclaim any and all liability to any person in respect of anything or the consequences of anything done or omitted to be done in reliance upon the whole or any part of this document.

Glenorchy City Council acknowledges the palawa community (Tasmanian Aboriginal community) as the original owners and continuing custodians of this island lutruwita (lu tru wee tah) Tasmania. palawa have a distinctive and age-old connection with their ancestral lands and waters. Glenorchy City Council respects and recognises the palawa's survival and continual connection with their country spanning more than 60,000 years.



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INTRODUCTION

Glenorchy City Council have engaged Urbis to prepare a 2021 masterplan for the Prince of Wales Bay marine precinct. This document follows on from the *Maritime Industry Precinct Strategic Plan (2008)* and the *Derwent Maritime Industrial Sites Masterplan (2012)*.

THE MASTERPLAN SEEKS TO GUIDE INVESTMENT PRIORITIES TO MEET FUTURE DEMAND AND ENCOURAGE EXPANSION.

The Prince of Wales Bay (POWB) precinct has organically grown since its first inception, with development accelerating from the late 1980s. The precinct now encompasses over 50 businesses covering metal engineering, defence, technology, innovation and boat repair and manufacturing.

The POWB marine precinct is at a critical juncture where it needs to invest in strategies to help grow its market share, remain competitive and ensure long-term sustainability.

A key component of this study was engaging with the local businesses of the precinct to understand the current issues and importantly the future opportunities which can be optimised. These stakeholder discussions combined with an understanding of the key growth sector areas, has formed the basis of this masterplan.

Overall, the key objectives of this study are to:

- Determine how the marine cluster can generate new business/investment activity and retain/grow employment
- Identify ways to improve the connectivity and accessibility of the precinct as well as reduce conflict between uses
- Determine a future vision for the precinct which ensures a sustainable, diverse, collaborative and competitive maritime based precinct
- Identify key strategic actions for the precinct that will assist in growing the cluster, while mitigating competitive impacts
- Define a measured and practical implementation strategy to ensure the proposed actions and framework can be successfully guided and implemented in the future.

RESULTING FROM THIS STUDY, ARE SIX STRATEGIC DIRECTIONS THAT THE PRINCE OF WALES BAY PRECINCT CAN UNDERTAKE IN ORDER TO MEET THE LONG-TERM VISION.

REVIEW OF PREVIOUS KEY DOCUMENTS

In developing the 2021 masterplan for the POWB precinct, a review of the previous findings from the three key documents adjacent was undertaken.

These studies were all prepared for the Department of Economic Development and Tourism (now State Growth) and sought to understand how the precinct could be further developed to support a longer-term and sustainable vision for maritime industries in Southern Tasmania.

A number of the recommendations from these studies are yet to be implemented. As such, this study will review and have regard to the previous recommendations as well as consider new opportunities for the precinct given the current physical and economic context.

Maritime Industry Precinct Strategic Plan



Prepared by: Maunsell / AECOM

Prepared for: Department of Economic Development and Tourism

Date of Strategic Plan: 19 May 2008

Objective: The Strategic Plan will provide a long-term planning framework to enable the Maritime Industry Precinct to continue to develop in an integrated and sustainable manner and to ensure that it does not compromise surrounding, non-industrial land uses and environmental values associated with the area. It provides for the integrated management of landside and waterside functions.

Lay-Up Berth Pre-Feasibility Study



Prepared by: GHD

Prepared for: Department of Economic Development, Tourism and the Arts

Date of Document: October 2010

Objective: This study was aimed at supplementing previous reports that have described the bay as a potential site to expand on an already established marine business zone.

Derwent Maritime Industrial Sites Masterplan



Prepared by: The Office of the State Architect

Prepared for: Department of Economic Development and Tourism

Date of Final Plan: 2012

Objective: The purpose of this masterplan was to outline a long-term vision for the southern Tasmanian maritime industries, and to develop strategies to support that vision.

PURPOSE OF THE MASTERPLAN

The purpose of the masterplan is to grow the POWB marine precinct into a thriving hub of economic activity, while maintaining its competitive positioning as the Southern Tasmanian base for maritime industry into the future.

The POWB precinct is a functioning marina as well as an established defence, technology, innovation, shipping, commercial, industrial as well as residential precinct. Going forward, it will be critical that the precinct positions itself to leverage growth in the maritime sector from both an existing user, as well as from a new business generation perspective.

With a growing maritime sector, this is a great opportunity to revisit the initiatives identified within the previous studies and engage and collaborate with local stakeholders and relevant Government bodies to develop a new masterplan and vision for the precinct.



APPROACH TO MASTERPLAN

The POWB Marine and Innovation Masterplan seeks to set out a long-range vision and key strategic directions to ensure that the precinct remains competitive and a hub of activity into the future. To set the future vision and direction for the precinct, the approach taken encompassed six key steps, shown adjacent, including:

- 1. Review of previous initiatives and background documents**
prepared for the Department of Economic Development, Tourism and the Arts, which guided the baseline for previous challenges identified.
- 2. Through stakeholder engagement** with local businesses this group contributed insights, perspectives, and key focus areas for the future.
- 3. Field Investigations** were an integral piece to this assessment to understand the connectivity, movement and interaction of different uses.
- 4. An issues and opportunities assessment** delved into the current physical challenges of the site that could be leveraged going forward and the economic positioning of the precinct more broadly.
- 5. From the issues and opportunities assessment**, this provided the basis for preparing the **strategic objectives and key actions** to form the framework for the masterplan.
- 6. Finally, a masterplan strategy** was developed to respond to the future vision of the precinct.



1.0 WHY A NEW MASTERPLAN?

Prince of Wales Bay Marine & Innovation Masterplan

October 2021

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WHY A NEW MASTERPLAN?

For a precinct like the POWB, the development of a masterplan is critical if a coordinated approach to improvement and growth is to be achieved, while maximising the competitive positioning.

While the businesses of the POWB precinct are collaborative with a focus towards working together and leveraging capabilities, development of the precinct and the decision-making process, currently **lacks a coordinated approach**. To ensure the role of the precinct, primarily as a maritime industrial hub of activity is maintained, having clear actions in place through a masterplan strategy, will be critical into the future.

Often, the key inhibitor to development, growth and future proofing, can be **physical constraints**. This can range from limitations to movement and connectivity to fragmented land ownership and not best optimising the location, in this case being the waterfront. While a number of these are current constraints, through a coordinated approach, these can be improved to enhance the precinct as a whole, with the view to improving the **competitive positioning** and mitigating any loss to market share in the future.

The key industries of relevance include commercial maritime manufacturing, defence, Antarctic vessel servicing, advanced manufacturing and local vessel repair and maintenance. With a clear focus on these five **key growth industry sectors** through the masterplan strategy, the POWB precinct can look to enhance its capacity and ability to do business within these industries going forward.



Lack of precinct coordination



Competitive positioning



Physical constraints



Growth in key industries

STRATEGIC CONTEXT

The POWB precinct is located 7km north of Central Hobart and is an inlet to the River Derwent.

The precinct has a functioning marina with 300 berths and a diverse range of maritime industry uses. This includes ship building and repair, machine workshops and manufacturers of highly specialised safety and nautical based equipment. Many of the businesses within the precinct have strong alliances and collaboration is a key part of success.

While there are many successful elements to the precinct, there are also some key opportunity areas to be leveraged to enable growth in the future.

These include:

- Creating a precinct that **retains a skilled workforce**
- **Mitigating physical constraints** from both a movement, connectivity, parking and land holding perspective. This is to encourage better movement and to grow and expand existing businesses.
- Hobart Port has better access and greater water depths, and more of a focus on the tourism sector and the Antarctic Division. In contrast, POWB precinct has a **clear focus on maritime industrial uses**, as well as innovation and is well positioned to provide a point of difference to Hobart Port and the rest of Tasmania.



DEVELOPMENT OF THE PRECINCT

The development of POWB precinct, while initially established in 1916, gained traction from the late 1980s onwards. Development within the precinct has been largely organic. As the precinct goes into its next phase, and with the development of a masterplan strategy, comes the opportunity to refocus.

1916

The Nyrstar Hobart zinc refinery opens, starting the industrialisation of the area



1950

Public works commence post-war, with the Goodwood public housing development and Brooker highway constructed



1943

Production in the POWB delivers more than 100 vessels to war efforts

1936

Marine engineering specialists Taylor Bros establish in POWB

1968

The Brooker highway is extended north to Berriedale

1988

Technopark is established as a leading technology hub



1989

Incat move. Incat's Hoverspeed operations to POWB record for fastest production capacity to expand transatlantic crossing. Incat

Richardson Davine Marine (RDM) founded at POWB production facilities continues to expand

1990

Incat's Hoverspeed Great Britain sets record for fastest transatlantic crossing. Incat

Richardson Davine Marine (RDM) founded at POWB production facilities continues to expand

2010

Brooker Highway upgrade aligns Elwick and Goodwood roads

Tasmanian Fast Ferry museum established and Stage 1 of the POWB marina is completed

2008

Prince of Wales maritime industry precinct strategic plan is launched

2000

POWB expands as both a marine and defence, as well as a community hub

Prince of Wales Bay Marine & Innovation Masterplan

October 2021

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PRINCE OF WALES BAY POLICY CONTEXT

The policy context for the POWB precinct includes both planning and economic policies at the local and State level. The table below summarises the findings of a policy mapping exercise which identifies and prioritises the policy directions relevant to the future of the precinct. Key findings are:

- At a local level, the key policy priorities relevant to POWB are enhancing infrastructure capacity around ports and supporting key sectors including innovation and Research and Development (R&D), vessel building, repair and maintenance and advanced manufacturing. Local policies also support continued growth and development of a cluster around POWB.

- At the State level, key policy priorities that will shape the future strategic direction of the POWB precinct include developing innovation and the R&D sector, workforce and skills development, a research and education training sector focus and supporting existing industry clusters.

KEY		NA		Low	Medium	High
General Policy						
POWB Specific Policy						

	Environment improvement around Ports	Enhance infrastructure capacity at Ports	Public domain/ safety around Ports	Innovation, R&D sector development	Workforce and skills development	Vessel building maintenance sector focus	Defence sector focus	Advanced manufacturing sector focus	Research, education & training sector focus	Antarctic a sector focus	Increased collaboration/ cluster development
Local Policies											
Prince of Wales Bay Strategic Plan (2008)											
Derwent Maritime Industrial Sites- Masterplan (2012)											
Glenorchy Economic Development Strategy 2020-2025											
State Policies											
TasPorts Masterplan 2018											
Capital City Strategic Plan 2019-2029											
Tasmanian Trade Strategy											
Tasmanian Antarctica Gateway Strategy											
Tasmanian Defence Industry Strategy											
Tasmanian Advanced Manufacturing											

STAKEHOLDER ENGAGEMENT APPROACH

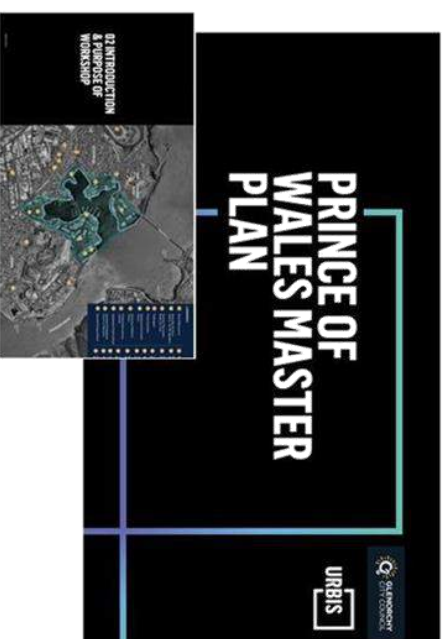
The 2021 master planning process was informed by a fresh and energised engagement program which included a wide range of stakeholders.

The intention of the engagement was to allow for strategic and targeted participation by key stakeholders 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 POWB precinct
- An understanding of key sectors, future growth opportunities and any impediments to growth
- Existing synergies between current users at POWB and opportunities to further strengthen these synergistic relationships
- Competitive positioning of the POWB precinct against other key maritime hubs
- Plans and intents for other marine hubs across Tasmania
- The previous vision and masterplan strategies for the POWB precinct and identify 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
- Literaft 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
- Department of State Growth
- Tasports
- Pivot Maritime International
- Silverleaf Investments
- Phoenix Marine
- Past Chair Tasmania Maritime Network
- Office of the Coordinator General



KEY FINDINGS FROM STAKEHOLDER ENGAGEMENT



New
Infrastructure



New
Uses



Promotion &
Management



Parking
& Access



Planning
Controls



Public
Domain

The key messages from the stakeholder engagement activities are summarised below.

Stakeholders identified the **competitive strengths** of the area including:

- Water access
- A protected, calm harbour for vessels
- Proximity to an industrial area
- The presence of a large and established maritime industry which work in a collaborative manner.

They broadly agreed that the underlying principles of the visions developed in the 2008 and 2012 masterplans were still relevant and important to businesses at POWB. There was also **consensus on the importance of a new masterplan** to set a clear direction for the growth of the precinct over the coming years.

There was broad **concern with the 'gentrification' of the POWB precinct away from maritime industrial uses** and the occupation of prime sites, including waterfront land, by non maritime uses. There was general support for changes to the land use planning regime to enshrine the future growth of the area for a maritime industrial precinct.

POWB precinct **requires enabling infrastructure** to support continued operations and growth of business. These include re-fuelling facilities, lay-up facilities and any associated dredging and dry storage for boats.

A key day to day operational issue was parking across the site. The **lack of parking spaces** was impacting workers and visitors to the precinct and creating conflicts between various users, including commuters. There was a broad consensus to improve parking and access across the POWB precinct.

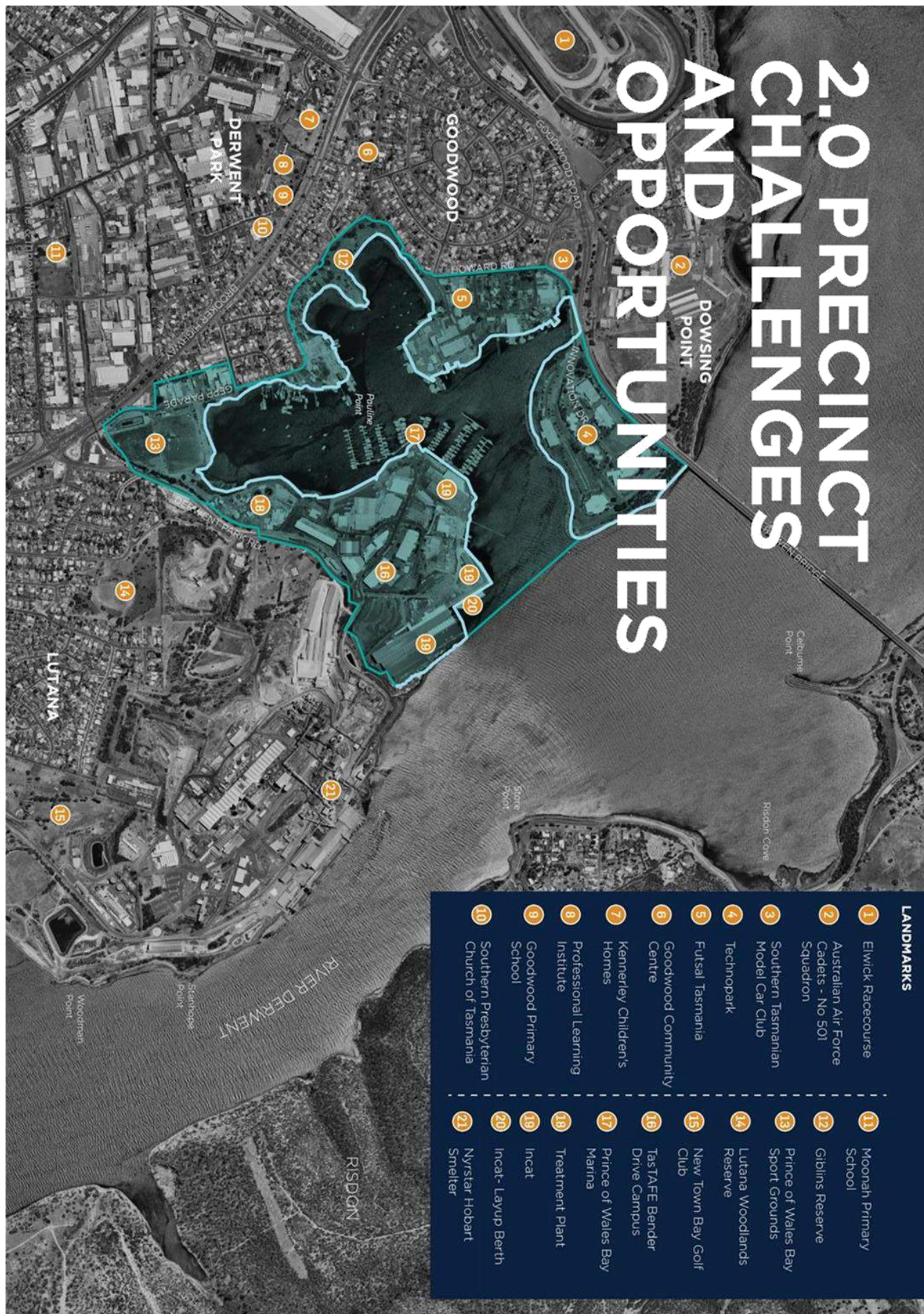
POWB precinct businesses are highly collaborative with many businesses supporting each other along the supply chain. There was broad support to further enhance the collaboration between businesses in recognition of the competitive advantage this gives businesses within the precinct.

Stakeholders identified a **range of future growth opportunities** for their businesses. This included continued growth in vessel building, repair and maintenance for commercial and recreational vessels and new opportunities in the defence and Antarctic sectors.

The key institutional land uses in the precinct are Techno Park and the TAFE. **Stakeholders recognised the value of these key operators** and opportunities to further align their activities with the maritime industry and related sectors.

There was consensus that the **quality of the public domain across the precinct could be significantly enhanced**. A poor-quality public realm was seen as reducing the amenity of the areas, creating potential safety issues (also related to the public housing on Negara Crescent) and not creating a welcoming environment to visitors. Also increasing amenities for workers, such as food and beverage options, would help attract workers to the precinct.

2.0 PRECINCT CHALLENGES AND OPPORTUNITIES



LANDMARKS

- | | |
|---|--------------------------------------|
| 1 Elwick Racecourse | 11 Moonah Primary School |
| 2 Australian Air Force Cadets - No 501 Squadron | 12 Giblins Reserve |
| 3 Southern Tasmanian Model Car Club | 13 Prince of Wales Bay Sport Grounds |
| 4 Technopark | 14 Lutana Woodlands Reserve |
| 5 Futsal Tasmania | 15 New Town Bay Golf Club |
| 6 Goodwood Community Centre | 16 TasTAFE Bender Drive Campus |
| 7 Kennerley Children's Homes | 17 Prince of Wales Bay Marina |
| 8 Professional Learning Institute | 18 Treatment Plant |
| 9 Goodwood Primary School | 19 Incat |
| 10 Southern Presbyterian Church of Tasmania | 20 Incat - Layup Berth |
| | 21 Nyrtar Hobart Smelter |

KEY PRECINCT OVERVIEW

LOCATED ALONG RIVER DERWENT, THE PRINCE OF WALES BAY PRECINCT IS A KEY EMPLOYMENT AREA IN GLENORCHY LGA.

The precinct is accessed from the Brooker Highway and Goodwood Road, two key city arterial connections. It is bound by Goodwood, a residential suburb and Lutana, a suburb with heavy industrial and residential mix.

The precinct has a distinct character and identity formed by its Marine industries and its geographic location along the River Derwent and the POWB foreshore itself. The precinct is formed around the POWB of which there are four key sub-precincts:

UNDERSTANDING THE CONNECTIVITY, PERMEABILITY AND MOVEMENT BETWEEN THE FOUR SUB-PRECINCTS AND THE BROADER PRECINCT ITSELF IS CRITICAL TO THIS MASTERPLAN. TRANSPORT AND PERMEABILITY IS DISCUSSED IN DETAIL OVER THE FOLLOWING PAGES.



KEY PRECINCT OVERVIEW

Bender Drive Area

This area is approximately 30 ha in size and is located north-west to the Nystar Zinc Smelter and Lutana. The area is largely zoned as general industrial. The key industries in the area are focused on marine based industries. The area also has a marina and a water treatment plant.

Innovation Drive Area

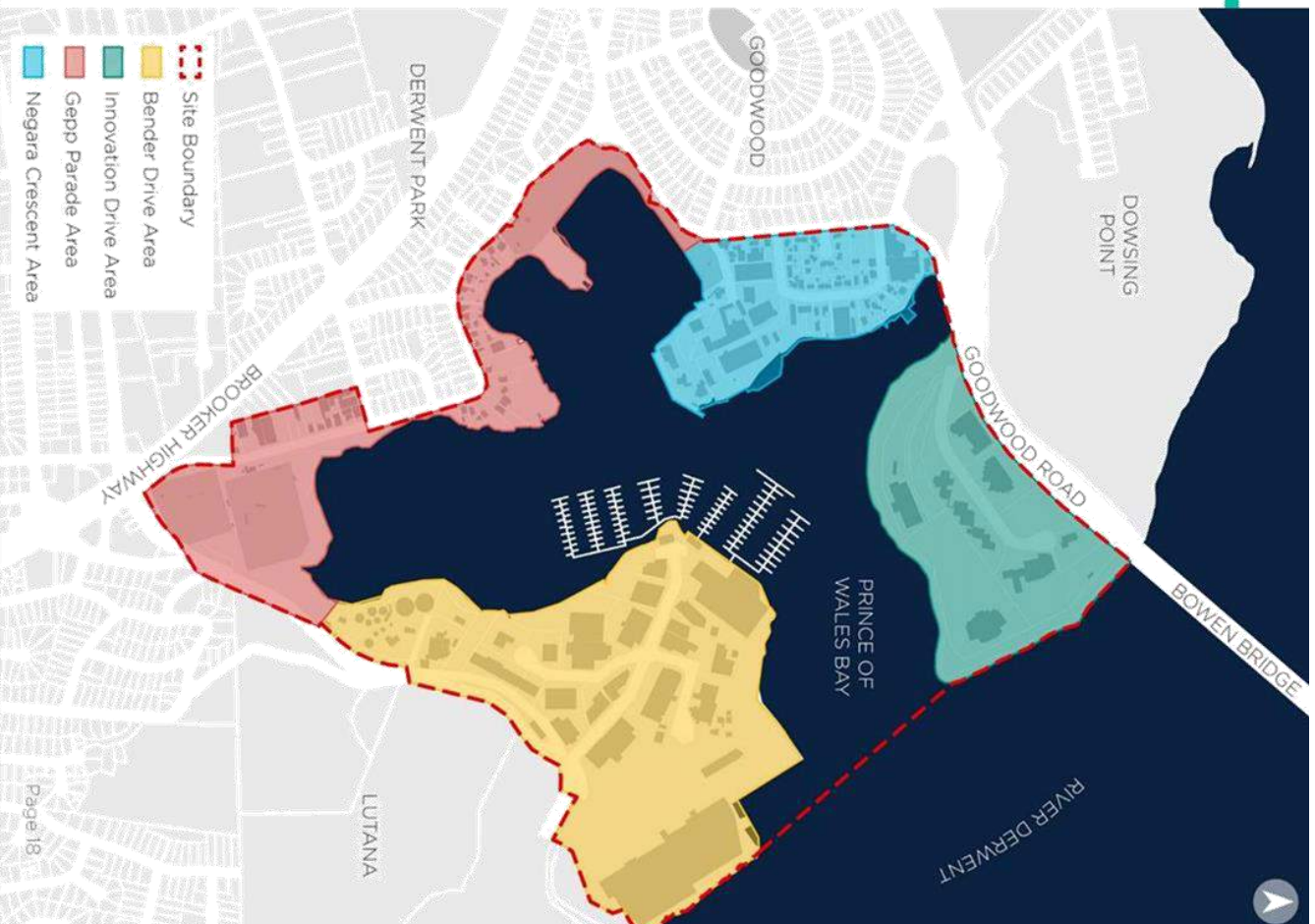
This area is zoned as Particular Purpose Zone 3-Technopark with the foreshore identified as an Environmental Management Zone. The 14ha area consists of a variety of office uses, including Technopark, owned and managed by State Growth, a key landholder within the precinct. This is also the location of the Qantas call centre.

Gepp Parade Area

The area has a mix of light industrial, recreational, open space and residential uses. This precinct expands over an area of 15 ha, with further established residential uses to the south. A large extent of the foreshore along the open spaces in this precinct is publicly accessible.

Negara Crescent

This 10ha area is zoned light industrial, however the area has mixed uses with remnant residential pockets, including department of housing properties. The foreshore is largely utilised for marine industrial functions.



EXISTING USES WITHIN PRINCE OF WALES BAY

The POWB precinct is diverse in its uses, however, has a clear industrial focus.



The majority of land uses within the precinct are employment based, forming approximately 37 ha of land area. From an industrial perspective, there is a mix of maritime related industries, other light industries and warehouses, while Innovation Drive has approximately 11 ha of commercial office space in a business park setting.



The POWB waters is a significant area that interfaces with all four sub-precincts as well as the River Derwent. There is approximately 6 km of foreshore that interfaces with a mix of uses – maritime employment functions, recreational areas, marina, as well as cultural indigenous assets. Not all businesses however engage with the water as part of their core function, with this only relating to approximately 50% of businesses.



The precinct has sizable community amenities and recreational areas mainly in the Gepp Parade Area. The Giblins Reserve, the soccer field and the softball park and public boat ramp all serve the precinct and wider community and provide access to the Bay to the general public.



There is the green edge along the Innovation Drive foreshore which has aboriginal and cultural significance. There is a need to enhance and also make the public foreshore more accessible for the local community and the wider Glenorchy residents to be able to access and enjoy.



Residential parcels with some social housing are located mainly in the Negara Crescent Area with some of these developed on industrial zoned land.



The 300 berth marina along the Bender Drive Area foreshore is a more recent use in the area which has brought more private users into the precinct.

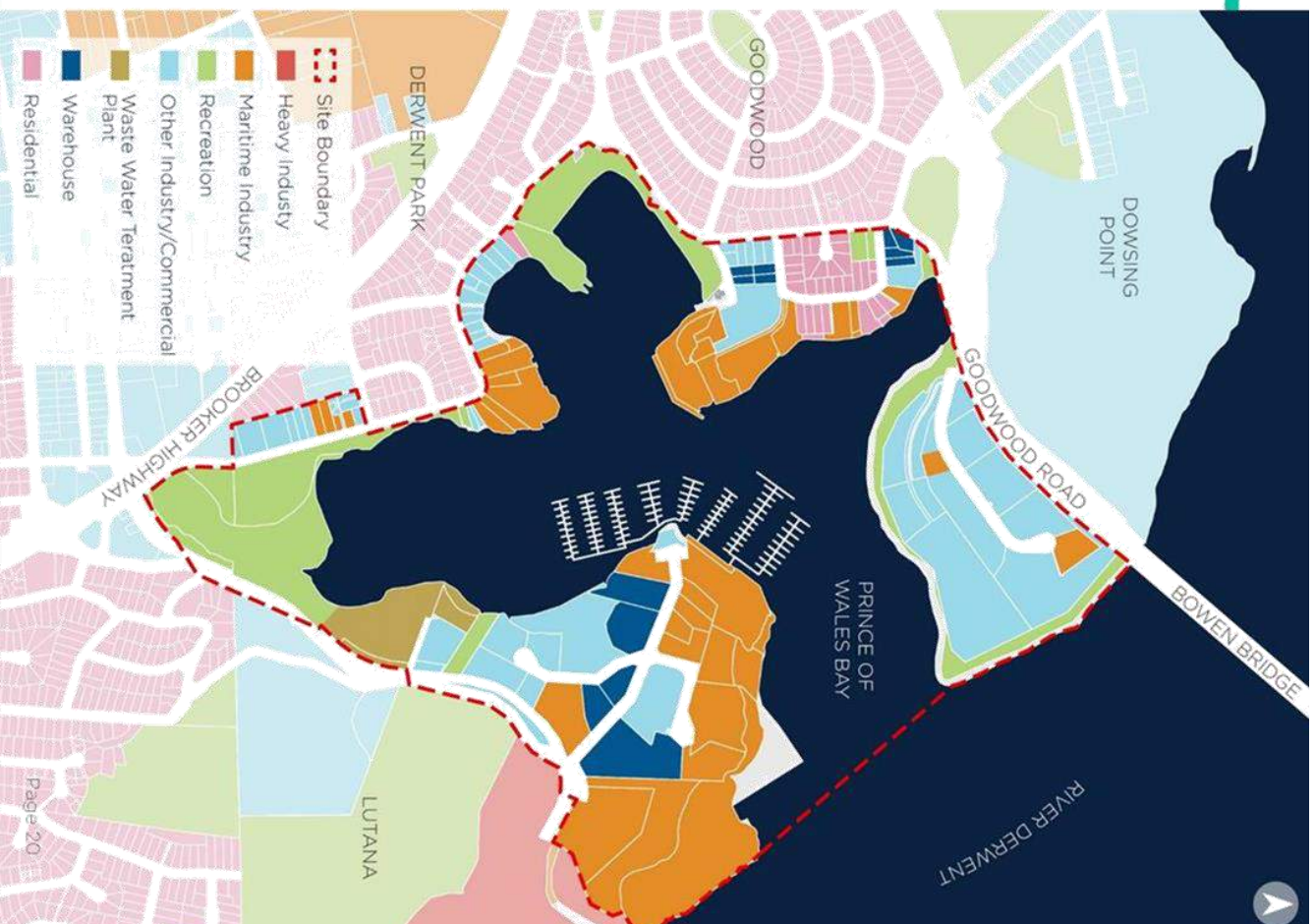


EXISTING USES WITHIN PRINCE OF WALES BAY

While the POWB has a wide range of uses, the focus on industrial as the key role for the POWB precinct is clear.

The precinct is home to three major infrastructure and processing sites which have long-term lease expectations. This includes the Taswater Sewage Disposal site, Waste Transfer Station and the Zinc Works (adjoining precinct) all located along Derwent Park Road. This is further bolstered by the boat repair and manufacturing businesses. There are a number of key opportunity areas that the precinct can look to leverage.

Developing a masterplan that is consistent with this focus, and which mitigates potential gentrification away from the core focus, is critical to the strategic framework.



ENVIRONMENTAL AND OPEN SPACE



With almost 10 hectares of open and recreational spaces, the Prince of Wales Bay precinct has a diverse range of spaces which could be further activated.

- The open space and recreational areas in the precinct provide the foreshore access and visual connectivity to the waterfront in the precinct. These open spaces/ and recreational functions have a catchment beyond the precinct. Currently there is approximately 3 ha of open space and 6.8 ha of recreational land in the precinct, which caters to Goodwood and surrounding residents.
- Giblins Reserve is the main open space in the precinct with public access to the foreshore provided. There is limited opportunity to access the foreshore from the Princes of Wales Bay Sports Ground.
- The vegetated foreshore along Dowsing Point, has been identified as culturally significant and environmentally sensitive with a number of Aboriginal cultural heritage sites identified.
- Zoning overlays on the foreshore identifies waterway and coastal protection, coastal erosion hazard and coastal inundation hazard areas. The Bay areas adjacent to Gepp Parade are influenced by a bio-diversity protection overlay. Future development needs to consider these overlays and consider impacts of sea level rise.



Giblins Reserve, main open space for precinct



Vegetated foreshore along Dowsing Point.

ENVIRONMENTAL AND OPEN SPACE



Key opportunities to enhance usage, safety, accessibility and ongoing management.

- Enhance Giblins Reserve to provide safe and accessible public open space which can be further utilised by workers, visitors and residents.
- Open space should be integrated with and form part of the broader precinct, given the scale of this (~10 ha). Ensure access to the foreshore of the recreational area at Gepp Parade.
- Provide some small-scale food and beverage / amenity around the boat ramp area.
- Develop a heritage trail along Dowsing Point foreshore ensuring protection and proper management of Aboriginal cultural heritage legacy sites.



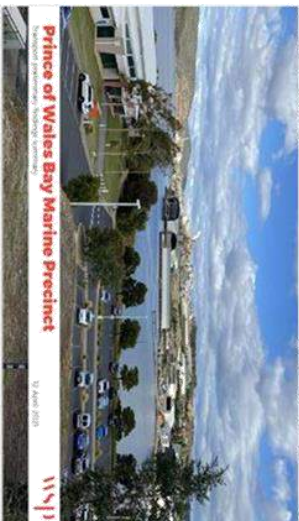
TRANSPORT ASSESSMENT

As part of the Marine and Innovation Masterplan process, Urbis engaged WSP Transport Engineers to review the transport, access and parking within the POWB precinct.

The report reviewed the key patterns of movement including:

- Through and adjacent to the precinct
- In and out of the precinct
- Within the precinct
- Supporting journey information

The observations, insights, findings and opportunities identified by WSP have been incorporated into the following pages, with the full report ***"Prince of Wales Bay precinct Transport and Preliminary Findings Summary"*** (12 April 2021) appended to this document in Appendix A.



VEHICLE ACCESS AND PARKING



How are the roads, public transport and the active network being used?

The key access or gateway entry points experience congestion with traffic calming infrastructure also limiting activity:

- Vehicular access to the precinct is predominantly via the Brooker Hwy, with Derwent Park Road connecting to the marina and maritime industrial premises (Derwent Park). As well, Goodwood Road connects to Technopark and businesses on Dowsing Point.
- Linked to key land uses and shifts of workers, movement peaks are noted to be around 7.30am and 4.30pm, with significant queuing on approach to intersections with the Brooker Highway.
- Key access points are at Derwent Park Road, Renfrew Crescent and Howard Road, whilst left-in access is provided at Lampton Avenue.
- Additional demand is observed at signalised exit points as these permit all movements upon exit, including across the Brooker Highway towards Glenorchy.
- Increased queuing storage capacity is provided at the exit points at Derwent Park Road and Howard Road, and additionally non-signalised priority left turns can be undertaken. Queuing vehicles were observed to block into the roundabout in the afternoon peak, in close proximity to residences.
- Freight traffic in the local area is currently restricted by physical traffic calming infrastructure, including speed humps.



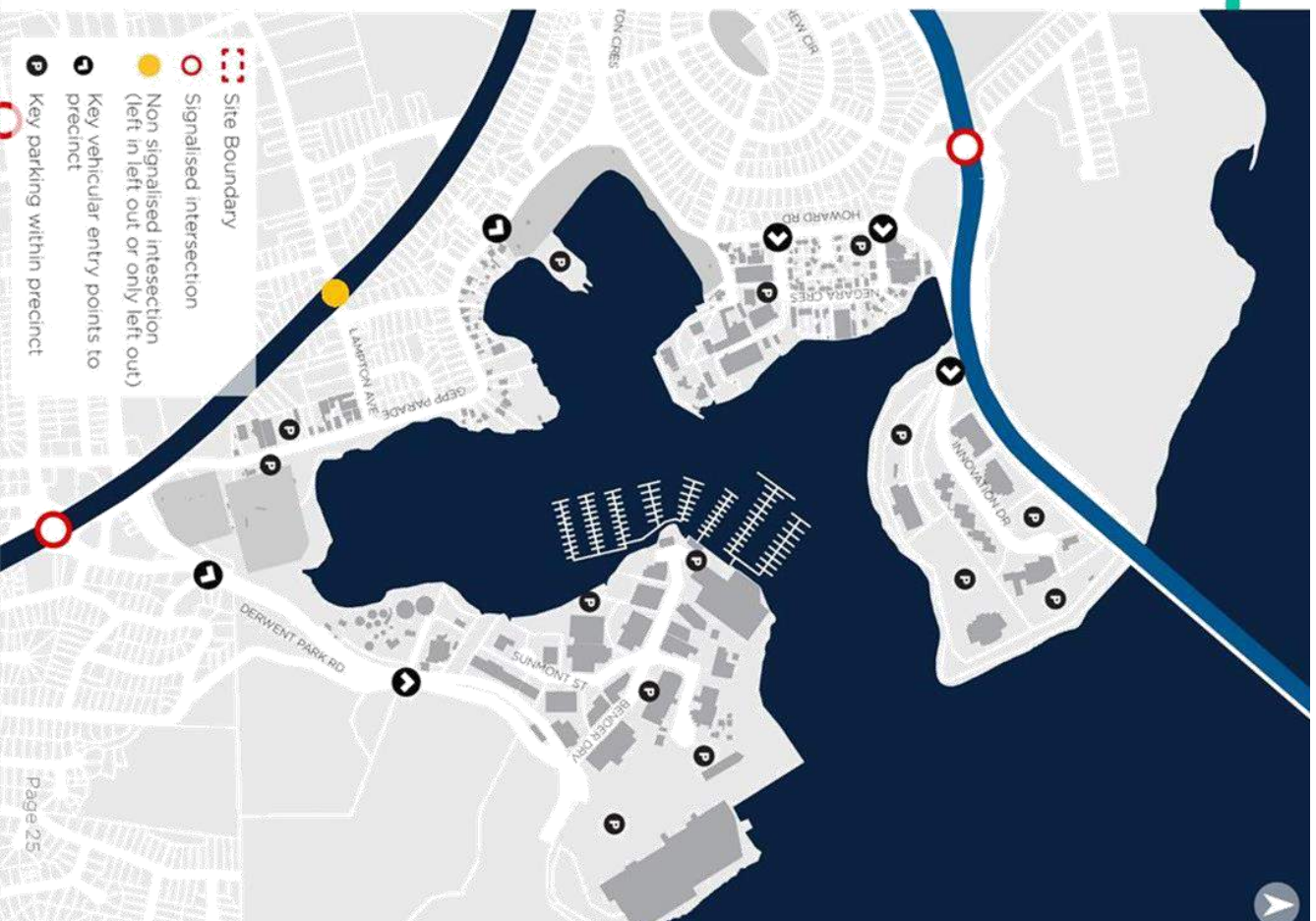
VEHICLE ACCESS AND PARKING



How are the roads, public transport and the active network being used?

Parking availability is a significant issue, particularly with conflicting uses:

- Areas of off-street parking are largely tied to key employment locations, focused at Hobart Technopark and Derwent Park Industrial and marine premises.
- Some areas of parking are provided at recreational locations including at Goblins Reserve and at Goodwood Park. The car parking in Bender Drive Area is also functioning at full capacity, with limited areas for expansion.
- A key challenge is encouraging transport mode shift away from private vehicle usage for Derwent Park employees, including provision of micromobility options and more appropriate end-of-trip facilities.



PRECINCT PERMEABILITY



How are the roads, public transport and the active network being used?

The area has limited pedestrian permeability which impacts movement and gives rise to safety concerns around the precinct:

- There is only one existing pedestrian crossing at Goodwood Road, and up to 475 metres between pedestrian crossing points of the Brooker Highway. The existing pedestrian and cycle ways are fragmented and do not service the entire precinct.
- There are no on-road bicycle lanes or protected bicycle lanes within the precinct. Gepp Parade and Howard Road have potential to form a key walking and cycling corridor supporting movement across the precinct, although no formal cycle infrastructure is provided. Due to the heavy vehicle traffic on Derwent Park Road, a parallel route utilising the disused rail corridor is considered more suitable for an all ages and abilities cycling route explained in more detail below.
- The disused rail corridor 'Zinc Link' has the potential for walking and cycling to improve access to the precinct from Hobart, greater Glenorchy and the northern suburbs upriver via a regional greenway network. Further investigation and an understanding of how this could interact with current and future pedestrian and cycle paths could open the precinct and foreshore to greater activity levels and integration with surrounding uses.



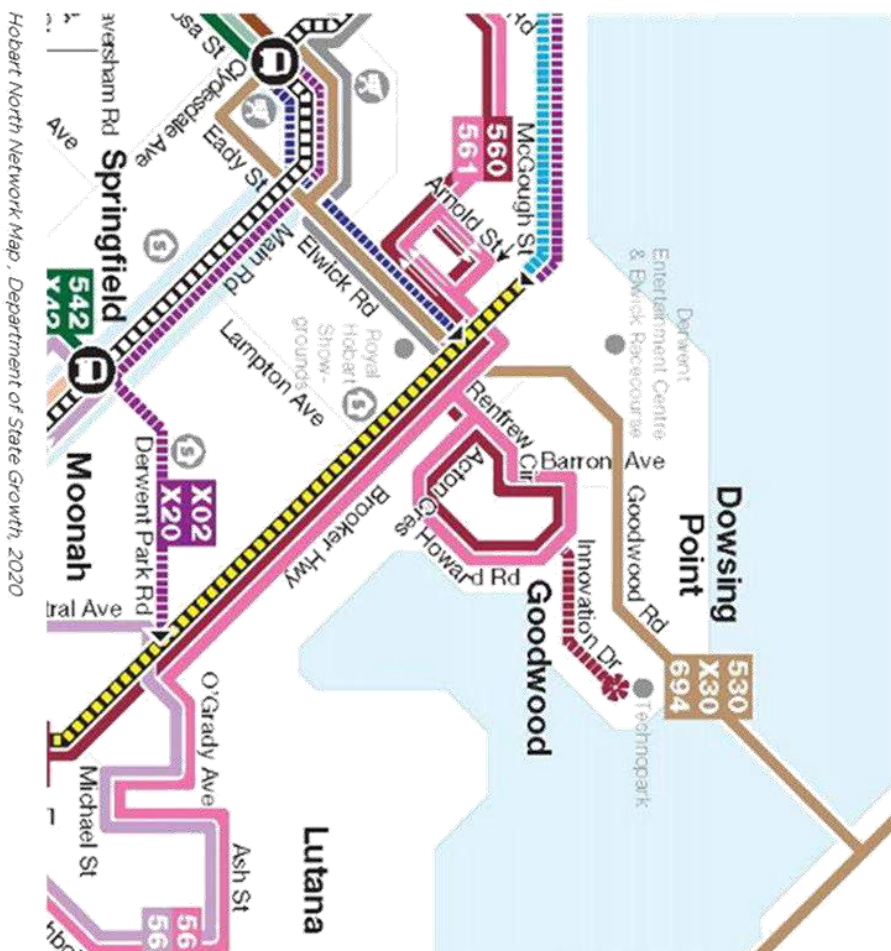
PRECINCT PERMEABILITY



How are the roads, public transport and the active network being used?

Public transport provision is largely radial to/from Hobart CBD and includes:

- Two bus routes that use Brooker Highway and undertake a loop of Goodwood residential area, with peak hour services continuing to Technopark.
- Some bus stops have shelters however user facilities and supporting information is basic.
- A number of commuters are taking up worker parking causing user conflict.



IMPROVING CONNECTIVITY

Movement around the precinct is critical to the user and visitor experience. To improve connectivity, some key opportunities identified include:

1. Enhancing existing walking and cycling links on Goodwood foreshore and extension to Elwick Bay, as part of development of coherent active transport network within study area.
2. Providing increased walking and cycle permeability and accessibility across the Brooker Highway and Goodwood Road.
3. Creation of Zinc Link walking and cycling path to connect the precinct to Glenorchy, Hobart CBD and the northern suburbs.
4. Improve management of parking and access to key employment sites through innovative parking solutions.
5. Development of a traffic management plan to co-ordinate industrial and residential traffic mixes.
6. Improving vehicular signage and general site wayfinding on approach to the Bay.
7. Embrace affordable micromobility (small lightweight vehicles) options within the precinct and connections to a broader dedicated network.
8. Future public transport options may include on-demand, electric and/or autonomous services.
9. Opportunity for Technopark and the precinct to become a test site for future micromobility initiatives and autonomous transit vehicles testing.



3 Existing Zinc link corridor – landscaped active link



4 Bender Drive parking with potential for multistorey carpark integrated with amenities and landscaping



6 Improve wayfinding through signage



1 Enhance shared path network



7 Santa Monica - shared micromobility mobility



6 Improved wayfinding signage throughout precinct

3.0 ECONOMIC CONTEXT AND OPPORTUNITIES

Prince of Wales Bay Marine & Innovation Masterplan

October 2021

Page 29

PROFILE OF WORKERS & BUSINESSES

POWB precinct is located within a dynamic local economy underpinned by its location between the Derwent River, Glenorchy City Centre and Derwent Park industrial area. It also has a sizeable residential population which is distributed around the Bay and has influenced the growth and development of the area.

The local employment base can be characterised by two key aspects:

- Firstly, the workforce of 2,820 people is **slightly older and male dominated**, compared to the average in Greater Hobart.
- Secondly, the workforce has a strong **manufacturing and technical focus** highlighted by almost a third of workers being technician and trades workers and 40% of workers in the area in the manufacturing industry.

In the broader POWB area there are 373 businesses, the majority employing less than 20 employees each, with the predominate industries being:

- Construction (66)
- Transport and warehousing (60)
- Manufacturing (49)

Comparing the data on the number of businesses in previous years, **indicates a generally stable business environment** with little change in the overall number or type of businesses by industry.

Stakeholder Feedback:

Discussions with stakeholders supported this notion and revealed that businesses in the POWB area tend to stay for extended periods of time and grow organically at the location. Many stakeholders noted a high desire to stay within the precinct and to expand and grow their business at their current sites.



PROFILE OF WORKERS & BUSINESSES

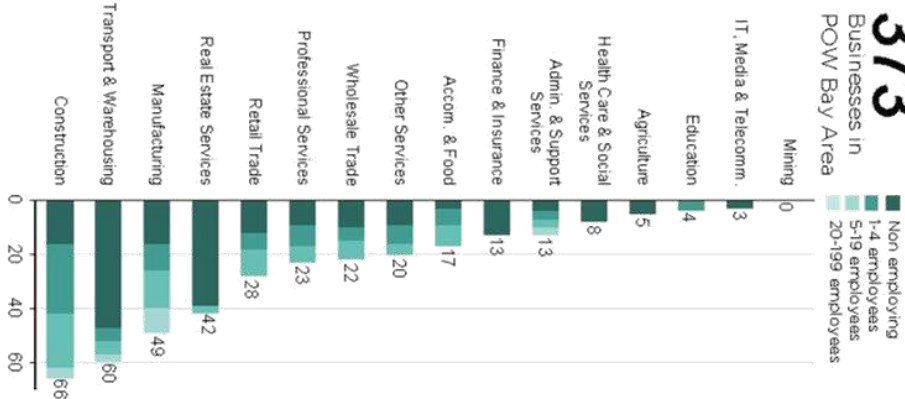
POWB Worker & Business Profile 2016

	Worker Study Area*	Greater Hobart	Tasmania
 Total (2016)	2,820	99,361	215,366
Gender (M/F)	72% M 28% F	49% M 51% F	51% M 49% F
Workers below 40 years	40.6%	44.6%	42.6%
 \$41,601-\$78,000	49.4%	37.8%	36.7%
Top 3 Occupations Employment in Total Study Area			
 Technicians & Trades Workers	27.7%	12.7%	14.2%
Clerical & Administrative Workers	19.4%	15.6%	13.3%
Managers & Professionals	18.8%	34.7%	31.6%
Top 3 Industries of Employment in Total Study Area			
 Manufacturing	40.9%	5.6%	7.1%
 Public Safety and Administration	12.6%	11.5%	8.1%
 Transport, Postal & Warehousing	12.1%	3.6%	4.4%

*Worker study area refers to the Destination Zones of Dowsing Point, Goodwood, Derwent Park and Lutana. Source: ABS Working Population Profile 2016, Urbis Prince of Wales Bay Marine & Innovation Masterplan

373

Businesses in POWB Bay Area



PROFILE OF LOCAL RESIDENTS

Stakeholder Feedback:

Discussions with stakeholders indicated that the quality and stock of the existing housing has impacted the amenity and safety of the public domain in some areas of POWB, particularly around Negara Crescent.

A unique feature of the POWB area is the **strong residential presence** with housing focussed along Gepp Parade, as well as Negara Crescent and adjacent to some of the industrial businesses. In some cases, the sharp contrast in uses does cause conflict.

An objective of the masterplan at the outset was to increase the opportunities for local employment and that includes for local residents. The socio-economic profile indicates there is **some opportunity for employment** in the areas of manufacturing and for technicians / trades with jobs generally not requiring tertiary qualifications.

The mixed land uses of the area are reflective of the ad-hoc historical growth of the precinct. Over the years, a range of manufacturing uses were attracted to the access to the Bay and the relative affordability of the surrounding land, blighted by the Zinc Works making it an affordable location for housing, including public housing.

In 2016, there was a residential population of 4,263 people and by virtue of the higher affordability of the residential area, generally the population had a **lower socio-economic profile**, compared to the average across Greater Hobart.

It is also notable that **13% of existing housing stock** is public rental, significantly higher than the average across Greater Hobart. A large amount of housing under a single owner may present opportunities for broad scale land use change in the medium to long term with proper engagement.

POWB Resident Profile

	Resident Study Area	Greater Hobart Area
 Population (2016)	4,263	224,462
Average Age	37.6	39.2
 Average Household Income	\$43,255	\$79,304
Housing Status	64% Owner 25% Private Rent 13% Public Rent	72% Owner 23% Private Rent 6% Public Rent
Top 5 Industries of Employment in Total Study Area		
Yr 12 or Equivalent as highest level of schooling achieved	28%	52%
Tertiary Education	13%	35%
Unemployment Rate	7.6%	6.4%
 Top 3 Occupations in Study Area	1. Technicians & Trades Workers 17%	14%
	2. Labourers 16%	9%
	3. Clerical & Administrative 16%	15%
	1. Manufacturing (13%)	5%
 Top 3 Industry of Employment	2. Retail Trade (13%)	11%
	3. Public Administration & Safety (12%)	11%

Resident study area refers to the SA2 of Derwent Park-Lutana

Source: Source: ABS Census 2016, Urbis

TYPES OF MARITIME BUSINESSES & ACTIVITIES

Stakeholder Feedback:

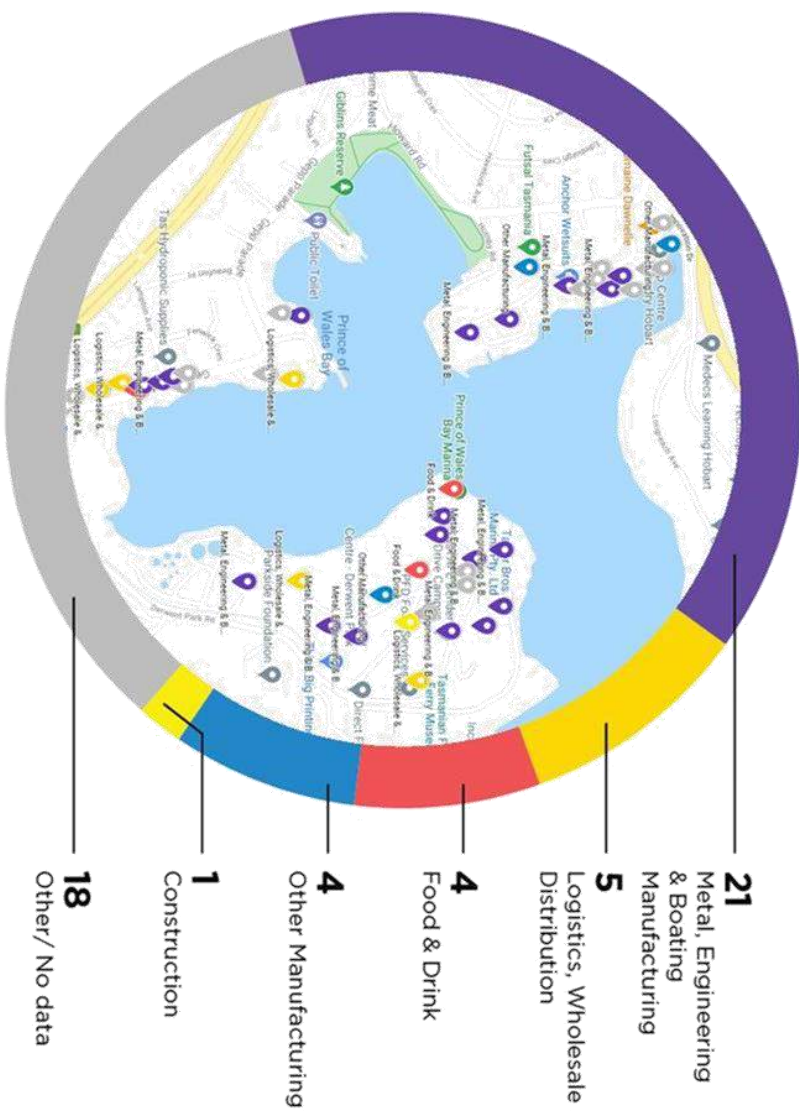
Discussions with stakeholders affirmed that businesses at POWB support each other through supply chain activities and even collaboration on major contracts to key customer markets. A common message from stakeholders was the need to continue to grow and strengthen the collaboration between businesses at POWB.

POWB precinct has organically formed a cluster of businesses involved in high-tech ship building and repair. As illustrated in the timeline earlier, this was strongly led by the establishment of Richardson Devine Marine and INCAT in the late 1980s which slowly drew in other businesses to support high-tech ship building and repairs.

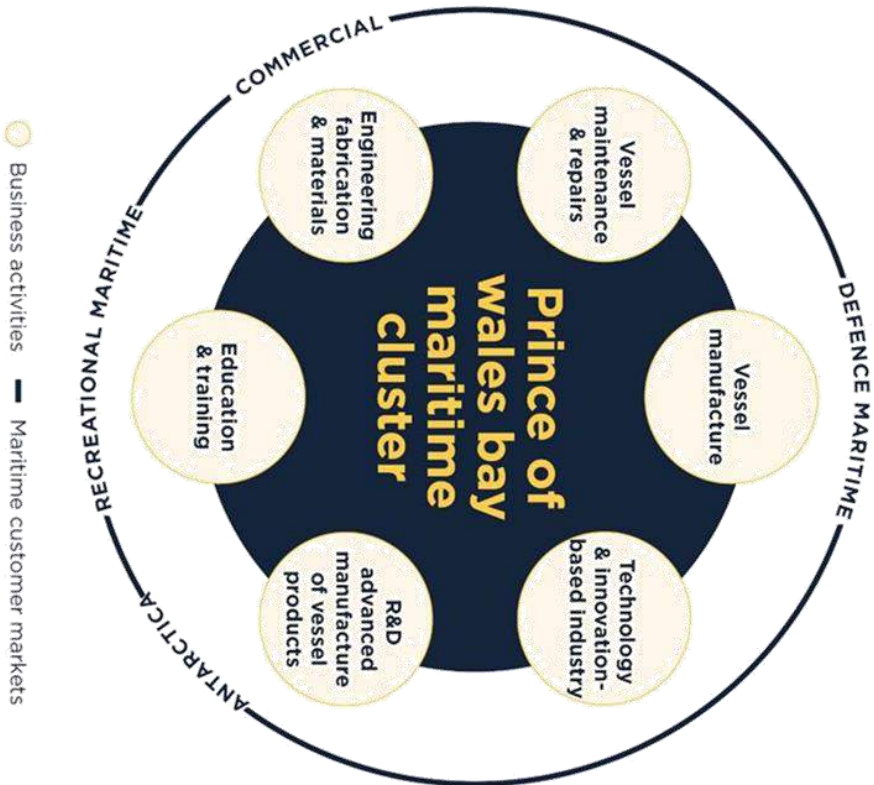
Today there are around 20 businesses within the precinct involved directly in ship building, repairs and manufacturing of materials and product development with further businesses supporting this. There is also an education and training facility at TasTAFE which has training partnerships with some of the major ship builders within the precinct. The adjacent map and diagram visually depicts the distribution of these businesses around POWB.

These businesses share several commonalities, both in their activities and their customer markets. The key common customer markets include maritime defence, commercial maritime operations (including tourism) and also future opportunities in the Antarctic sector, aligning with Hobart's position as Australia's key port for Antarctic related operations.

Industry Type Breakdown



MARITIME CLUSTER AT PRINCE OF WALES BAY



The commonality of businesses, business activities and customer markets has provided the precinct with a unique competitive advantage which has seen it grow from a few boat builders to a larger concentration of maritime industries and recognisable maritime cluster within Tasmania¹.

Maritime clusters are well recognised in both academic literature and government policy around the world. They are seen as 'a key strategic tool through which to support economic development and as a business strategy. Indeed, many governments acknowledge the important role maritime clusters play in not only promoting economic development, but also supporting potential innovation and technological development²'.

Maritime clusters can vary in scale, from city or State level, such as Rotterdam or Hong Kong through to a smaller geographical concentrations, around individual ports, such as the case of POWB precinct. Henderson in Western Australia or Osborne in South Australia. The associated diagram illustrates the unique mix of businesses, activities and customer markets of the maritime cluster.

POWB precinct also meets three defining criteria³ of a maritime cluster as it encompasses:

- **Businesses connected with other businesses** in related services demonstrated through the shared networks, supply chains and communication between POWB firms sharing knowledge, skills and training
- **Concentration and co-location of firms** to create competitive advantages in terms of workforce skills, specialised suppliers and service providers, and knowledge creation
- **Geographical proximity**, norms and trust are key to building localised capabilities, strengthening learning capacities, and ensuring competitiveness.

Discussions with stakeholders through the masterplan process recognised the existing value of the POWB precinct cluster, particularly in terms of sharing knowledge, supply chains and creating a competitive advantage through to shared contract tendering. Stakeholders also identified potential ways to enhance the clustering benefits through enhancing communication, shared branding and promotion. The case studies of larger scale maritime clusters at Henderson WA and Osborne SA in Appendix B, provide insights on how to support the growth and development of maritime clusters within the Australian context.

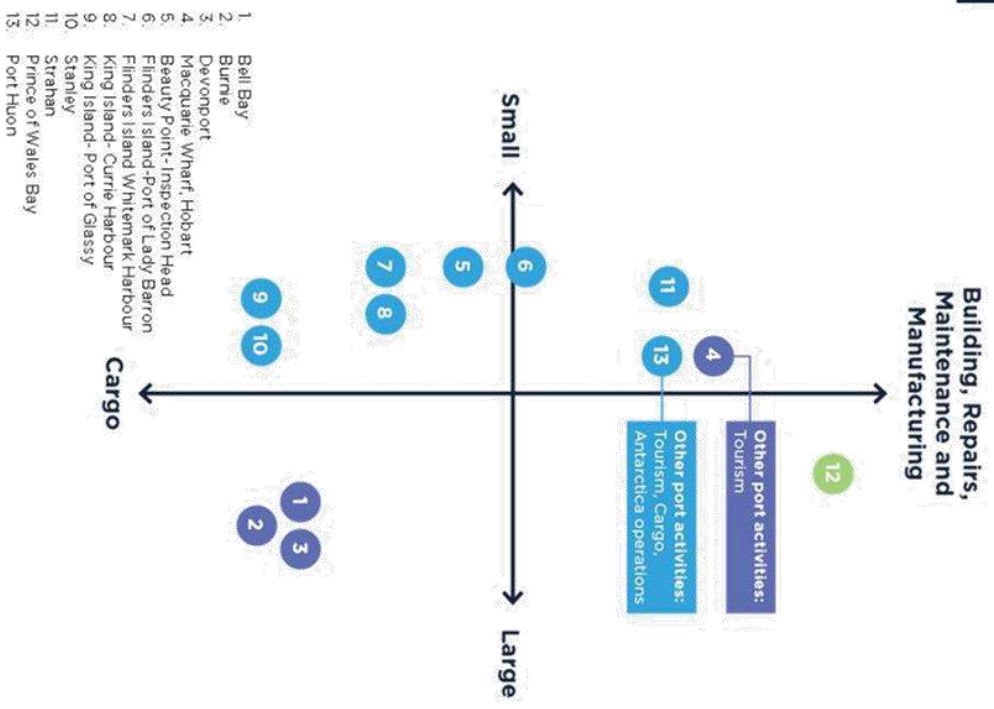
1. Wickham, M. & Hanson, D. (2002) Industrial clustering in regional Australia: The role of chance, entrepreneurs and government in the Tasmania Light Ships Industry. University of Tasmania. URL: <https://www.semanticscholar.org/paper/Industrial-clustering-in-regional-Australia%3A-The-of-Wickham-Hanson/5e24218eabdc9c445b1dd6e426b17e7113392652>
2. Doloreux, D. (2017). What is a maritime cluster? Marine Policy 83 (2017) 215-220
3. Vederbye, R. (2013) Maritime Cluster Organizations: Enhancing Role of Maritime Industry Development. Procedia Social and Behavioural Sciences 81 (2013) 624-631

CURRENT COMPETITIVE POSITIONING WITHIN TASMANIA

The POWB precinct holds a unique position within Tasmania's network of maritime ports. As shown on the competitive analysis diagram, most maritime hubs are focused on cargo, whereas the **POWB cluster is the predominate manufacturing, repair and maintenance port in Tasmania, particularly for medium sized vessels.**



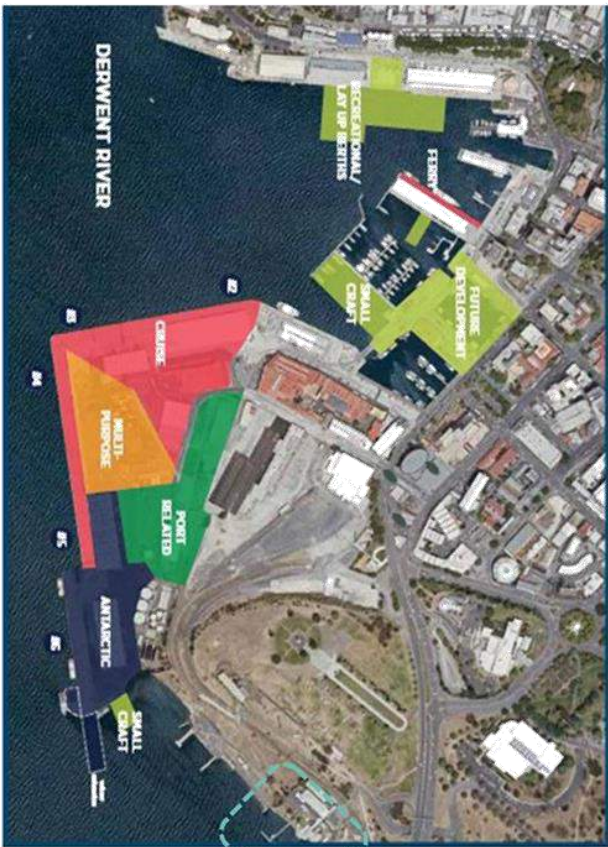
POWB Competitive Analysis



CURRENT COMPETITIVE POSITIONING WITHIN TASMANIA

Macquarie Wharf is a functional commercial and multipurpose precinct with a focus on Antarctic vessels, log exports, common user facilities, container services and cruise facilities. There are early plans in place to upgrade Macquarie Wharf to be able to grow these key areas to a larger scale into the future. As the second port in Hobart, growth of the POWB has been shaped by the continuing transition of Macquarie Wharf, particularly towards recreation and cruise facilities, as outlined in the TasPorts Masterplan 2018. This has seen some commercial boat maintenance and repairs move to the POWB in recent years.

The future of Queens Domain Shipyards will also influence the long-term growth of POWB. Queens Domain Shipyards is located on the periphery of the Port of Hobart and has slipways for repair and maintenance of vessels but is limited by vessel size. It is expected to remain as is in the short term. However, according to the *Derwent Maritime Industries Sites Masterplan 2012*, there is long-term potential that the Domain Shipyards may be redeveloped for alternative uses. This could see a potential relocation of this function elsewhere in the long term, including the potential to be relocated to POWB.



Plan for Port of Hobart Upgrade, Tas Ports 2018

QUEENS DOMAIN SHIPYARDS
3 slipways for repairs and
maintenance of large vessels

PERFORMANCE OF MARITIME MANUFACTURING INDUSTRY IN TASMANIA

The economic performance of the key activities of the POWB cluster of maritime manufacturing, repair and maintenance, can be best understood by looking at the 'transport equipment manufacturing' sector.

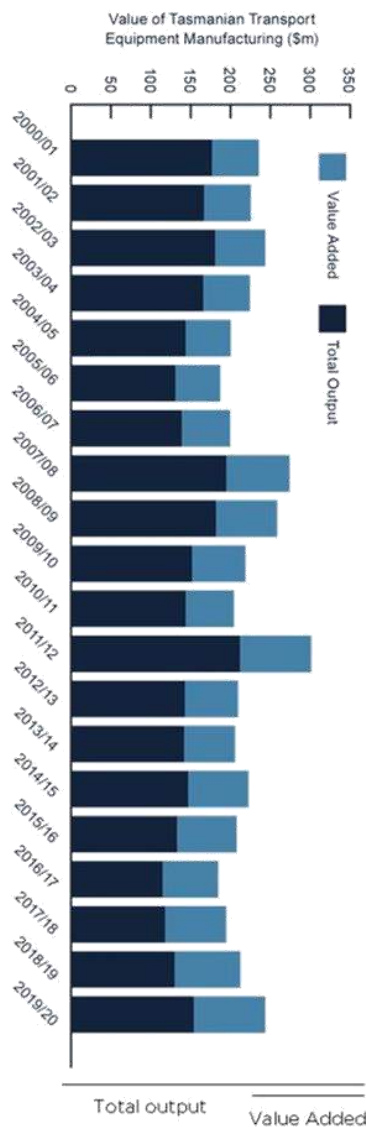
IN 2019/20 THE TRANSPORT EQUIPMENT MANUFACTURING (TEM) SECTOR WAS WORTH \$243M TO THE TASMANIAN ECONOMY.

It is a highly cyclical industry but has shown growth of around 7% per annum since 2016/17. It is also important to note, that the value added, that is the additional value each producer will bring to products along the supply chain, has increased over time indicating that the Tasmanian vessel building industry is increasing in productivity and creating higher order products.

The industry employs just over 1,000 workers, a decline of about 500 since 2001/02. However, discussions with stakeholders suggest that the nature of the jobs have evolved towards more highly skilled and technical work.

City of Glenorchy is the predominate location for transport equipment manufacturing activity in Tasmania. In 2019/2020, 63% of value added generated by the sector was from the City of Glenorchy and 60% of workers in the industry were also located in the City of Glenorchy. This underpins the notion of POWB as an important maritime cluster for Tasmania.

Value of Transport Equipment Manufacturing, Tasmania



TASMANIA			
	\$90M		12%
Value added of transport equipment manufacturing in Tasmania 2019/20			
Growth in value added of transport equipment manufacturing sector in Tasmania between 2014/15 and 2019/20			
	1,007		
Employed in transport equipment manufacturing in Tasmania 2019/20			
CITY OF GLENORCHY			
	63%		\$57M
Of value added in TEM generated from City of Glenorchy in 2019/20			
	60%		
Of TEM workers employed in City of Glenorchy in 2019/20			

Source: Tasmanian Economic Profile and Glenorchy City Economic Profile, id Informed Decisions 2021. The Transport Equipment Manufacturing sector provides broad insights into the maritime manufacture, repairs and maintenance activities given the absence of large non-maritime transport equipment manufacturing activities (i.e. cars, rail transport equipment) in Tasmania.

GROWTH OUTLOOK FOR RELATED INDUSTRIES & CUSTOMER MARKETS

This table summarises the broader outlook of key customer sectors related to maritime industry activities at POWB. It provides a picture of key market outlooks and State Government initiatives which will provide opportunities for businesses at POWB over the next 5-10 years.

Industry	Importance to Tasmania	Growth Outlook	Key State Government Initiatives	Key Drivers for Growth	Current Sector Role at POWB	Considerations for POWB
Commercial maritime manufacture	High - Tasmania recognised for its design, manufacture and fit out of maritime vessels for both domestic and international markets	Strong - indications from local businesses indicate there is strong continued growth in this sector.	State Government actively promoting Tasmania's commercial maritime industry capacity to external markets	- Continuing change of function at Port of Hobart - Growth in marina activity - Future of Domain Slipways	Focus sector of POWB and established international reputation in commercial maritime manufacture. Anchor tenants continue to attract other businesses.	Enhance capacity for POWB businesses through training, collaboration and promotion
Defence	High - Key customer market for maritime industry in Tasmania with more than 35 businesses servicing the defence industry	Strong - Australia planned defence capability investment is \$195b between 2016-2026	State Government actively promoting Tasmania's defence maritime industry capacity	Commonwealth investment in defence increased interest in maritime defence industry capacity from international markets	Existing key customer market for some businesses	- Enhance joint tendering opportunities for defence contracts - Enhance security and presentation of POWB to external customers
Antarctic	High - Hobart recognised as Australia's hub and an international Antarctica gateway	Strong - Growth underpinned by plans for Antarctica Operations at Macquarie Dock implementation of Antarctica Gateway Strategy and new US Icebreaker to Hobart	State Government actively promoting Tasmania's role as an international Antarctica gateway and investing in new supporting infrastructure at Macquarie Dock in Hobart	Presence of major Australian and US icebreakers in Hobart creates repair and maintenance opportunities for local businesses	Currently not a key market for POWB businesses but some stakeholders plan to expand to service new icebreakers in Hobart	- Enhance ability for joint tendering - Optimise opportunity for repair and maintenance work at POWB
Advanced manufacturing	High - Manufacturing is the fifth largest industry in Tasmania. Maritime related advanced manufacturing is a key subsector valued at \$113m	Strong - Manufacturing in Tasmania growing by -3% per annum, in contrast to mainland where manufacturing industry is contracting	State Government actively promoting Tasmania's capability through the <i>Advanced Manufacturing Action Plan 2024</i>	Government initiatives to grow advanced manufacturing including skill development, capacity building, increased industry collaboration and promotion	- Many businesses involved in advanced manufacturing at the POWB site, particularly in the area of maritime - On-site training through TasTAFE for metal fabrication	Enhance capacity for POWB businesses through training, collaboration and promotion
Local vessel repair and maintenance (R&M)	High - Hobart is a key maritime port for Tasmania and home to strong commercial and recreational vessel markets	Strong - commercial vessel growth driven by relocation of R&M activity away from Macquarie Wharves. Recreational vessels market also growing, evidenced by success of POWB Marina	TasPorts strategy to refocus of Port of Hobart is relocating R&M work to POWB	- Continuing change of function at Port of Hobart - Growth in marina activity - Future of Domain Slipways	Key focus for many existing POWB businesses, includes commercial and recreational vessels.	- One stop shop for R&M of local vessels - Ensure long term water accessibility to support R&M activities

Sources: Defence Tasmania Maritime Prospectus, Government of Tasmania 2020; Tasmania Antarctica Gateway Strategy, Department of State Growth 2017; Advanced Manufacturing Action Plan 2024, Department of State Growth 2020; Tasmania Maritime Prospectus, Department of State Growth 2020

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4.0 MASTERPLAN STRATEGY

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STRATEGIC POSITIONING

Policy support for a maritime industrial hub

Collaborative business environment

Physical opportunities to leverage

Unique competitive positioning

Align with future key industry sectors

STRATEGIC CONTEXT

VISION

"The Prince of Wales Bay precinct is a collaborative and competitive hub of marine industries in southern Tasmania which attracts diverse and complementary businesses. It functions as a one-stop destination for all marine related activity".

KEY DRIVERS FOR CHANGE

Formalise precinct coordination

Enhance competitive positioning

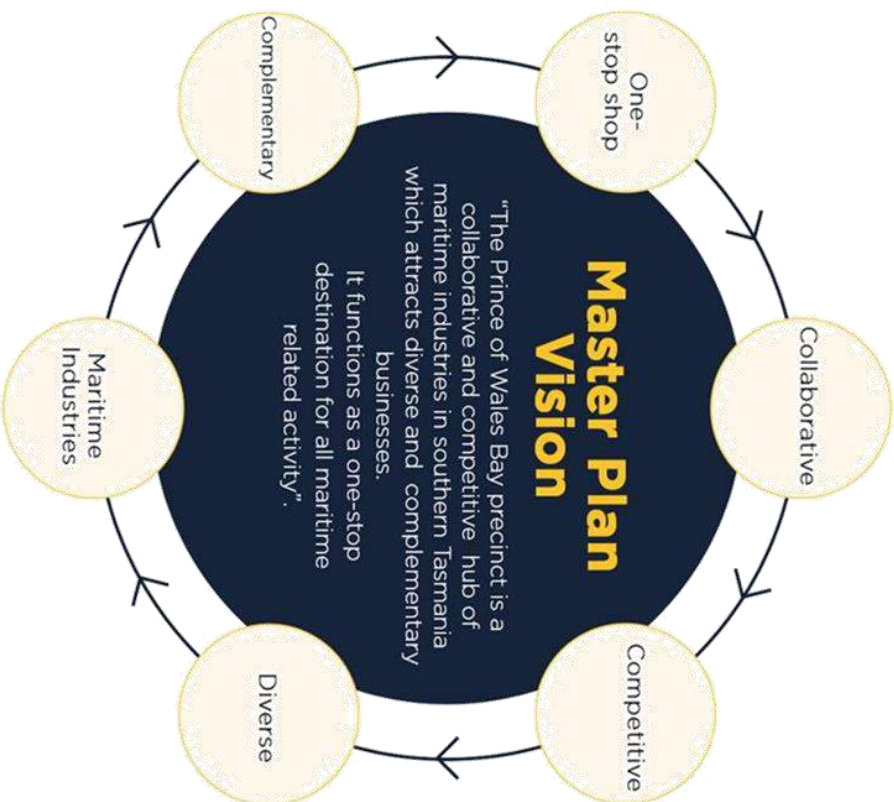
Improve amenity and physical constraints

Leverage focus industries

MASTERPLAN STRATEGIC DIRECTIONS

STRATEGIC DIRECTION 1: Enhance business growth opportunities for POWB Objective: To identify strategic upgrades with varying capital cost and high returns to support continued growth of the precinct	STRATEGIC DIRECTION 2: To support continued growth by unlocking underutilised land Objective: Support long term growth and potential expansion opportunities	STRATEGIC DIRECTION 3: Support development of Maritime Cluster of excellence Objective: To support growth through strengthening branding, management, promotion and skills at POWB	STRATEGIC DIRECTION 4: Manage parking and access Objective: To manage existing access and parking arrangements to ensure long term growth and efficiency around POWB.	STRATEGIC DIRECTION 5: Enhance public domain and amenity Objective: To enhance the amenity of the public domain for workers and visitors to POWB	STRATEGIC DIRECTION 6: Support growth through simplified planning framework Objective: To ensure the regulator framework supports the long-term economic growth for the precinct
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MASTERPLAN VISION & PRINCIPLES



This vision seeks out 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
- Unlock infrastructure investment opportunities

From this, the **six strategic directions and actions** have been identified and detailed on the following page:

MASTERPLAN STRATEGIC FRAMEWORK

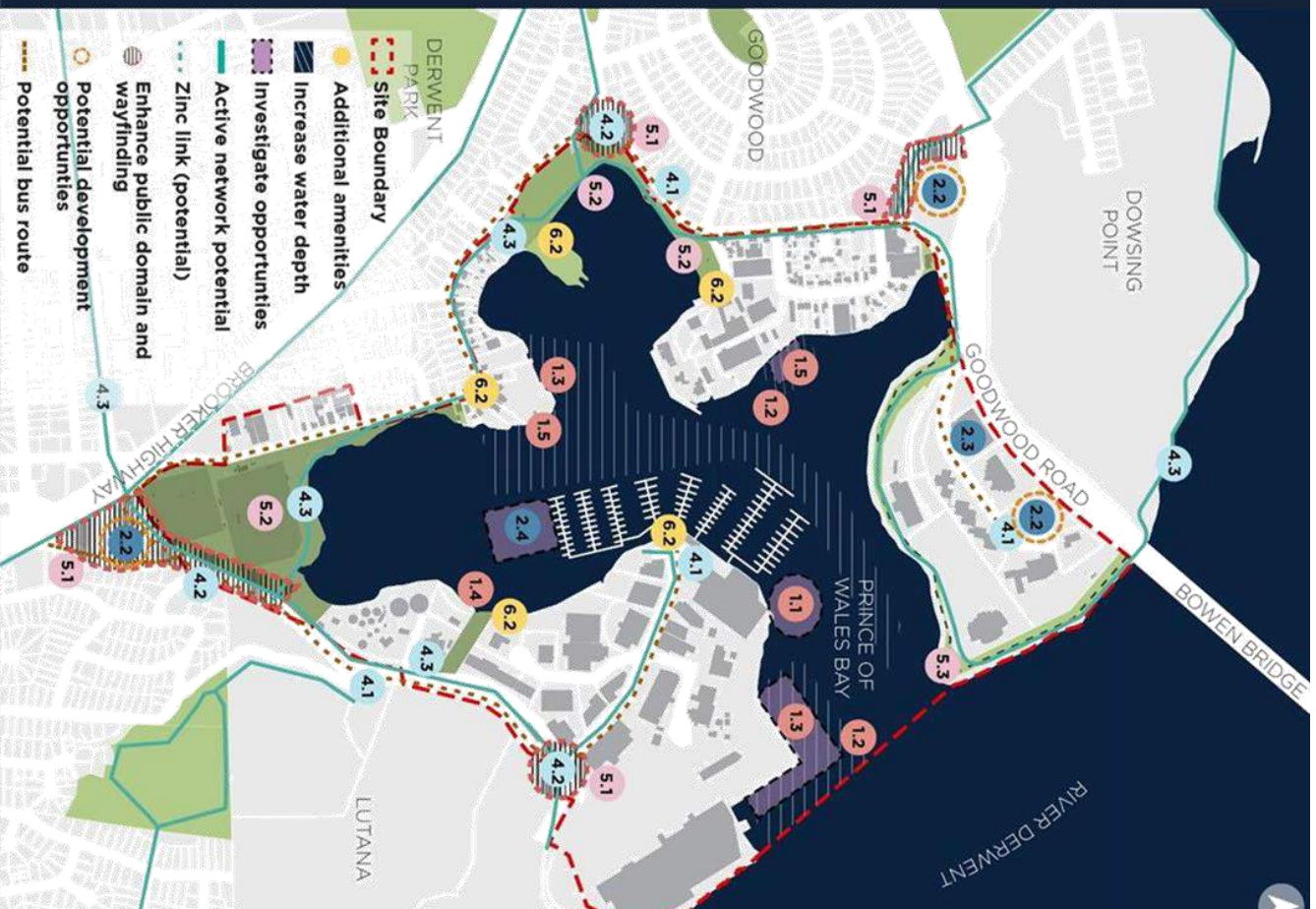
STRATEGIC DIRECTION 1:	STRATEGIC DIRECTION 2:	STRATEGIC DIRECTION 3:	STRATEGIC DIRECTION 4:	STRATEGIC DIRECTION 5:	STRATEGIC DIRECTION 6:
Enhance business growth opportunities for POWB	Support long term growth and potential expansion opportunities	Support development of Maritime Cluster of excellence	Manage parking and access	Enhance public domain and amenity	Support growth through a simplified planning framework
Objective:  To identify strategic upgrades with varying capital cost and high returns to support continued growth of the precinct	Objective:  To support continued growth of maritime sector by unlocking underutilised land	Objective:  To support growth through strengthening branding, management, promotion and skills at POWB	Objective:  To manage existing access and parking arrangements to ensure long-term growth and efficiency around POWB	Objective:  To enhance the amenity of the public domain for workers, local residents and visitors to POWB	Objective:  To ensure the regulator framework supports the long-term economic growth for the precinct
Actions: 1.1 Investigate feasibility of re-fuelling options 1.2 Investigate the feasibility and costs of further dredging to increase water depth in specific areas of the bay 1.3 Investigate the feasibility of using an existing lay up berth as a common user facility (dependent on dredging) 1.4 Investigate market demand and feasibility of boat storage facility 1.5 Investigate feasibility to develop a larger capacity travel lift for boats	Actions: 2.1 Encourage appropriate land uses on industrial-zoned land 2.2 Investigate development potential of underutilised sites 2.3 Work with State Growth to position Technopark as a destination for R&D for advanced manufacturing and maritime industries 2.4 Support proposal to expand marina and ensure any proposed uses are complementary	Actions: 3.1 Strengthen on-site training and skills development opportunities for the maritime industry sector 3.2 Investigate the viability of a management vehicle to guide long-term growth of POWB through promotion, branding, skills training and better communication between businesses 3.3 Develop a branding, identity and promotion strategy for the precinct	Actions: 4.1 Investigate opportunities to improve traffic issues through public transport improvements 4.2 Investigate technical and commercial viability of innovative traffic management solutions 4.3 Support development of a continuous active network of pedestrian and cycle ways including the Zinc Link	Actions: 5.1 Develop a strategy for public domain improvements in key areas. This should include wayfinding, gateway and security elements for existing users 5.2 Leverage the significant open space and provide greater connectivity to benefit local workers and residents 5.3 Celebrate the cultural heritage along the Innovation Drive Foreshore by creating a unique heritage interpretation/ landscape	Actions: 6.1 Consider the introduction of a <i>Specific Area Plan</i> for the POWB to ensure its long-term growth as a maritime/ industrial precinct 6.2 Support future development of additional food and beverage amenity for workers through providing a supporting planning framework

MASTER PLAN ACTIONS

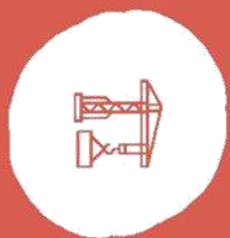
- 1.1 Potential area for re-fuelling facility
- 1.2 Potential dredging to remove sediment from key commercial areas
- 1.3 Utilise existing/proposed lay up berths (reliant on 1.2)
- 1.4 Potential location for dry dock facility
- 1.5 Potential location for larger boat travel lift
- 2.1 Encourage appropriate land uses on industrial-zoned land
- 2.2 Investigate development potential of 3 sites
- 2.3 Further innovation opportunities at Technopark
- 2.4 Potential to expand marina
- 2.5 Investigate long-term relocation of domain silpyards
- 3.1 Strengthen on-site training investment
- 3.2 Management mechanism
- 3.3 Branding and promotion strategy
- 4.1 Enhance public transport
- 4.2 Innovative traffic management solutions
- 4.3 Continuous active pedestrian network, including Zinc Link
- 5.1 Public domain strategy
- 5.2 Leverage open space through better connectivity
- 5.3 Heritage trail to celebrate culture and heritage
- 6.1 Specific Area Plan
- 6.2 Support food and beverage amenity

*Green indicates action not shown on map

Prince of Wales Bay Marine & Innovation Masterplan



01 ENHANCE FUNCTION AND BUSINESS GROWTH OPPORTUNITY



Objective:

To identify strategic upgrades with varying capital cost and high returns to support continued growth of the precinct



Actions

Council to **advocate** for the following actions:



1.1 Investigate feasibility of re-fuelling options

1.2 Investigate the feasibility and costs of further dredging to increase water depth in specific areas of the bay

Key Actions / Context

The following priorities will support the on-going operation and continued growth of businesses within the POWB precinct.

1.1 Re-fuelling facility

A re-fuelling facility would enable the precinct to be a 'one-stop shop' for vessel and maintenance services. Currently vessels need to travel across the River Derwent to Lindisfarne which is costly and time intensive.

Furthermore, fuel for boats being manufactured within the precinct must be tankered in. The commercial feasibility and funding required for delivering either a permanent facility or a barge within the bay, should be considered.

1.2 Increasing water depth

Silt and sediment build up continues to impact water depth at the entry and within POWB. This restricts the movement of larger vessels and therefore maintenance and repair opportunities for businesses. Further investigation is required to assess the lobbying process, feasibility and environmental impact in undertaking dredging to key areas of the bay.

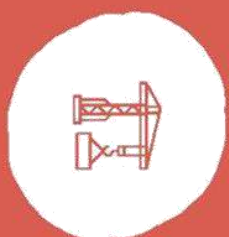
Engage relevant stakeholders for discussions with Government, including with Tasports.

Benefit of Change

Implementation of Actions 1.1 and 1.2 are likely to enhance the competitiveness of POWB precinct by:

- On-site re-fuelling to create improved business efficiency and expansion of services, leading to income benefits.
- Ensuring efficient access for vessels of a range of sizes through the Bay by increasing water depth
- Opening the precinct to new markets through the ability to repair and maintain larger vessels with better facilities

01 ENHANCE FUNCTION AND BUSINESS GROWTH OPPORTUNITY



Objective:

To identify strategic upgrades with varying capital cost and high returns to support continued growth of the precinct



Actions

Council to **advocate** for the following actions:



1.3 Investigate the feasibility of using existing lay up berths as a common user facility (dependent on dredging)

1.4 Investigate market demand and feasibility of boat storage facility

1.5 Investigate feasibility to develop a larger capacity travel lift for boats

Key Actions / Context

1.3 Common user facility

A lay up berth, for repair and maintenance of larger vessels, would open new opportunities for businesses within the precinct. This could be achieved through the commercialisation of existing privately-owned lay up berths, creating common user facilities. Use of existing lay up berths is dependent on dredging, as outlined in Action 1.2, as well as appropriate environmental and commercialisation strategies formulated.

1.4 Additional dry boat storage

There is currently pressure on space for boat storage. The inclusion of a dry boat storage facility would address storage capacity constraints, with the POWB precinct being the first in Tasmania to possibly include this facility. The market demand, development feasibility and most suitable locations for a dry boat storage facility should be investigated further.

1.5 Larger capacity boat travel lift

It has been identified that the current travel lift located in the waters around the Negara Crescent Area is limited in its capacity for larger vessels. Therefore, the potential for a new, larger capacity boat travel lift should be investigated, noting that this may rely on further dredging occurring in the waters around Negara Crescent Area (as per 1.2).

Benefit of Change

Implementation of Actions 1.3, 1.4 and 1.5 are likely to enhance the competitiveness of POWB precinct by:

- Allowing for efficient and shared use of existing infrastructure through a Common User Facility
- Dry boat storage would see vessels off the water and reduce repair and maintenance needs
- Additional business to be generated through the ability to repair and maintain larger vessels with better travel lift facilities

01 ENHANCE FUNCTION AND BUSINESS GROWTH OPPORTUNITY

SPATIAL OPPORTUNITIES



1.1 Potential areas for re-fuelling activities



1.2 Dredge key commercial areas of bay to reduce ongoing sediment build-up



1.3 Utilising existing lay up berths as common user facilities

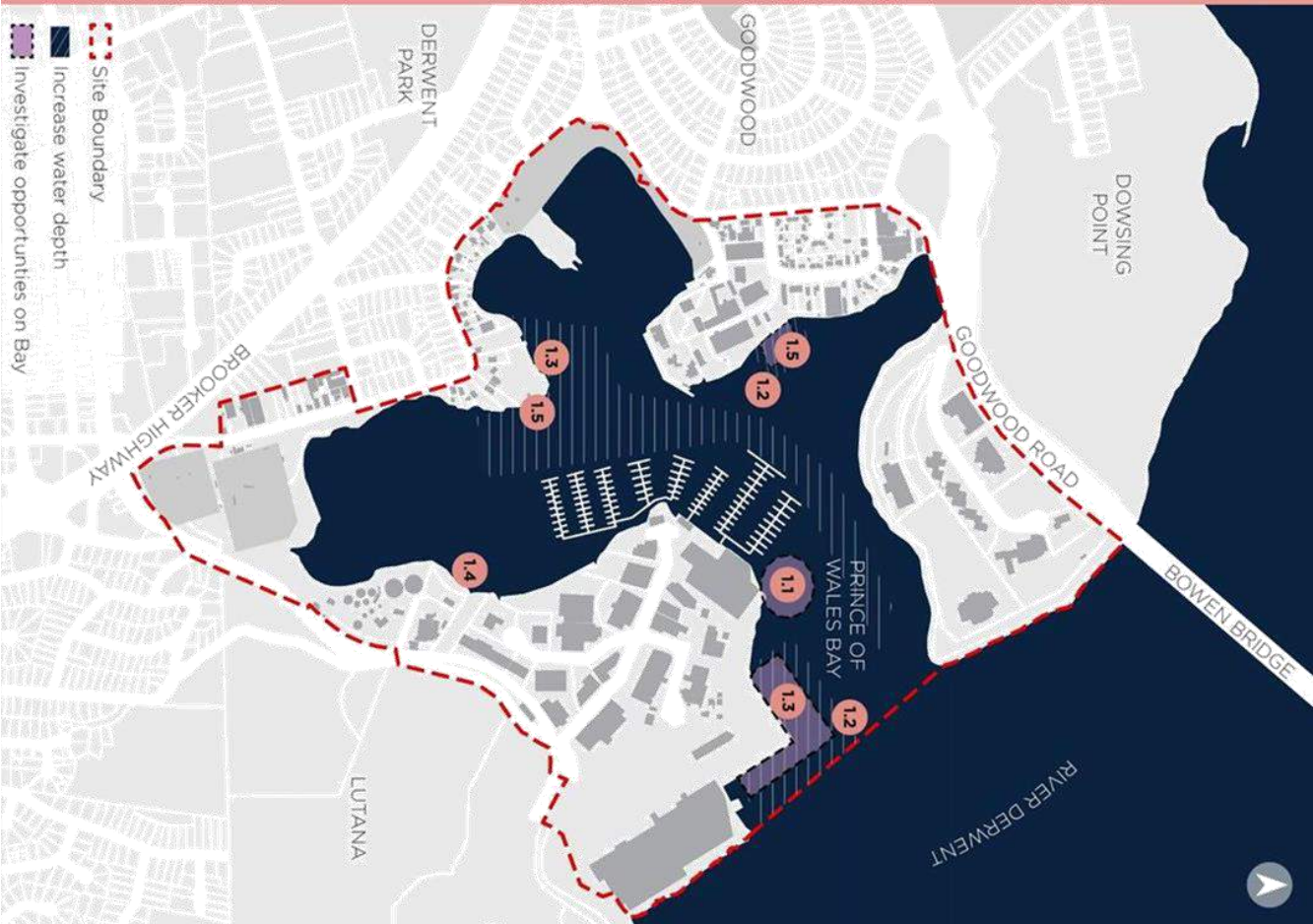


1.4 Potential for boat storage

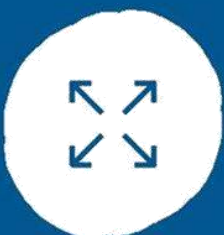


1.5 New boat travel lift

Prince of Wales Bay Marine & Innovation Masterplan



02 SUPPORT MARITIME INDUSTRY GROWTH AND EXPANSION



Objective:

To support continued growth of maritime sector by unlocking underutilised land



Key Actions / Context

Through better usage and alignment of some of the underutilised land within the POWB precinct, this could assist in future business growth and expansion opportunities. The following strategies, along with those in Strategic Direction 6, prioritise long term growth of maritime industry functions.

Benefit of Change

Implementation of the Strategic Direction 2 actions will support the growth of vibrant and sustainable maritime industries within the POWB precinct by:

- Allowing businesses to grow and expand their operations
- Providing new development sites to attract new maritime related industries
- Enhancing the training and skills development capacity for businesses and activities related to maritime industries

Actions



Council to **advocate** for the following actions:

- 2.1** Encourage appropriate land uses on industrial-zoned land
- 2.2** Investigate development potential of three underutilised sites
- 2.3** Work with State Growth to position Technopark as a destination for research and development for advanced manufacturing and maritime industries

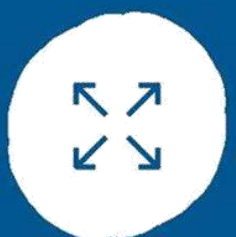
2.1 & 2.2 Long-term expansion areas

Lack of space for expansion is a key concern for existing businesses. Of the few vacant or undeveloped sites, very limited have water access. The Masterplan has identified sites that should be investigated further to encourage appropriate land uses are developed. The three underutilised sites (identified on the following map) present a short-term opportunity with appropriate land uses also encouraged on sites that are industrial zoned for longer term business expansion potential.

2.3 Continued investment in Technopark

Technopark has a key focus on developing, supporting and marketing, viable and sustainable technology and innovation. Continued investment and growth in research and development and manufacturing at Technopark will form a critical component for the precinct going forward. While investment in research and development creates a competitive edge, it can deliver direct benefit to existing businesses through innovation and manufacturing.

02 SUPPORT MARITIME INDUSTRY GROWTH AND EXPANSION



Objective:

To support continued growth of maritime sector by unlocking underutilised land

Key Actions / Context

2.4 Support marina expansion

The POWB Marina is a recent addition to the area and has created business opportunities for the repair and maintenance of recreational boats. Stakeholders generally supported the proposal to expand the existing marina, recognising anecdotally the level of demand for additional berths, the relative affordability compared to mainland options, and the new business opportunities it could create.

It will be important to ensure further marina berth development does not impede access to the water for surrounding businesses and land-owners. Furthermore, any other uses proposed attached to the marina should be complementary to it's primary activity.

Benefit of Change

Implementation of Action 2.4 will support the growth of sustainable maritime uses within the POWB precinct by:

- Supporting growth of the existing marina, which will open further opportunities for existing maritime businesses and create additional activity.



Actions

Council to **advocate** for the following actions:

2.4 Support potential to expand marina and ensure any proposed uses are complementary

02 SUPPORT MARITIME INDUSTRY GROWTH AND EXPANSION

SPATIAL OPPORTUNITIES



2.1 Encourage appropriate land uses developed on industrial zoned land



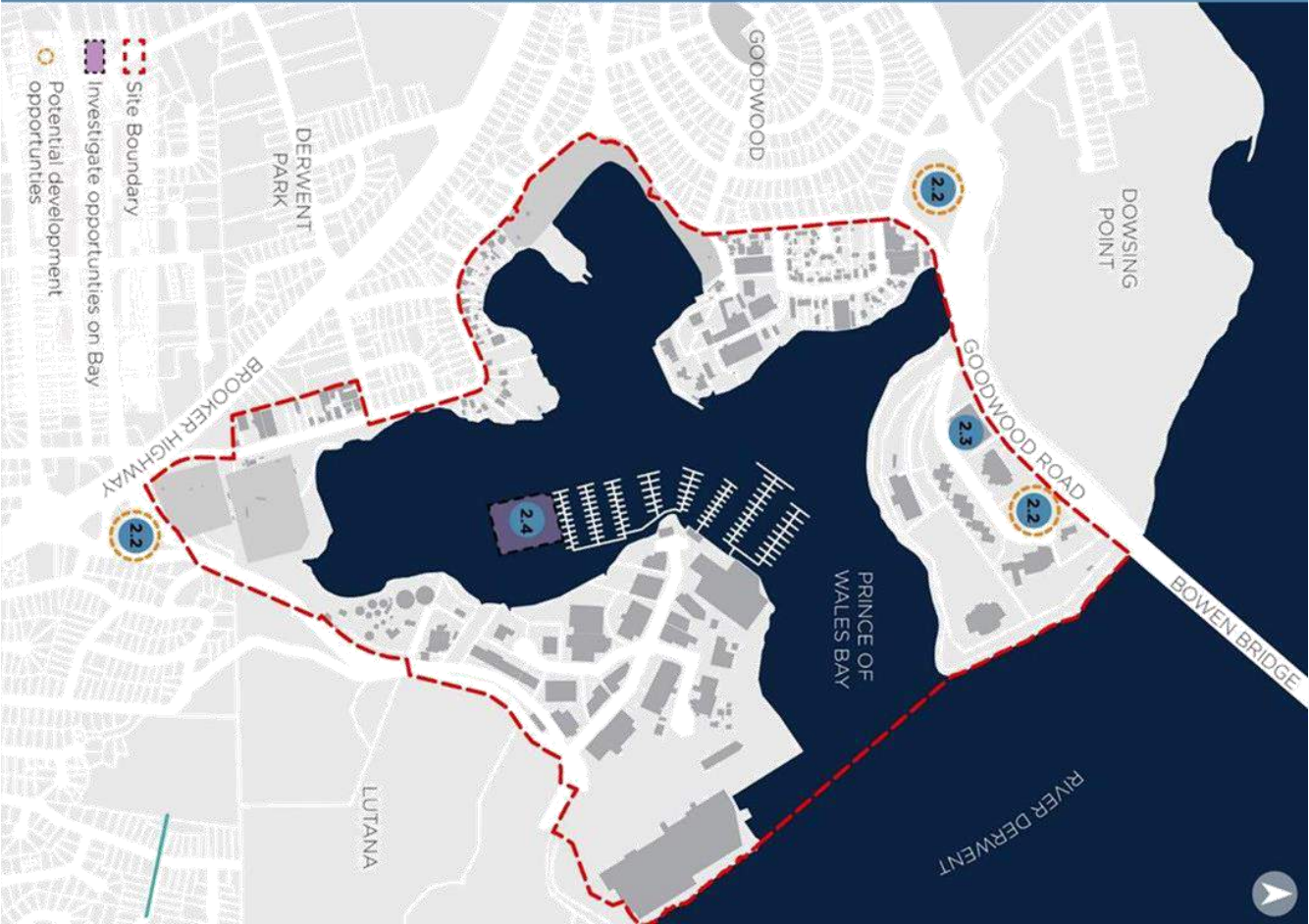
2.3 Continued investment and growth at Technopark

2.2 Investigate feasibility of utilising 3 identified development sites for long-term maritime use



2.4 Proposal to expand marina and provide complementary facilities

Prince of Wales Bay Marine & Innovation Masterplan



03 SUPPORT DEVELOPMENT OF MARITIME CLUSTER OF EXCELLENCE



Objective:

To support growth through strengthening branding, management, promotion and skills at POWB



Actions

Council to **advocate and partner** for the following actions:

3.1 Strengthen on-site training and skills development opportunities for the maritime industry sector

3.2 Investigate the viability of a management vehicle to guide long-term growth of POWB through promotion, branding, skills training and better communication between businesses

3.3 Develop a branding, identity and promotion strategy for the precinct

Key Actions / Context

Successful maritime clusters support the growth and development of the soft infrastructure such as skills training, branding, identity and promotion.

3.1 Continued skills and training development

Skills and training development provide maritime clusters, like POWB, with a competitive advantage over other maritime industry businesses. TAFE already provides on-site tertiary training in metal fabrication and has existing skills partnerships with businesses within the precinct. There is an opportunity to explore further skills and training opportunities for local businesses to ensure long-term growth of the maritime industry and the ability to support and retain skilled workers.

3.2 A new management vehicle

Whilst POWB has grown organically as a cluster over the past forty years, the future growth requires collaboration from all stakeholders and overall strategic direction. Successful maritime clusters in Australia and elsewhere, have used management vehicles to enhance the collaboration and collective knowledge of businesses when tendering for larger contracts, further enhancing their competitive advantages. Further investigation should consider a range of management vehicle options which broadly cover the functions outlined on the following page. Two examples of successful structures used at Bell Bay, Tasmania, and the Port of Newcastle are shown on the following page.

3.3 Branding, identity and promotion strategy

A singular branding and promotion platform would further enhance the identity and reputation of maritime industry businesses at POWB. This could be used for promotional activities, online/mobile applications and continue through to branding assets within the public domain.

Benefit of Change

Implementation of the Strategic Direction 3 actions are likely to enhance the identity and brand value of the POWB precinct by:

- Providing leadership in the maritime industry across Australia through skills and training
- Creating a strong identity and brand which aligns with excellence and innovation in the maritime industry
- Better collaboration leading to a more coordinated approach when tendering for larger scale contracts
- Establish a singular, representative body, to guide the long-term growth and to ensure a clear decision-making process is in place
- Increasing opportunities for business-to-business collaboration through enhanced communications, network, research and development and skills training at POWB

POTENTIAL MANAGEMENT MECHANISMS



HAVING A MANAGEMENT MECHANISM IN PLACE IS CRITICAL FOR A PRECINCT OF THIS SCALE TO BE ABLE TO STREAMLINE BUSINESS OPERATIONS, COLLABORATE, ENSURE FOCUS ON THE KEY CUSTOMER AND INDUSTRY SEGMENTS AND IMPORTANTLY, ENSURE THE PRECINCT IS PLAYING TO ITS COMPETITIVE STRENGTHS.

Defining the Role

In considering a management mechanism for the POWB precinct, the key areas of focus should include:

- Assist with the implementation of the masterplan
- Manage major works being undertaken
- Liaise with key groups (i.e. Council, State Growth, Crown Land, Marine & Safety Tasmania)
- Promotion and marketing of the precinct and maritime industry, working towards key tenant and investment attraction
- Focus on branding and identity including the website
- Engage in precinct wide collaborative skills training
- Creating better co-ordination on tendering processes
- Identify new business opportunities

Membership Structure

Members should encompass a range of stakeholders to ensure the optimal outcome for the precinct, this includes:

- POWB landowners
- Industry representatives (i.e. Tasmanian Maritime Network; Polar Network)
- Glenorchy City Council
- State Growth Tasmania
- Residents
- Other key bodies

Funding Options

Potential funding options have been identified including:

- A membership fee-based structure
- A Council or State Grant as part of the implementation of the 2021 masterplan
- A combination of both

While a Council or State Grant could be an initial option during the establishment phase, it would be expected that this would evolve into a membership fee structure after some time.

SUCCESSFUL MANAGEMENT GROUPS



THE BELL BAY ADVANCED MANUFACTURING ZONE (BBAMZ)

"The BBAMZ aim is to lift the profile of the Bell Bay zone locally, nationally and internationally as well as build a sense of community pride in the region" (Bell Bay Advanced Manufacturing Zone)

The BBAMZ was formed in 2015, after transitioning from being a community consultative committee in 2013. The aim of the group was to encourage better collaboration and grow the region's capabilities. The group includes 23 businesses and 9 state or government bodies. In 2020, BBAMZ became a company limited by guarantee. While initially funded through a grant, this has since moved to a membership fee structure.

Members benefit from:

- Increasing resilience of businesses by diversifying into new markets
- Leveraging opportunities to be more efficient
- Investigating opportunities to achieve cost savings or cost avoidance for businesses by collaborating
- Connecting businesses with Government programs
- Investigating collaborative tendering opportunities for new markets
- Networking with other businesses in and outside of the precinct
- Raising the profile of manufacturing in Bell Bay
- Investigating new businesses for the Bell Bay precinct to grow the number of jobs
- Advocacy role with State and Federal governments
- Liaising with local and state government on potential developments for Bell Bay

Source: Bell Bay Advanced Manufacturing Zone

Prince of Wales Bay Marine & Innovation Masterplan

PORT OF NEWCASTLE COMMUNITY LIAISON GROUP

This community liaison group was established in 2014, with meetings occurring quarterly.

The group "provides an opportunity for the community to engage with the port, learn about its operations and provide feedback", (Port of Newcastle)

The group's membership comprises representatives of community, business, industry and government with an interest in the operation of the port. The group has a strong focus on supporting the local community through various sponsorship and financial contributions to the community.



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04 IMPROVE ACCESS AND PARKING



Objective:

To manage existing access and parking arrangements to ensure long-term growth and efficiency around POWB



Actions

Council to **advocate and partner** for the following actions:

4.1 Investigate opportunities to improve traffic issues through public transport improvements

4.2 Investigate technical and commercial viability of innovative traffic management solutions

Key Actions / Context

Developing an integrated traffic management strategy and improvement of active transport (pedestrian and cycling) connections through the precinct will enhance the experience of travelling to and from the precinct for both workers and the surrounding community.

4.1 Address traffic issues through public transport improvements

As part of this, improvement of public transport should be investigated as a critical component to accessibility. This could include extension of bus services, improvement of bus stops and smart bus information throughout the precinct.

4.2 Investigate innovative traffic management solutions

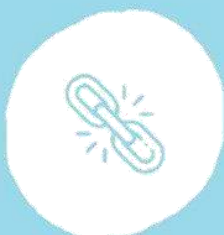
Stakeholder discussions have raised concerns for key traffic related issues focused on congestion and conflict. A holistic integrated transport study followed by solutions to alleviate the issues of congestion, access, and wayfinding and car parking needs to be prepared. Develop a precinct wide parking and access strategy to address requirements. Exploration of innovative parking solutions will be an important consideration for the precinct in the future. This includes consideration for the nature of shift work, which results in key periods of high activity, and resultant need for parking spaces. The opportunity for the inclusion of micromobility options as well as changes to vehicle usage in the future through technology such as autonomous vehicles could be considered.

Benefit of Change

Implementation of Actions 4.1 and 4.2 are likely to mitigate access and parking issues within the POWB precinct by:

- Improving the connection and experience for businesses as well as the surrounding residents
- Better connection to the rest of Glenorchy through improved public transport infrastructure
- The broader community can access and enjoy the foreshore, in a high-quality public domain
- Better wayfinding and permeability
- Improved localised traffic and parking outcomes

04 IMPROVE ACCESS AND PARKING



Objective:
To manage existing access and parking arrangements to ensure long-term growth and efficiency around POWB



Actions
Council to **advocate and partner** for the following actions:



4.3 Support development of a continuous active network of pedestrian and cycle ways including the Zinc Link



Key Actions / Context

4.3 Extensive pedestrian and cycling network including Zinc Link

Investigate the feasibility of building a well-connected network of pedestrian and cycle ways to improve connection within the precinct as well as to the surrounding areas. As part of this, utilising the disused rail spur should be considered as part of the broader connectivity and future access of the precinct. The Zinc Link presents an opportunity to connect the precinct with broader Glenorchy and surrounds, as well as integrate the recreational and open spaces and foreshore for use by local residents.



Benefit of Change

Implementation of Action 4.3 is likely to mitigate access and parking issues within the POWB precinct by:

- Improving the connection and experience for businesses as well as the surrounding residents
- The broader community can access and enjoy the foreshore, in a high-quality public domain
- Better wayfinding and permeability
- Improved localised traffic and parking outcomes

04 IMPROVE ACCESS AND PARKING

SPATIAL OPPORTUNITIES



4.1 Address public transport improvements



4.2 Investigate innovative traffic management solutions



4.3 Support development of continuous active network of pedestrian and cycle ways to connect the precinct to surrounding areas

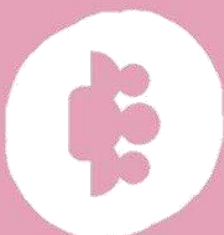


Investigate feasibility of Zinc Link to provide pedestrian and cycle accessibility

Prince of Wales Bay Marine & Innovation Masterplan



05 ENHANCE THE PUBLIC DOMAIN AND AMENITY



Objective:

To enhance the amenity of the public domain for workers, local residents and visitors to POWB



Actions

Council to **deliver and partner** for the following actions:

- 5.1** Develop a strategy for public domain improvements in key areas - this should include wayfinding, gateway and security elements for existing users
- 5.2** Leverage the significant open space and provide greater connectivity to benefit local workers and residents

Key Actions / Context

Enhancements of public domain and amenity will improve the experience of the precinct to workers and visitors whilst ensuring safety.

5.1 Develop strategy for public domain improvements

Key locations in the precinct have been identified for the streetscape and public domain improvements that would help enhance the experience for visitors as well as local users. Wayfinding strategies that extend throughout the site will better orientate the users. Gateway elements and local landmarks linked to precinct branding will help develop the precinct identity. Better lighting, signage and security elements will ensure a safe precinct for businesses and visitors.

5.2 Leverage and integrate significant open space

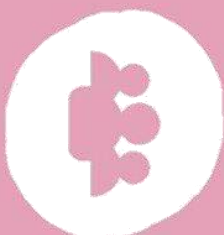
POWB precinct has access to the largest amount of open space and sports fields within Glenorchy (~10 ha). Accordingly, there are several current projects and existing strategies being undertaken by Council. The public domain outcomes of the masterplan will look to leverage the work being undertaken, and further encourage appropriate activation and connectivity to ensure engagement with the local resident community.

Benefit of Change

Implementation of Actions 5.1 and 5.2 are likely to enhance the experience of POWB precinct by:

- Improving wayfinding and safety within the precinct
- Create gateway nodes at key access points that become local landmarks
- Further activate the open spaces and integrate better with the local community

05 ENHANCE THE PUBLIC DOMAIN AND AMENITY



Objective:

To enhance the amenity of the public domain for workers, local residents and visitors to POWB



Actions

Council to **deliver and partner** for the following actions:

5.3 Celebrate the cultural heritage along the Innovation Drive Foreshore by creating a unique heritage interpretation/ landscape

Key Actions / Context

5.3 Celebrate the cultural heritage

The foreshore of the Innovation Drive Area has the potential to be a cultural heritage trail that interprets the Aboriginal heritage of the area and Bay. The publicly accessible trail should adopt native landscape plantings and connect the foreshore to the immediate Technopark, the surrounding precinct as well as across to Dowsing Point, and provide lookout points to view the Bay and the Derwent River. The strategy should become part of the celebration of the larger Derwent River Foreshore Aboriginal Cultural Heritage and its management strategy.

Benefit of Change

Implementation of Action 5.3 is likely to enhance the experience of POWB precinct by:

- Acknowledgment of Aboriginal cultural heritage in the bay and foreshore, improving general education and appreciation of the cultural heritage
- A heritage themed pedestrian trail that can be part of the local tourist attraction with great views of the Derwent River and the Bay.

05 ENHANCE THE PUBLIC DOMAIN AND AMENITY

SPATIAL OPPORTUNITIES



5.1 Develop strategy for public domain improvements

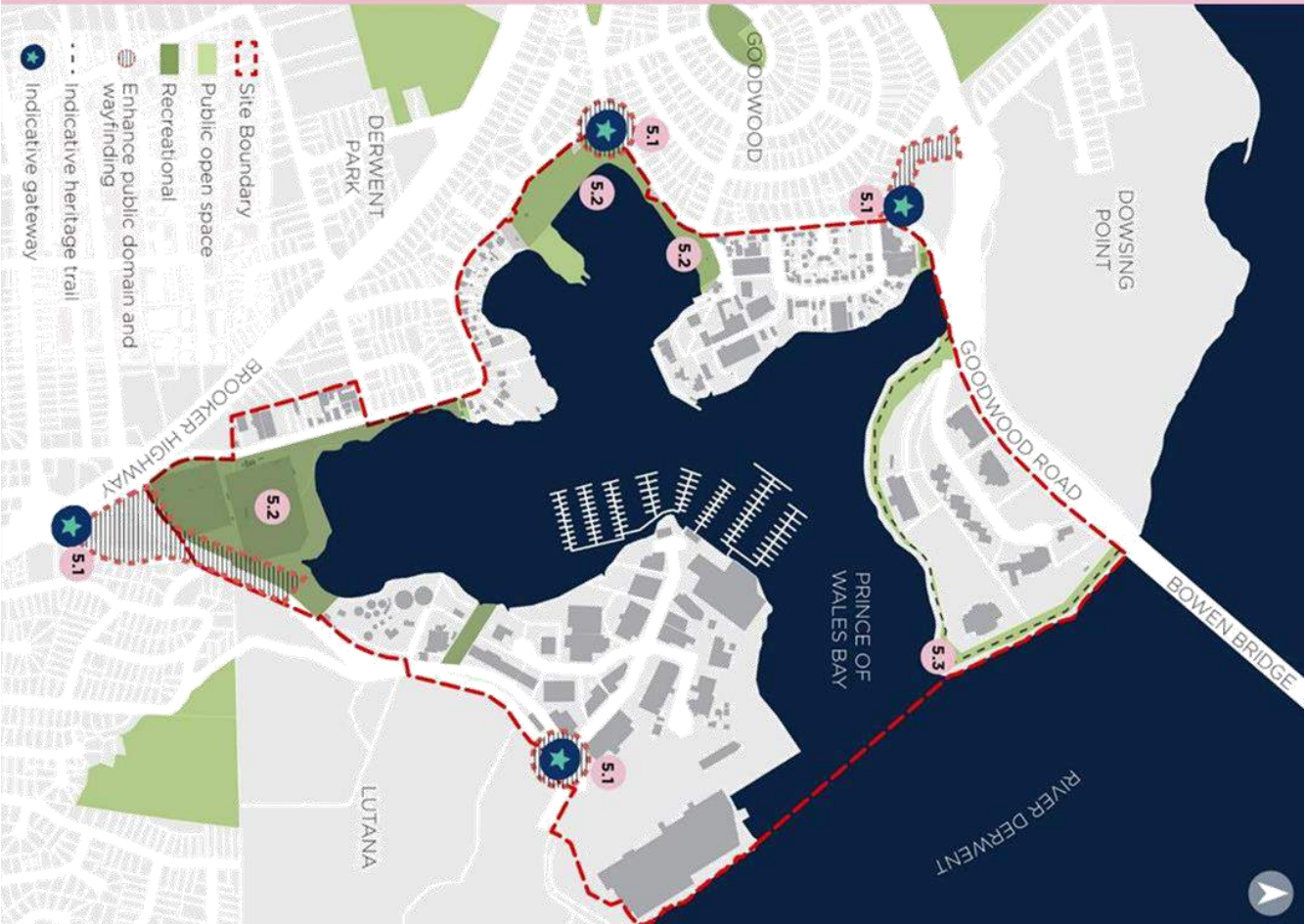


5.2 Leverage and integrate open space areas



5.3 Celebrate the cultural heritage via Heritage Trail

Prince of Wales Bay Marine & Innovation Masterplan



06 PLANNING FRAMEWORK TO SUPPORT GROWTH



Objective:

To ensure the regulator framework supports the long-term economic growth for the precinct



Actions

Council to **deliver and advocate** for the following actions:

6.1 Consider the introduction of a *Specific Area Plan* for the POWB to ensure its long-term growth as a maritime/industrial precinct

Key Issue/Context

Changes to planning and regulatory policies have the potential to support growth of businesses and reduce potential conflict of development within the POWB precinct.

6.1 Specific Area Plan

Stakeholder discussions indicated that the existing land use planning controls are restricting the continued growth of the precinct by preventing the expansion of maritime industry activities on some sites and allowing some non-maritime related businesses in other parts of the precinct.

Glenorchy City Council's new planning scheme has come into effect which will streamline some land use controls, while supporting a wide range of industrial uses, not just maritime industry uses. An alternative instrument is a Specific Area Plan (SAP) which can establish land use controls specific to the desired character of an area, in this case, a maritime industrial precinct.

The SAP should be developed in a consultative matter with landowners to ensure that it provides both certainty around the future uses that could locate within the precinct and sufficient flexibility for landowners to undertake a wide range of activities related to their business.

The intent of any SAP would be to maintain the role of the precinct and optimise future economic growth of the precinct.

Benefit of Change

Implementation of Action 6.1 is likely to enhance the growth potential of POWB Marine precinct by:

- Allowing existing maritime businesses to expand and evolve their operations
- Encouraging investment of new maritime industrial businesses at POWB
- Discouraging gentrification of the POWB, away from maritime industrial uses and maintaining the role of the precinct

06 PLANNING FRAMEWORK TO SUPPORT GROWTH



Objective:

To ensure the regulator framework supports the long-term economic growth for the precinct



Key Issue/Context

Changes to planning and regulatory policies have the potential to support growth of businesses and reduce potential conflict of development within the POWB precinct.

Benefit of Change

Implementation of action 6.2 is likely to enhance the growth potential of POWB Marine precinct by:

- Enhance food and beverage options for the users of the precinct

Actions



Council to **deliver and advocate** for the following actions:

6.2 Support future development of additional food and beverage amenity for workers through providing a supporting planning framework

6.2 Promote further food and beverage for local workers

A SAP will also provide greater planning controls around the type of food and beverage outlets in the precinct. A future SAP should ensure food and beverage outlets are tailored towards the needs of the local community and workers with less of a focus towards creating destination dining options that do not align with the greater focus and core maritime industrial use.

06 PLANNING FRAMEWORK TO SUPPORT GROWTH

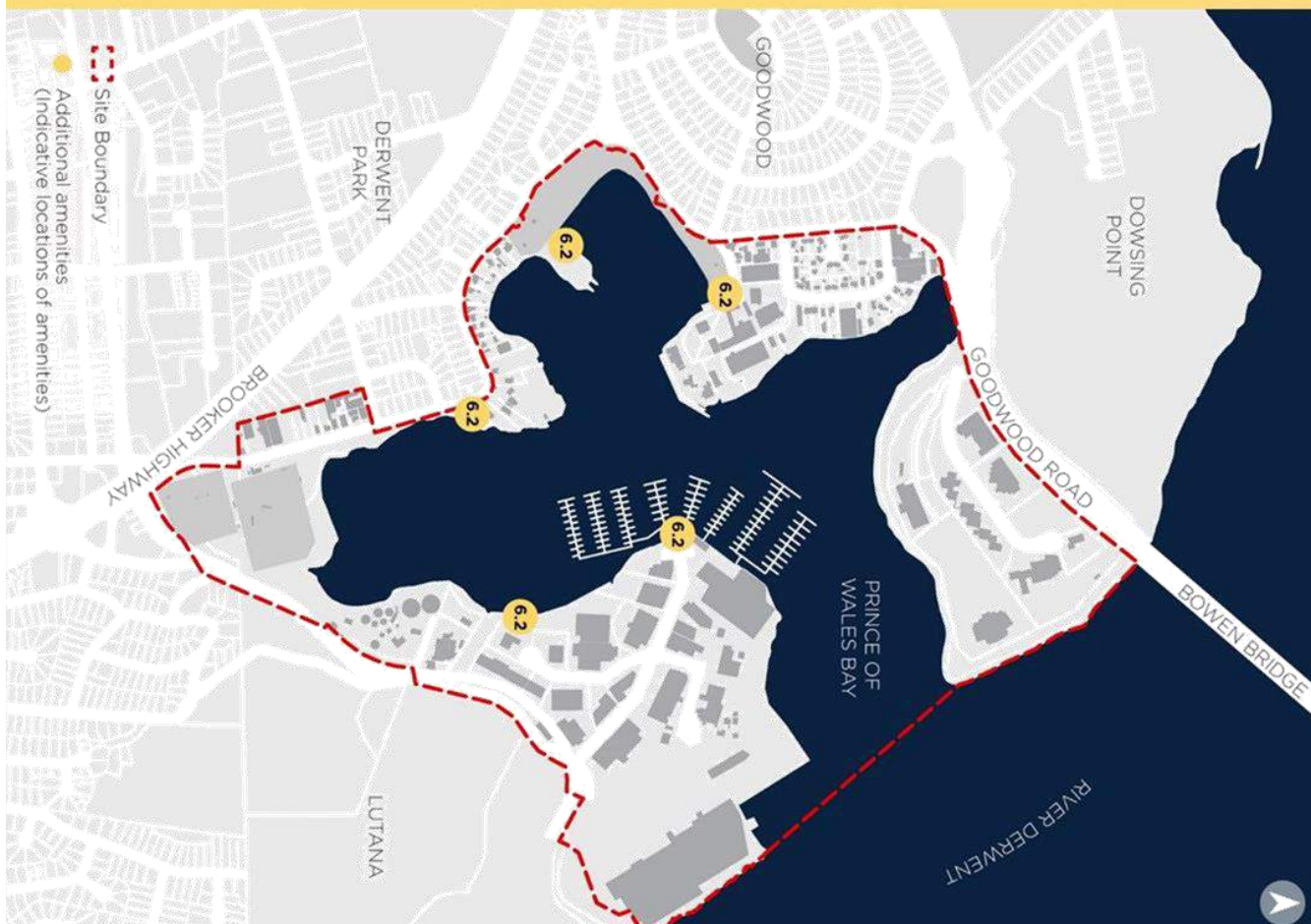
SPATIAL OPPORTUNITIES

6.1 Develop Specific Area Plan for precinct



6.2 Support future development of additional food and beverage & amenities
(indicative locations for sites provided on map and does not reflect quantum)

Prince of Wales Bay Marine & Innovation Masterplan



5.0 MASTERPLAN IMPLEMENTATION

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IMPLEMENTING THE ACTIONS

The summary table over page indicates whether each of the actions will fall under a *deliver*, *partner* or *advocate* platform, as explained below and the indicative timing for each.

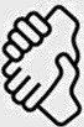
The implementation plan in some cases, also considers dependencies between different strategies.

IMPLEMENTATION METHODS



DELIVER

Actions that are marked 'Deliver' refer to projects that Glenorchy City Council will administer and deliver directly. Each action will require further investigation, community input, planning and financing. Each project will also require an implementation program which will be linked to the Council Plan, Annual Plans and budget process to ensure a whole of Council approach. Funding may come from a variety of sources including government grants and through partnerships with the community and development industry.



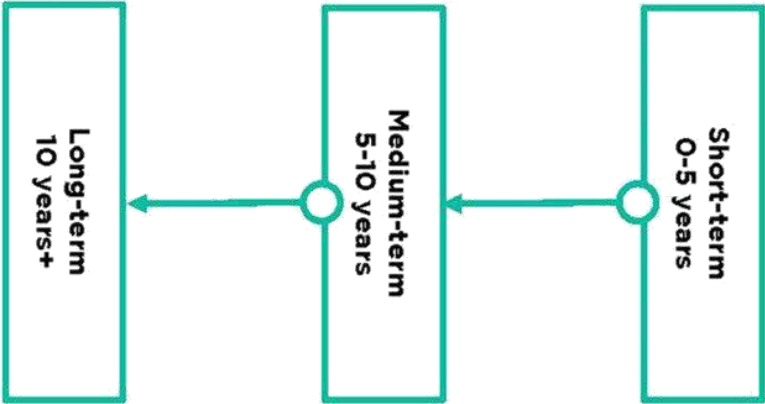
PARTNER

Actions that are marked 'Partner' refer to projects that Glenorchy City Council will deliver in conjunction with either state agencies, community groups, land-owners or the development industry. Funding may come from a variety of sources including government grants and through partnerships with the community and development industry.



ADVOCATE

Actions that are marked 'Advocate' involve private land that can deliver public amenity benefits, community services and/or precinct 'activation'. Council will work with land-owners, the development industry and wider community to assist in the delivery of these projects.



IMPLEMENTATION PLAN

Short term = 0-5 years, Medium term = 5-10 years, Long-term 10+ years

No.	Action	Deliver	Partner	Advocate	Timing	Stakeholders
1.1	Re-fuelling			✓	Short-term	Glenorchy City Council, landowners
1.2	Dredging			✓	Long-term	Glenorchy City Council, landowners, Government, Taspots
1.3	Lay Up Berth			✓	Long-term	Glenorchy City Council, landowners
1.4	Dry Boat Storage			✓	Short-term	Glenorchy City Council, landowners
1.5	Boat Travel Lift			✓	Medium-Term	Glenorchy City Council, landowners
2.1	Industrial Zoned Land for Business Expansion			✓	Long-term	Glenorchy City Council, Government
2.2	Development of Underutilised Sites			✓	Long-term	Glenorchy City Council, landowners
2.3	Technopark Repositioning			✓	Short-Medium Term	Glenorchy City Council, State Growth
2.4	Marina Expansion			✓	Short-term	Glenorchy City Council, landowners
3.1	Skills and Training Development		✓		Short-term	Glenorchy City Council, TasTAFE
3.2	Management Vehicle		✓		Short-Medium Term	Glenorchy City Council, State Growth, landowners
3.3	Branding and Promotion Strategy		✓		Short-term	Glenorchy City Council, landowners
4.1	Public Transport Improvements		✓		Short-term	Glenorchy City Council, landowners
4.2	Innovative Traffic Management Solutions		✓		Short-term	Glenorchy City Council, landowners
4.3	Extensive Pedestrian and Cycling Network including Zinc Link		✓		Medium Term	Glenorchy City Council, landowners
5.1	Public Domain Strategy	✓			Short-term	Glenorchy City Council
5.2	Leverage Open Space	✓			Short-term	Glenorchy City Council
5.3	Celebrate Cultural Heritage	✓			Short-term	Glenorchy City Council
6.1	Specific Area Plan	✓			Short-term	Glenorchy City Council
6.2	Worker Amenities			✓	Short-term	Glenorchy City Council, landowners

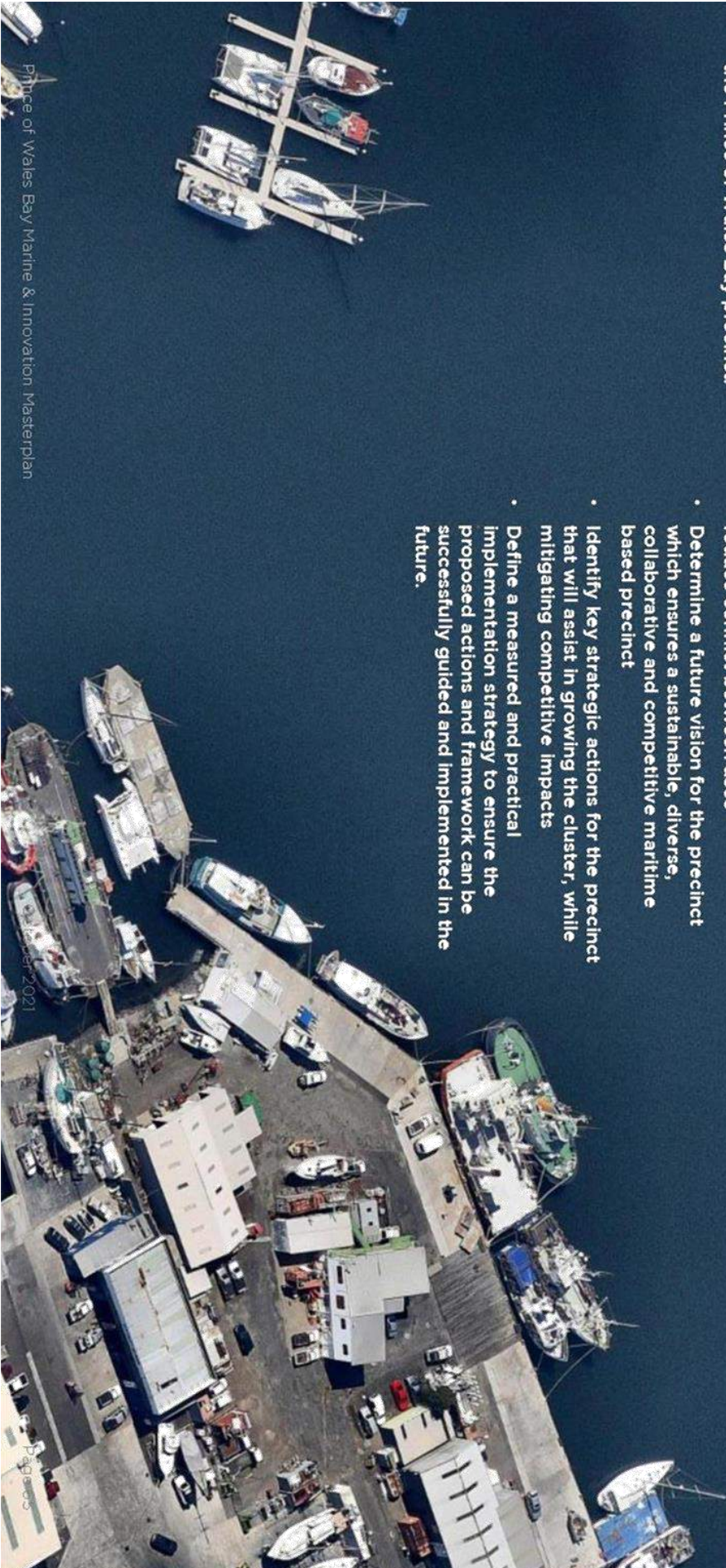
WAY FORWARD

The 2021 Marine and Innovation Masterplan has a strategy that starts from the low-investment-limited-policy-input based "quick wins" and through to the greater-investment-high-complexity opportunities which will be game changing to the future of the Prince of Wales Bay precinct.

The masterplan strategy has sought to:

- Determine how the marine cluster can generate new business/investment activity and retain/grow employment
- Identify ways to improve the connectivity and accessibility of the precinct as well as reduce conflict between uses
- Determine a future vision for the precinct which ensures a sustainable, diverse, collaborative and competitive maritime based precinct
- Identify key strategic actions for the precinct that will assist in growing the cluster, while mitigating competitive impacts
- Define a measured and practical implementation strategy to ensure the proposed actions and framework can be successfully guided and implemented in the future.

THE MASTERPLAN SEEKS TO
GUIDE INVESTMENT
PRIORITIES TO MEET FUTURE
DEMAND AND ENCOURAGE
EXPANSION.



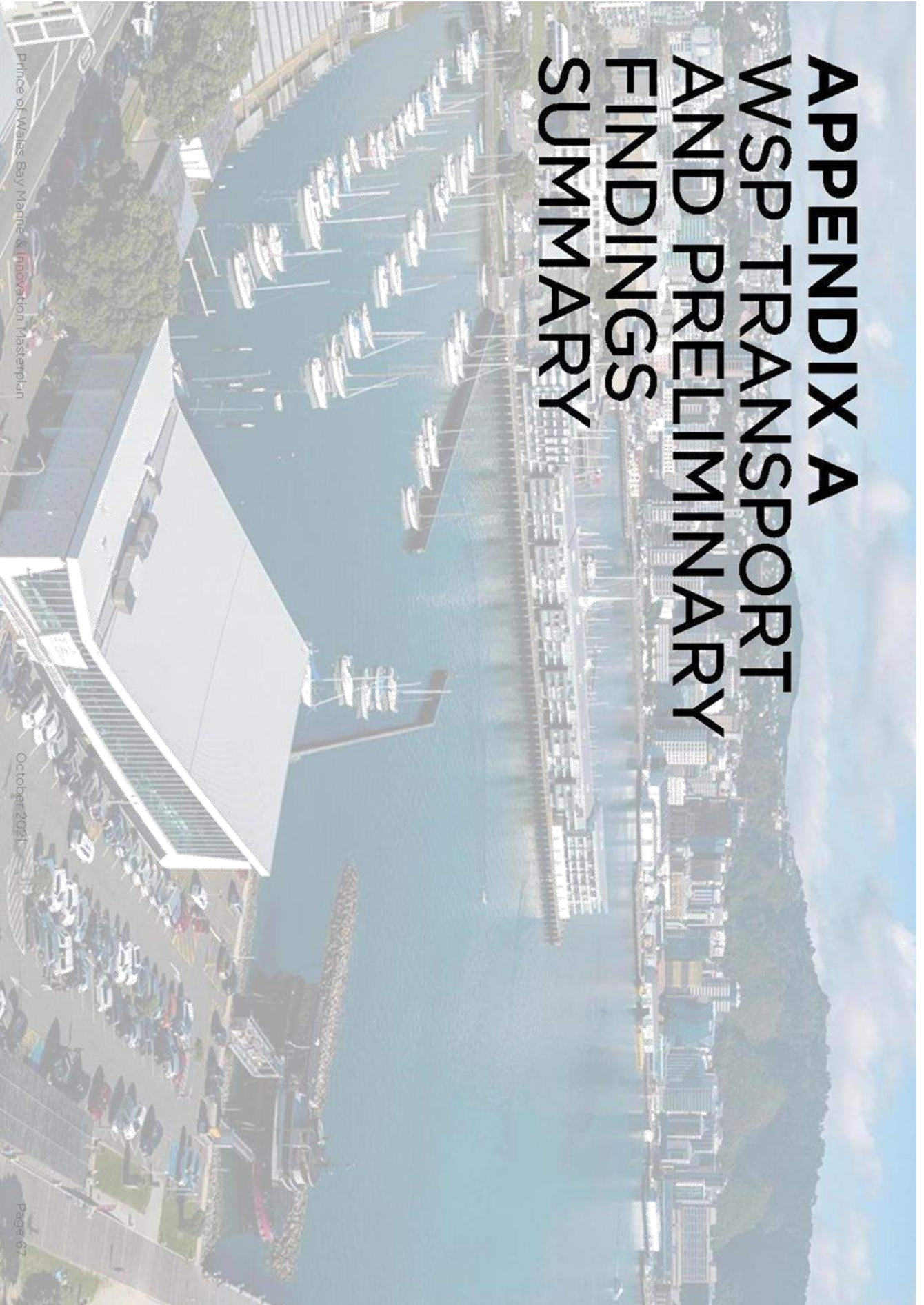
6.0 APPENDIX

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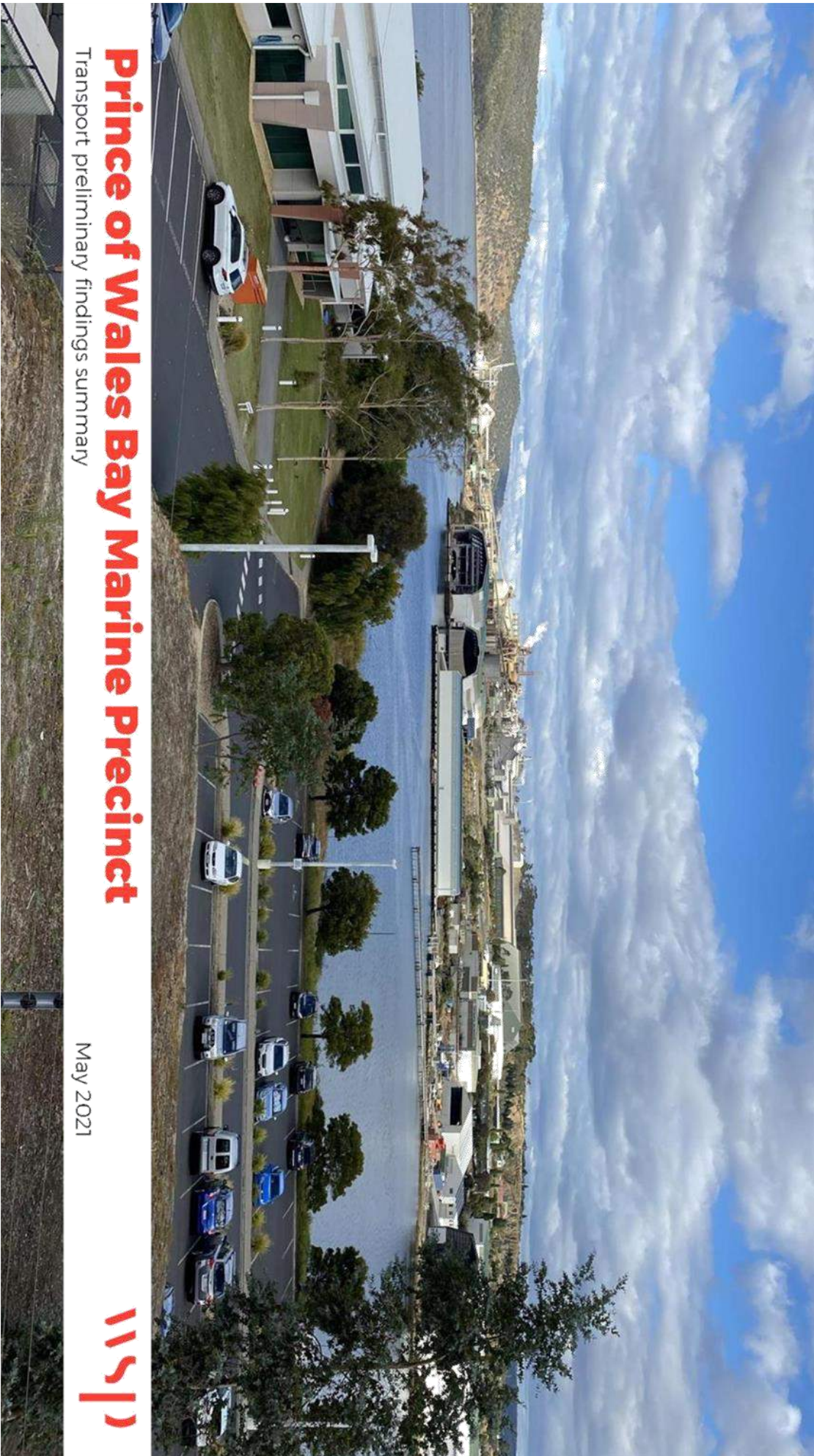
APPENDIX A WSP TRANSPORT AND PRELIMINARY FINDINGS SUMMARY



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Introduction

This report presents preliminary findings relating to transport, access and parking within the Precinct. The following slides will outline key details relating to:

- Findings have been collated based on a site visit undertaken on 2 February 2021, plus review of background information and documentation provided at project inception.
- In reviewing the Transport materials and conducting the site visit the following considerations were made:
 - Door to door journeys, not just individual modal trips, were considered in the context of journeys through, in/out and within the precinct.
 - The user mindsets of customers making those journeys i.e. pragmatic, habitual, adventurous
 - The role of roads and streets as a movement network and public spaces in their own right
- Movements through and adjacent to the precinct
- Movements in and out of the precinct
- Movements within the precinct
- Supporting journey information

This represents a People, Place & Movement approach to transport networks. Each element could be further detailed through user mindset testing and Movement and Place mapping tasks and supported with quantitative performance assessment



Movements through, and adjacent to the precinct

—The precinct is bounded by the Brooker Highway to the west, Goodwood Road and the Bowen Bridge to the north and Derwent Park Road to the east.

—Adjacent to the Precinct, the Bowen Bridge is considered an underutilised river crossing due to road network access. The Department of State Growth is currently investigating opportunities to upgrade the capacity of the East Derwent Highway and create more direct connections to Glenorchy from the Airport and rapidly growing eastern suburbs.

—To the north of the Precinct, and critical to the state freight network, the Bridgewater Bridge will be replaced in the next five years. This will create significant network disruption in the short term, but result in improved road freight connections from the Precinct to the Brighton Intermodal Freight Park and the north of the State (including the major northern seaports) in the medium to long term.



Figure 1: The Brooker Highway provides a key link between the precinct and central Hobart. It also segregates the precinct from Greater Glenorchy.

Movements through, and adjacent to the precinct

- Investigations are continuing relating to activation of the **Northern Suburbs Transit Corridor**, which connects Hobart to Brighton, passing through Glenorchy. The existing freight rail line was decommissioned in 2011 when the Brighton Intermodal Transport Hub was opened.
- Following an initial investigation, bus rapid transit and light rail options were recommended for further analysis.
- Glenorchy City Council is strong advocate for the corridor and is undertaking precinct planning for the activity centres of Moonah, Glenorchy and Claremont.
- Work is continuing to determine the most effective transport solution and progress the development of a submission for consideration by government.

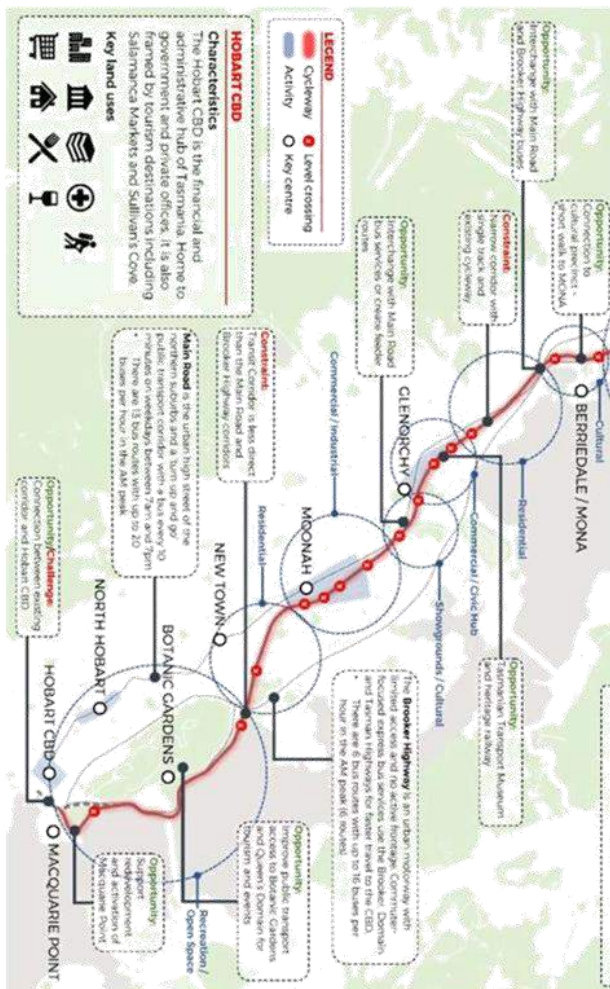


Figure 2: Extract of opportunities and constraints map, showing Northern Suburbs Transit corridor route and key activity centres.

Movements through, and adjacent to the precinct

- The study area is surrounded by many cultural sites, commercial and local centres and large employment sites.
- Movement to these sites has limited impact within the study area as is focused on key movement corridors Goodwood Road and Brooker Highway, although this does add to capacity constraints at key intersections providing access to and from the study area.
- Surrounding attractors creates demand to move from the study area across Goodwood Road and Brooker Highway, both vehicular and non-vehicular. This means permeability and provision of safe, regular connections across these corridors is vital.

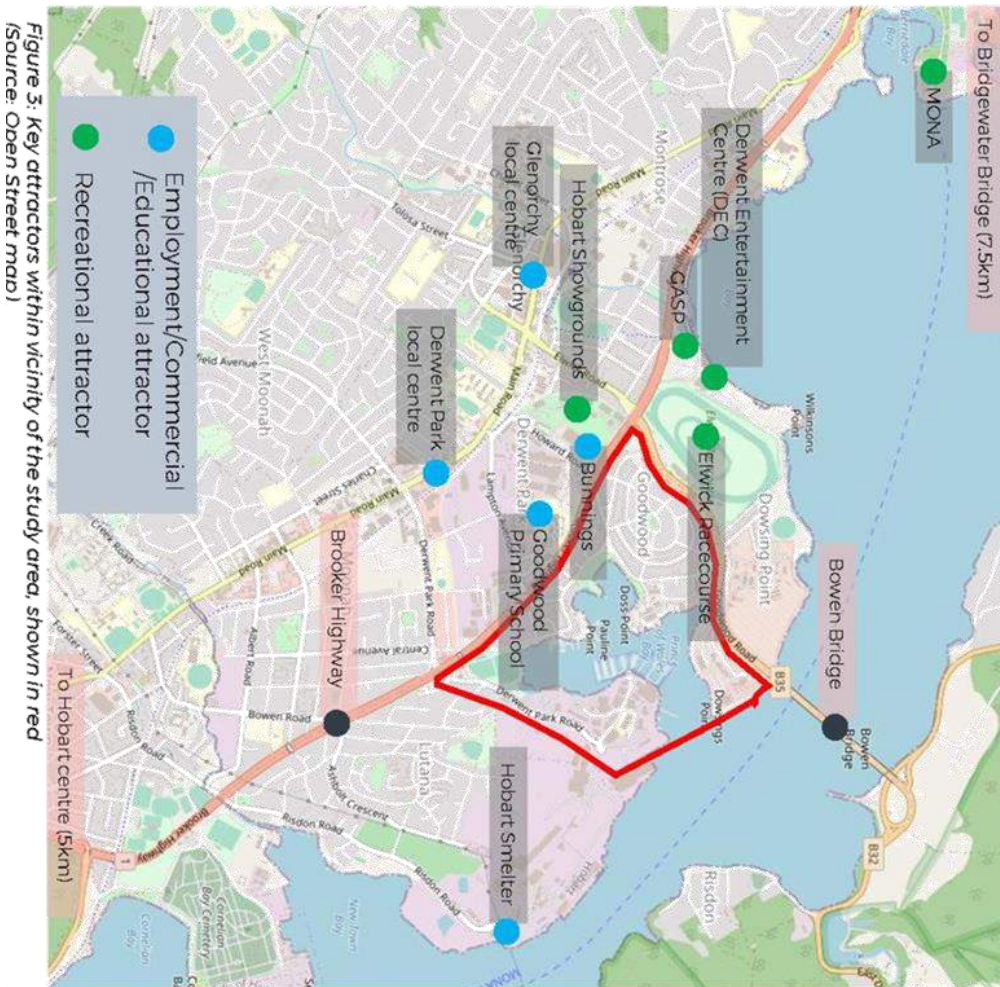


Figure 3: Key attractors within vicinity of the study area, shown in red
(Source: Open Street map)

Movements in and out of the precinct

The Prince of Wales Bay study area is shown in Figure 4. Key employment attractors noted in the area include:

- Marine industrial premises and TAFE campus in the Bender Drive area
- Commercial and industrial premises on Cepp Parade and at adjacent to Howard Road
- Hobart Technopark

Key additional recreational attractors in the area include:

- Prince of Wales Bay Marina
- Prince of Wales Bay Reserve & sports pitches
- The foreshore at Giblins Reserve
- Model Park, Howard Road

These key attractors will form the basis of understanding the key transport requirements for the precinct and associated opportunities and challenges.

Additionally, it is noted that these attractors form **key anchors around which to increase the level of activation** in the precinct, by increasing the time people spend in the area. The site visit highlighted the need to **make the precinct more inviting for people** as well to operate efficiently for vehicular movement.

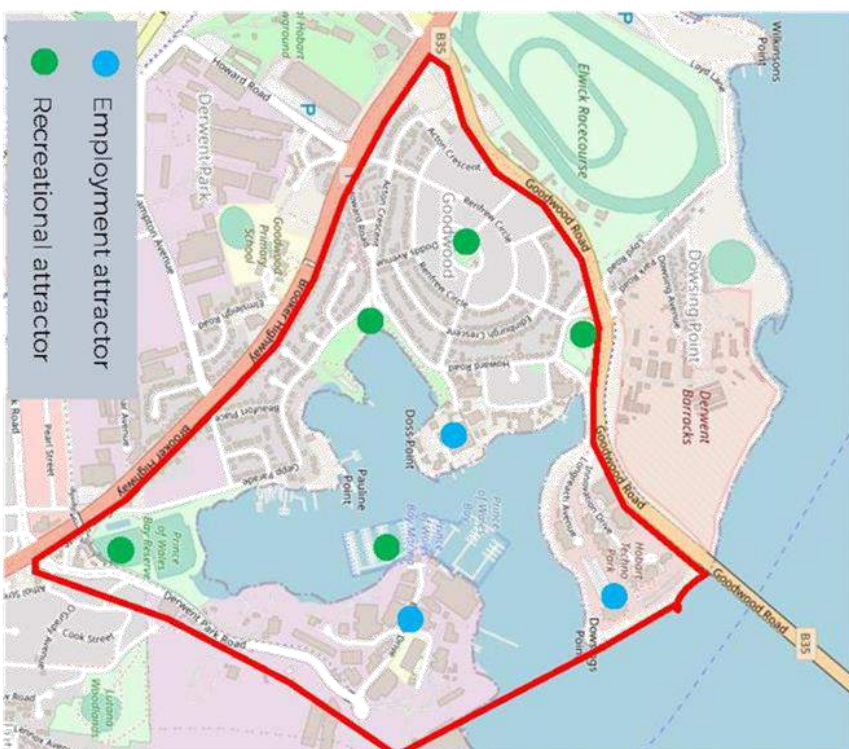


Figure 4: Area reviewed during site visit and key attractors noted (Source: Open Street map)

Movements in and out of the precinct - overview

- Vehicular access to the Precinct is predominantly via the Brooker Hwy, with Derwent Park Road connecting to the POW Bay marina and maritime industrial premises of Derwent Park, and Goodwood Road connecting to Technopark and businesses on Dowsing Point.
- Linked with key land use and employment shifts, the key movement peaks are noted to be around 7.30am and 4.30pm.
- During the site visit some vehicle queuing was noted at peak times on approach to intersections with the Brooker Highway. This is known to lead to 'rat running' through the study area and Lutana to avoid congested intersections.
- Public transport provision largely radial to/from Hobart CBD. Two bus routes use Brooker Highway and undertake a loop of Goodwood residential area, with peak hour services continuing to Technopark. Some bus stops have shelters however user facilities and supporting information is basic.
- A one year trial of a Derwent River ferry service is expected to include a stop at DEC.



Figure 5: Queuing on approach to the Brooker Highway extends into roundabout at Renfrew Circle/Acton Crescent in the weekday afternoon peak.



Figure 6: Bus service and stop infrastructure in Goodwood

Movements in and out of the precinct - access

- Vehicular access points to the study area are shown in the figure opposite. Key access points are at Derwent Park Road, Renfrew Crescent and Howard Road, whilst left-in access is provided at Lampton Avenue.
- Additional demand is observed at signalised exit points as these permit all movements upon exit, including across Brooker Highway towards Glenorchy.
- Increased queueing storage capacity is provided at the exit points at Derwent Park Road and Howard Road, and additionally non-signalised priority left turns can be undertaken. There is reduced storage space at Renfrew Crescent, where the intersection is under 70m from the roundabout at Renfrew Crescent and Acton Crescent. **Queuing vehicles were observed to block into the roundabout in the afternoon peak, in close proximity to residences.** This may be linked with signal timing adjustments made to seek to reduce and discourage internal 'rat running' aligned with peak PM demand.

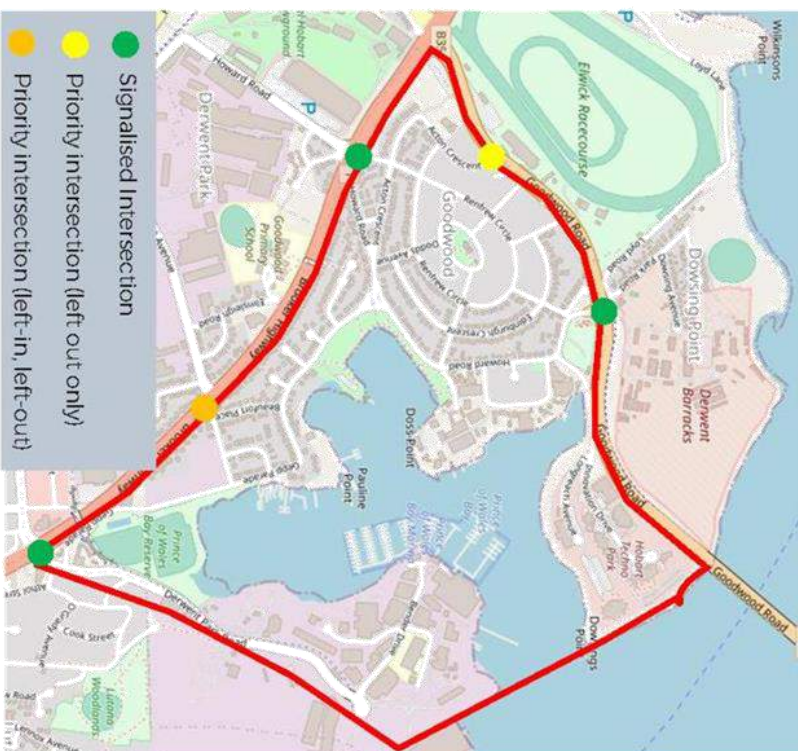


Figure 7: Vehicular access points to the study area

Movements in and out of the precinct - permeability

- Precinct gateways are not visually attractive for walking and cycling. Access requires crossing this busy, vehicular prioritised, primary road network. Only one existing pedestrian crossing of Goodwood Road, and it is up to 475m between pedestrian crossing points of Brooker Highway.
- At signalised intersections, pedestrians required to complete multi-stage crossings, with high speed left turn lanes often not signalised, providing a low comfort experience. There are proposals to upgrade crossing facilities at the intersection of Goodwood Road and Howard Road as part of the DEC development.
- Footbridge at Goodwood Primary School does not provide accessible crossing route as no ramps provided, also restricting its use for cycling, particularly for those unable to carry a bicycle up stairs. These are also unfit which may contribute to a lack of feeling of safety during hours of darkness. This is a very important connection given the lack of a school within the study area.
- There is no current protected cycle link between the precinct and Glenorchy centre or connection into the Intercity Cycleway, although Howard Road shared use path link currently under construction as part of development.

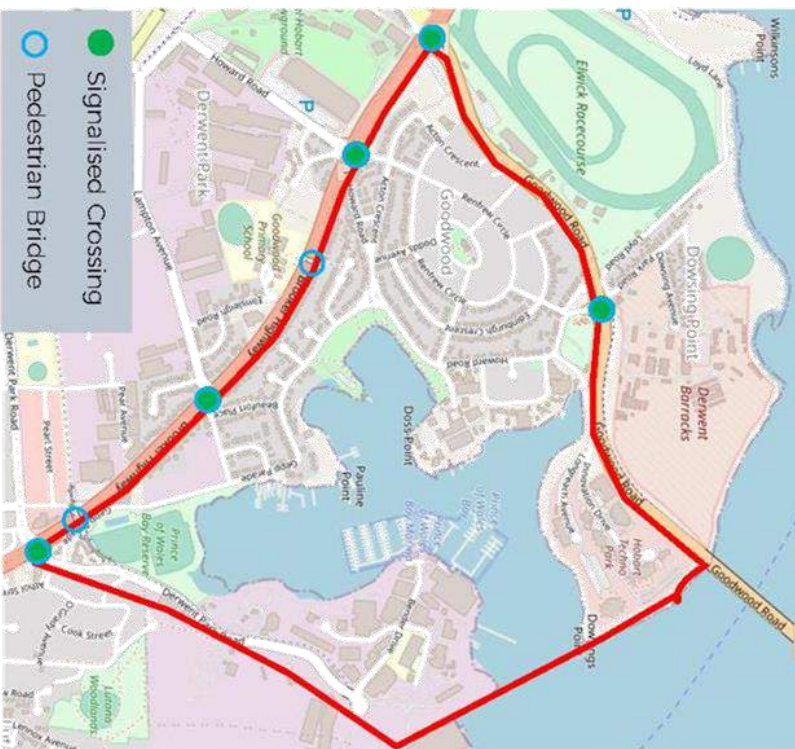


Figure 8: Pedestrian crossing locations bordering the study area



Movements in and out of the precinct - Zinc Link

- Potential to utilise disused rail spur as walking and cycling 'Zinc Link' to improve access to the Precinct from Hobart, Glenorchy and the northern suburbs upriver via a regional greenway network.
- During the site visit it was noted this would need to be combined with an access strategy due to existing fences preventing permeability to adjacent sports facilities and green spaces.



Figure 9: Lack of access noted to green spaces along the proposed Zinc Link



Figure 10: Zinc Link potential connection (map below) over Brooker Highway via existing bridge (top left), continuing to Derwent Park Maritime Industrial area (top right)





Movements within the precinct – kerbside & parking

- Freight traffic in the local area is currently restricted by physical traffic calming infrastructure, including use of speed humps on Gepp Parade to reduce speed of vehicles.
- Whilst large sections of the kerbside is free and unrestricted, limited **timed loading kerbside areas** can be introduced, following consultation, at the request of individual businesses.
- Within Technopark, a potential lack of suitable parking was noted with the **overflow parking site** utilised.



Figure 11: Traffic calming measures in residential areas (left), and large stretches of unrestricted kerbside parking (right)



Figure 12: Timed loading zone restriction outside industrial premises on Negara Crescent



Figure 13: Demand for overflow parking at Technopark



Movements within the precinct – off street parking

- Areas of off-street parking are largely tied to key employment locations, focused at Hobart Technopark and Derwent Park industrial and marine premises.
- Some areas of parking are provided at recreational locations including at Giblins Reserve and at Model Park.
- As noted previously, there is potential lack of existing parking provision noted at Technopark, where overflow parking is heavily utilised.
- Glenorchy Parking Strategy 2017-27 identifies key actions relating to parking infrastructure, management, enforcement finance and education. Includes actions relating to provision of bicycle parking, electric vehicle parking, parking directional signing strategy and review of safety issues within car parks which will likely impact Bay area.

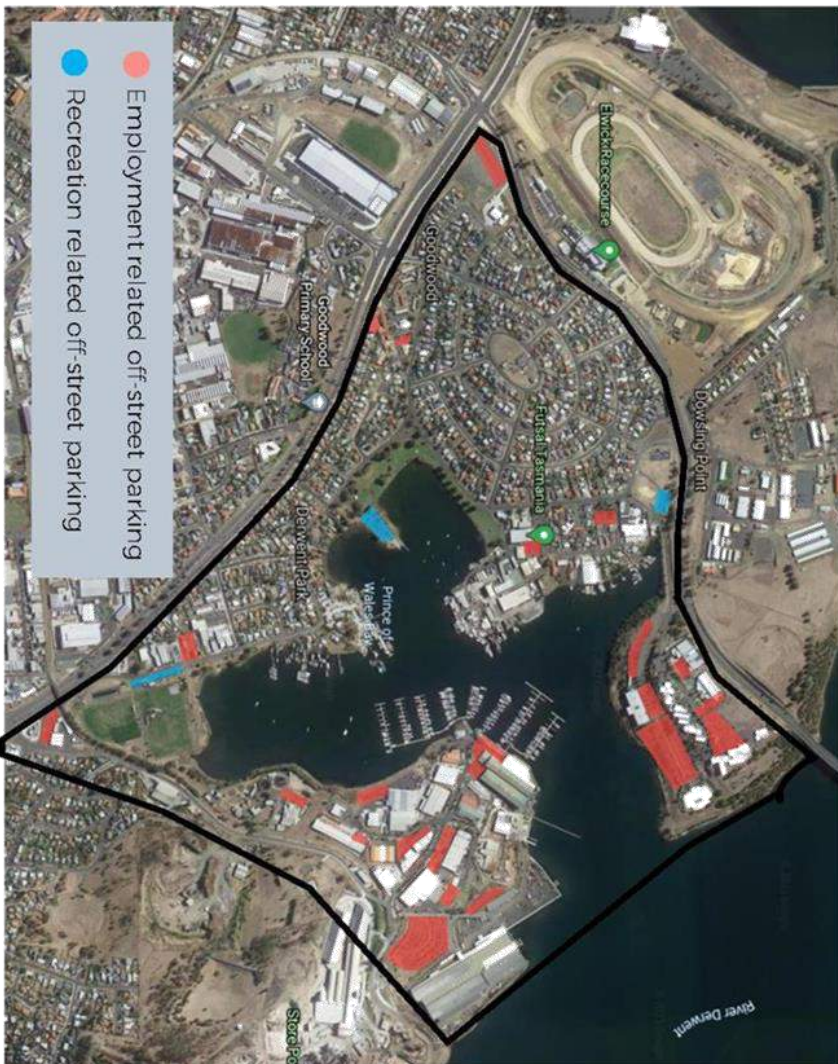


Figure 14. Areas of off street parking identified within the study area Source: Connia Earth



Movements within the precinct – active transport

- The foreshore at Gibrilins Reserve presents an attractive green space for walking, cycling and recreation close to large residential area. There are also shared path walking and cycling trails at the nearby Lutana Woodlands Reserve. There are opportunities to increase accessibility and permeability to these existing trails.
- No on-road bicycle lanes or protected bicycle lanes were observed within the study area. Gepp Parade and Howard Road have potential to form a key walking and cycling corridor supporting movement across the study area. Howard Road footpath has recently been upgraded to 2.5m width although there are regular obstacles in the footway. With these removed this could form a dedicated shared use path.
- A lack of cycle parking facilities at key destinations was noted.
- Advanced Stop Lines (ASLs) for cyclists with associated painted 'tails' are installed at Renfrew Circle and Howard Road at the junction with Brooker Highway although these are not supported by a wider network within the study area.
- As part of the DEC development a new **shared use path from the DEC along Loyd Road** will be constructed, providing an active transport link to the study area.



Figure 15: Potential lack of cycle parking at places of employment



Figure 16: High quality green spaces and walking/cycling paths within the precinct including Gibrilins Reserve



Movements within the precinct – active transport

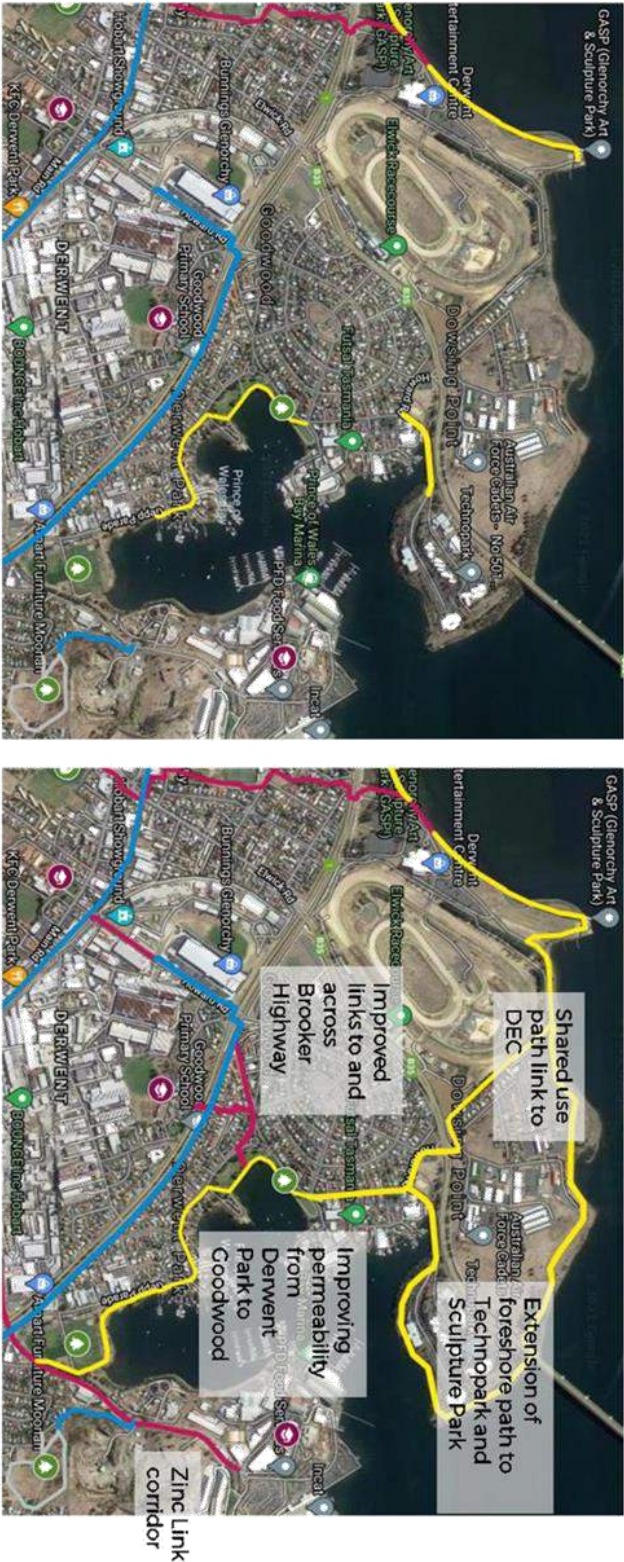


Figure 17: Current (left) and proposed (right) network of paths, tracks and trails within the Bay area, with key themes highlighted. Opportunities to deliver these as both walking and cycling routes should be investigated to create a coherent active transport network through the precinct. Source: Glenorchy City Council

Movements within the precinct – emerging modes

- Embracing the continued rise of micromobility, electric and autonomous presents an opportunity to support the existing transport network and reduce the current car dominance within the area.
- The **Sustainable Hobart Action Plan 2020-2025** identifies the following actions relating to these emerging modes:
 - install **fast charging infrastructure** to support rise in electric vehicles
 - **trial of micromobility** options in Hobart
 - development of **charging infrastructure for electric micromobility vehicles**
 - **trial of autonomous vehicles**
 - use of emerging modes for **last-mile deliveries**
- Whilst some of these are longer term initiatives (and will need supported by advances in design guidance and legislation), there is an opportunity for Prince of Wales Bay or the wider Glenorchy area to push for inclusion as part of trials and infrastructure roll-out, which could focus on a specific location such as Hobart Technopark.
- The Glenorchy Parking Strategy 2017-27 identifies an action to develop a plan for providing electric car/bike parking spaces in Council owned car parks.



Figure 18: Location of existing electric vehicle fast chargers in vicinity of the study area. Source: PlugShare

Supporting journey information

- There are significant opportunities to review provision of wayfinding and the supply of supporting coherent journey information throughout the precinct to support more efficient and sustainable transport choices. This could include (in line with signage manual):
 - Dedicated walking and cycling wayfinding signage, on-road wayfinding and mapping
 - Review of designated heavy vehicle routes and associated signage
 - Provision of real-time public transport information at bus stops and places of employment
 - Improvements to signage strategy on vehicular approach to precinct. Particularly, this will focus on minimising internal travel through the precinct through signing key destinations from the most appropriate gateways (as identified in Figure 7). This will also help manage demand across the gateways. From the site visit it appears Renfrew Crescent gateway operates close to capacity so managing traffic in this area could be prioritised. It is known that introduction of travel time information on Brooker Highway is being considered by State Growth.
- These interventions can improve user journey experience whilst also supporting enhancement of an identity for the precinct and increased visitation.



Figure 19: Examples of information signage from other jurisdictions used to encourage visitation and create a visual identity for an area.



Figure 20: Examples of dedicated pedestrian and cycle wayfinding in Adelaide.

Key challenges and opportunities

Opportunities	Challenges	Stakeholder questions
• Creation of Zinc Link walking and cycling path. 1 • Enhancing existing walking and cycling links on Goodwood foreshore and extension to Elwick Bay, as part of development of coherent active transport network within study area. 2 • Improve management of parking demand at key employment sites including overflow parking at Technopark. 3 • Improving vehicular signage on approach to Bay. 4 • Embrace affordable micromobility options within the precinct and connections to a broader dedicated network. • Future public transport options may include on-demand, electric and/or autonomous services. • Providing increased walking and cycle permeability and accessibility across Brooker Highway and Goodwood Road. 5	• Encouraging mode shift away from private vehicle for Derwent Park Road area employees, including provision of appropriate end of trip facilities. 1 • Providing access to and from the Zinc Link and nearby green and open spaces for residents and visitors. 2 • Improvements to public transport provision required for a more extensive and higher frequency service – including better connections to high frequency PT corridors. • Managing peak period egress demand to avoid 'rat running' through study area. • Legislation changes required to permit use of micromobility modes.	• How could we improve accessibility and permeability of the area? Are there any committed upgrades at precinct gateways/key intersections? • How could we increase access to the broader public transport network? • Will current bus routes servicing future needs? • How could we encourage sustainable transport behavior including walking and cycling? • Do you feel a traffic management plan would benefit the Precinct? What key elements would this cover? • Do you see the need for future ready mobility options – including electric, shared, connected, autonomous and/or on-demand services?

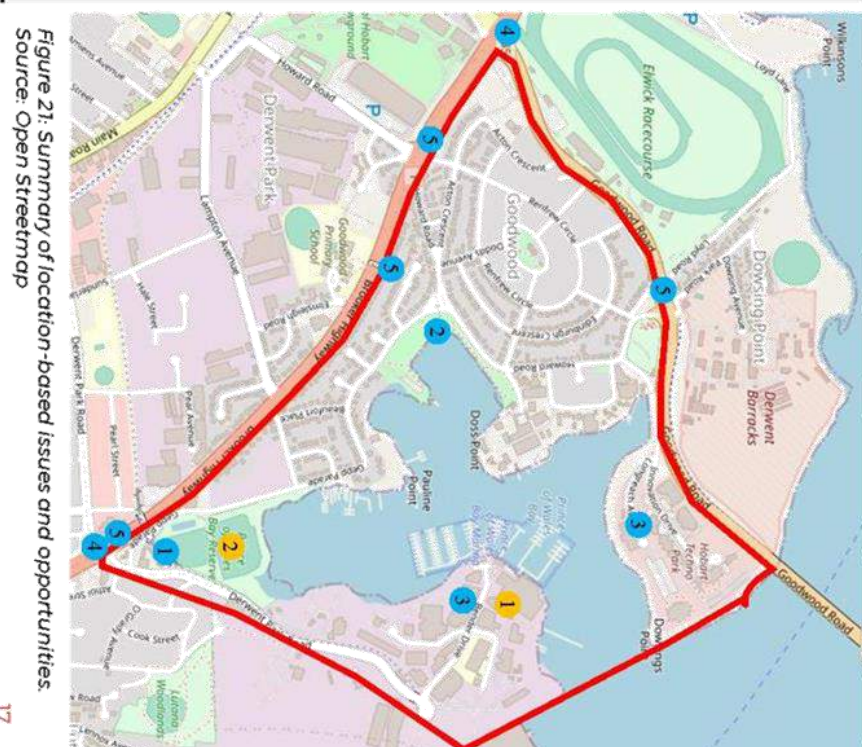


Figure 21: Summary of location-based issues and opportunities.
Source: Open Streetmap

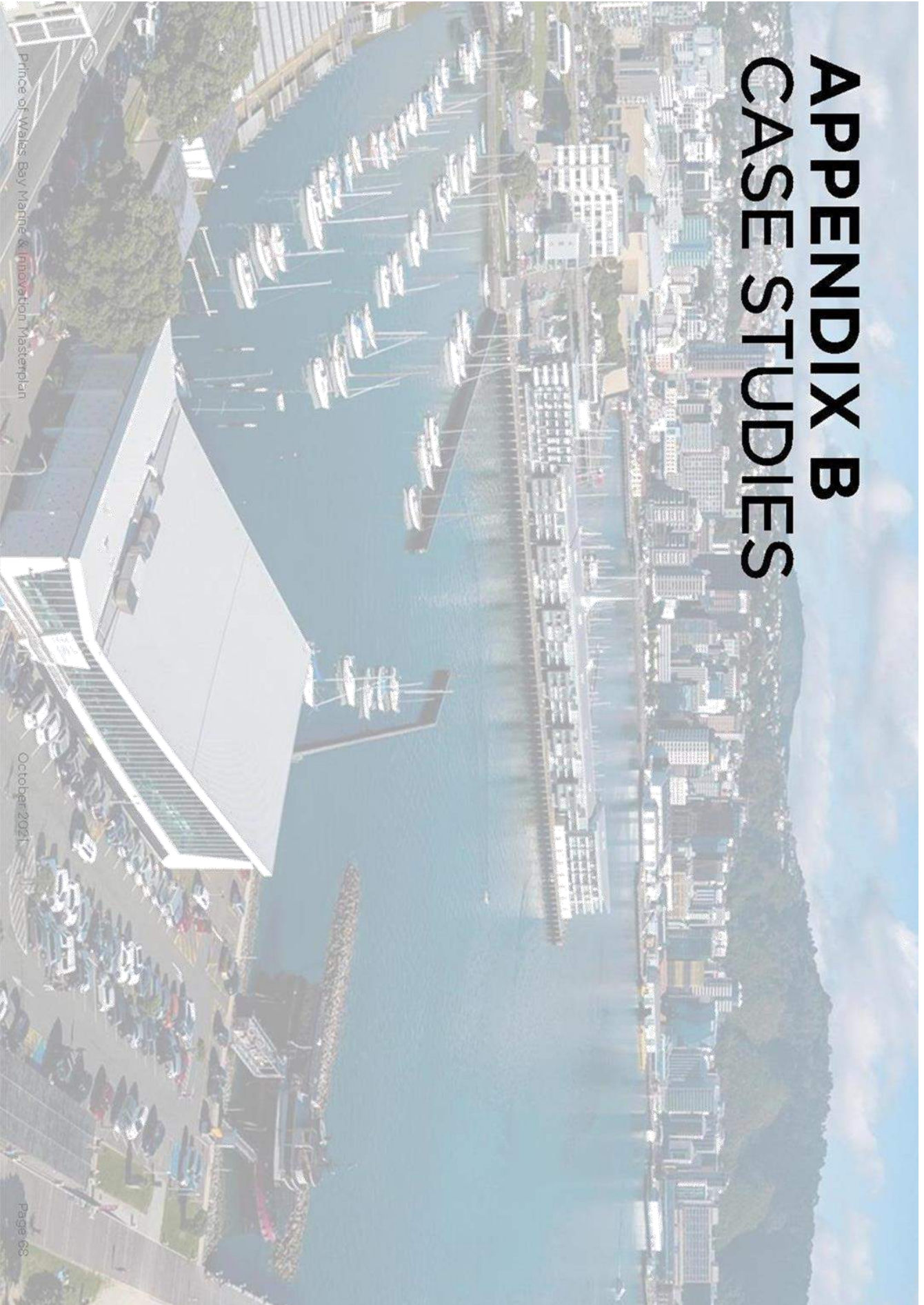


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APPENDIX B CASE STUDIES



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CASE STUDY: HENDERSON, WESTERN AUSTRALIA

Background

Henderson is a suburb in Perth, located within the City of Cockburn and is situated 30km south-west of Perth's central business district. The Australian Marine Complex (AMC) is an integrated marine industrial facility located in the suburb – developed to facilitate and enhance the opportunities created by the clustering of sectors servicing the marine, defence, oil and gas and resources industries. The AMC consists of the five precincts. Some of the companies located in the precinct include ASC Pty Ltd, Austal Ships, BAE Systems Australia and Strategic Marine.

Key features

- The Shipbuilding and Repair Precinct provides construction and maintenance of commercial and smaller Defence vessels; manufacturing, engineering, repair and refurbishment; and support services.
- The Technology Precinct fosters innovation, entrepreneurship and growth within the marine, defence, oil and gas, and resource technology sectors.
- The Support Industry Precinct houses specialist businesses including leading manufacturing, design and service companies.
- The Fabrication Precinct provides facilities to enable companies to secure and deliver major fabrication and assembly projects.
- The Recreational Boat Precinct caters for expansion of leasehold development within the Maritime Business Park, attracting businesses that service the recreational boating community.

Prince of Wales Bay Marine & Innovation Masterplan

Relevance to Prince of Wales

Whilst this case study is significantly larger than the POWB, it provides a useful reference for an established maritime and ship building cluster within Australia. It is also similarly anchored by a key tenant, Austral, who is the primary Australian competitor shipbuilder to Incat.

The key features of Henderson which are relevant to the future growth and development of POWB are:

- Presence of on-site training facility focused on upskilling the local workforce and presenting Henderson as a leader in skills, innovation and R&D.
- Business centre with professional function training suites, acts as point of reference and information for innovation community and enables interaction between providers and clients.
- Zoning tailored towards the users within the precinct with the "Approved Industrial Purpose" which allows round the clock operations.
- Common User Facility which is commercially run and managed by the overall site manager.
- Strong Branding and promotional presence 'Australian Marine Complex' - managed by State Government with website.
- Has AMC Management to be the facility manager of the CUF, marketing activities and co-ordinate users across the site.
- Whole precinct has strong mission statement and plan which focuses on whole-of-precinct tendering.



Sources:
https://www.commerce.wa.gov.au/sites/default/files/atomsl/files/ame_brochure_may_2016.pdf

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CASE STUDY: OSBORNE, SOUTH AUSTRALIA

Background

The Osborne Naval Shipyard is one of Australia's premier naval industry hubs. The precinct is located at Osborne, 25 kilometres north-west of Adelaide's CBD, and is a 35-minute drive from Adelaide International Airport. It is also close to major national defence precincts Technology Park Adelaide and the Edinburgh Defence Precinct.

The Osborne Naval Shipyard is the most advanced and modern shipbuilding facility in Australia, focussing on defence and commercial shipbuilding and ship sustainment projects.

Key features

- High-tech submarine construction and maintenance facilities
- Largest naval shipbuilding hub incorporating world class warship design and construction skills
- Has common user shipbuilding facilities including a 213-metre wharf, runway, dry berth, transfer system and the largest ship-lift in the southern hemisphere
- Has a commercial and education precinct including the Naval Shipbuilding College
- Houses the Navy Headquarters South Australia, Ship Build Program Office and technical laboratories
- Has access to the national transport network including road, rail and deep-sea port
- Suppliers have access to development-ready land in the adjacent Port Direct area

Relevance to Prince of Wales

Osborne is also significantly larger than Prince of Wales Bay, but again, has a number of innovative features which are useful reference to POWB.

The key features of Osborne which are relevant to the future growth and development of POWB are:

- Adjacent Port Direct Area: Land release managed by SA Gov for general industry to support the Shipyard. This provides land for future businesses who want to locate close to the other users at Osborne but do not require water access.
- Development of a Common User Facility (significantly larger in size) which is used by a range of businesses across the Precinct
- Commercial and education precinct which includes a Naval Shipbuilding College and R&D facilities to enhance knowledge and for commercial opportunities



Sources:
<https://www.defence.gov.au/precincts/osborne-naval-shipyard/>





GLENORCHY
CITY COUNCIL

Marine and Innovation Masterplan

Engagement Report



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Version	V01 (4 October 2021)



GLENORCHY
CITY COUNCIL



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1. Brief description of project

The purpose of this project is to deliver a new masterplan for the Prince of Wales Bay (POWB) Defence and Marine Precinct that will assist in building our place-based competitiveness, support investment attraction and grow productivity and value of the area. This project is part of the *Future Glenorchy* program and the *Economic Recovery Program* which will see Glenorchy City Council strategically coordinate several projects aimed at growing Glenorchy and improving the liveability of the City.

2. Engagement Summary

Community and stakeholder engagement for the Marine and Innovation Masterplan (masterplan) was broken into two stages. The first stage was focused on stakeholder engagement and involved in-depth workshops, meetings and site visits with established businesses and landowners in the POWB precinct.

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 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.

Prior to undertaking the second stage of engagement, a Community Engagement Plan was presented and approved at the June Council Meeting (28/06/2021). The Engagement Plan documents the objectives of the engagement, impact of the project, stakeholders and proposed techniques for engagement.

Notifications of the engagement program were made through the Glenorchy Gazette, GCC Website and via email and post.

The tasks outlined with the Community Engagement Plan are now complete. The purpose of this report is to summarise responses from the community and stakeholders. The feedback gathered across the project has been considered in the finalisation of the action plan included in the masterplan.

3. Stakeholder Engagement

Stakeholder input was critical to the development of the new master plan for POWB. The intention of the engagement was to allow for strategic and targeted participation by key stakeholders to inform, test and validate the emerging findings of the masterplan.

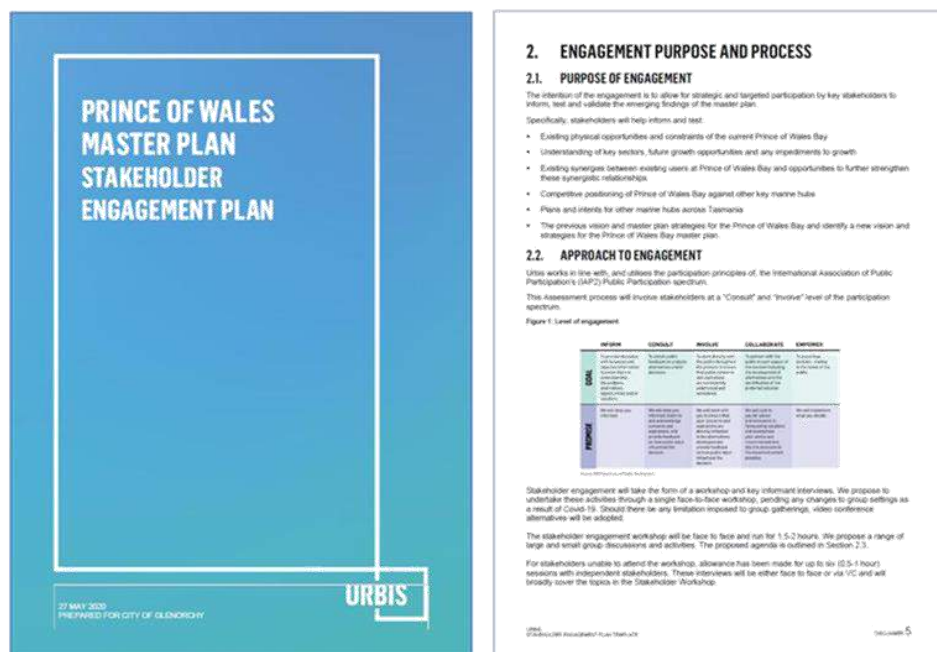
The first phase of stakeholder engagement occurred during the early development of the project and allowed the team to present the early findings to date, test any early ideas and seek clarification on the aspects the stakeholders would like to see within the masterplan moving forward and any opportunities / challenges that needed to be addressed.

The consultants on the project, Urbis, lead the engagement process with council staff providing on-the-ground support and co-ordination.

The master planning process was informed by a fresh and energised engagement program which included a wide range of stakeholders.

Specifically, stakeholders helped inform and test:

- Existing physical constraints and opportunities of the current POWB precinct
- An understanding of key sectors, future growth opportunities and any impediments to growth
- Existing synergies between current users at POWB and opportunities to further strengthen these synergistic relationships
- Competitive positioning of the POWB precinct against other key maritime hubs
- Plans and intents for other marine hubs across Tasmania
- The previous vision and masterplan strategies for the POWB precinct and identify a new vision and strategies for the 2021 masterplan



3.1 Key precinct stakeholders

Key stakeholders engaged throughout the development of the masterplan have been listed below. Some attended workshops, others engaged via face-to-face online meetings and others involved site visits and tours of their facilities to review existing conditions. This varied approach ensured the project team was able to effectively consider a range of issues and complexities existing in the bay as well as review the opportunities in the context of active business frameworks and visions.

Key stakeholders engaged:

- 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

3.2 Stakeholder feedback

The key messages from the stakeholder engagement activities are summarised below.

Strengths of POWB

Stakeholders identified the competitive strengths of the area including:

- Water access
- A deep, calm harbour for vessels
- Proximity to an industrial area
- The presence of a large and established maritime industry which work in a collaborative manner.

Principles and Vision

They broadly agreed that the underlying principles of the visions developed in the 2008 and 2012 masterplans were still relevant and important to businesses at POWB. There was also consensus on the importance of a new masterplan to set a clear direction for the growth of the precinct over the coming years.

Gentrification

There was broad concern with the 'gentrification' of the POWB precinct away from maritime industrial uses and the occupation of prime sites, including waterfront land, by non-maritime uses. There was general support for changes to the land use planning regime to enshrine the future growth of the area for a maritime industrial precinct.

Infrastructure

POWB precinct requires enabling infrastructure to support continued operations and growth of businesses. These include re-fuelling facilities, lay-up facilities and any associated dredging and dry storage for boats.

Parking

A key day to day operational issue was parking across the site. The lack of parking spaces was impacting workers and visitors to the precinct and creating conflicts between various users, including commuters. There was a broad consensus to improve parking and access across the POWB precinct.

Collaboration

POWB precinct businesses are highly collaborative with many businesses supporting each other along the supply chain. There was broad support to further enhance the collaboration between businesses in recognition of the competitive advantage this gives businesses within the precinct.

Growth Opportunities

Stakeholders identified a range of future growth opportunities for their businesses. This included continued growth in vessel building, repair and maintenance for commercial and recreational vessels and new opportunities in the defence and Antarctic sectors.

Institutions

The key institutional land uses in the precinct are Techno Park and the TasTAFE. Stakeholders recognised the value of these key operators and opportunities to further align their activities with the maritime industry and related sectors.

Public Domain

There was consensus that the quality of the public domain across the precinct could be significantly enhanced. A poor-quality public realm was seen as reducing the amenity of the areas, creating potential safety issues (also related to the public housing on Negara Crescent) and not creating a welcoming environment to visitors. Also increasing amenities for workers, such as food and beverage options, would help attract workers to the precinct.



4. Community Engagement

In late July through to late August 2021, Council undertook community engagement to inform the community and stakeholder groups about the draft masterplan. Consultation was focused on obtaining feedback on the draft Strategic Directions and to establish which actions and projects the community want prioritised.

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

- Meetings with Council's professional staff including Community Planning and Engagement, Property, Legal and Maintenance
- A public display and survey responses collected at the Council Chambers foyer
- Quick Poll survey on GCC's 'Let's Talk' website
- In-depth survey for registered users on GCC's 'Let's Talk' website
- Consultation Summary document issued to following Committees: Healthy Communities Advisory Committee, Safer Communities Committee and Glenorchy Access Committee
- 744 letters posted to residents and businesses in Dowsing Point, Goodwood and Derwent Park.
- 2 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 the masterplan in detail

Feedback Summary:

- Website:
 - 212 Visits to the project website
 - 116 informed participants
 - 93 participants downloaded a document
 - 17 participants completed the Quick Poll
 - 10 participants completed in-depth survey online
- 11 detailed written submissions from community
- Feedback was received from State Growth
- Feedback was received from key stakeholders
- Internal Council feedback from Internal Working Group has been provided

4.1 Online Survey and feedback Responses

The engagement survey was managed using the GCC 'Bang the Table' online platform. A total of 10 responses were received to the survey. A summary of the questions and feedback is provided below.

Detailed Survey form feedback

Question 1: What is your main interest in the Prince of Wales Bay area?

Summary of feedback: Overall, most responders were interested primarily in recreational features of the bay which impacted on which actions were most important to the responders.

Results in order of priority:

4 responders were interested in recreation

3 were business owners

1 worked in the area

1 worked in the area and was also interested in recreation

1 was a residential property owner

Question 2: What are the things that you like most about the Prince of Wales Bay? (Choose 6 in order of preference, 1 being most preferred)

Summary of feedback: Overall, the secluded location and perceived safety ranked highest with quality of recreation spaces ranking closely in second.

Results in order of priority:

1. Being relatively quiet and a safe place to live/work

2. Quality of the recreational spaces

3. Proximity to Derwent Park / Glenorchy Industrial areas/ Hobart CBD

4. Being co-located with other marine businesses

5. Boat ramp facilities

6. Prince of Wales Bay Boat Marina

Question 3: Which of the following improvements would encourage your use, enjoyment or enhance your business in the Prince of Wales Bay area?

(Choose 6 in order of preference, 1 being most preferred)

Summary of feedback: Overall, the establishment of a continuous pedestrian/cycle network around the bay was the top priority for responders as well as enhance public transport options to improve traffic issues in the bay.

Results in order of priority:

1. Continuous pedestrian/cycle network around the Prince of Wales Bay
2. Enhanced public transport options to improve traffic issues and connections with Glenorchy / Hobart
3. Additional food and beverage cafes/restaurants for residents / workers and visitors
4. More innovative parking solutions
5. Better branding, identity and promotion of the precinct
6. Strengthen on-site training and skills development opportunities

Question 4: Is there anything we have missed?

The responses are summarised in the following table:

Respondent Comment	Response as regards Marine and Innovation Masterplan (masterplan)
There should be more plantings/screening around the sewerage facility.	<i>Noted, the masterplan includes under Strategic Direction 5, the development of a public domain strategy to increase the amenity of the bay for residents and users of the bay. This will be considered under the development of this strategy.</i>
Zinc Link cycleway would be great to connect with intercity cycleway.	<i>Noted, connecting the Zinc Link to the intercity Cycleway is listed as an action (4.3) under Strategic Direction 4 supporting the development of a continuous active pedestrian and cycle network.</i>
Interested in the cycling network part of this survey.	<i>Noted, the findings of the survey are included in this report.</i>

Question 5: Do you support the Prince of Wales Bay Marine and Innovation Draft Master Plan?

Summary of feedback: Overall, the feedback was positive / neutral. Many supported a lot of aspects of the draft but wanted more delivered than the scope covered.

- 3 strongly supported it*
- 2 support most aspects of it*
- 4 Were neutral*
- 1 Did not support it*

Question 6: Please explain why you do or don't support the draft master plan

Summary of feedback: Overall, the feedback given was positive and thoughtful. Some concerns regarding residential development and the possible expansion of the marina are addressed below.

Positive /Neutral:

- *'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'*

Negative:

- *'Hobart lacks good flat residential development land and to develop a master plan which is restrictive and single purpose will inhibit the diversity, interest and liveability of the precinct. The area needs to remain adaptable to the ever-changing needs of the community'*

GCC Response:

Council is working on several strategies and masterplans to ensure Glenorchy LGA can deliver on the diverse housing requirements of its residents into the future. The POWB Precinct is an established, State-critical marine business cluster that's industrial and technologically focused. These existing uses would conflict with the introduction of any further residential development.

- *'As a member of the advance manufacturing sector in Tasmania, I think the (expansion of the marina) risks making a critical piece of industrial waterfront a recreational space- there are plenty of public recreational spaces on waterfront in Hobart, this bay is unique in terms of its industrial opportunities.'*

GCC Response:

Noted, any proposal to expand the marina would need to ensure it does not conflict with existing uses of the bay, provides adequate facilities for users and supports local jobs.

Question 4: Would you like to provide any further feedback?

The responses are summarised in the following table:

Respondent Comment	Response as regards Marine and Innovation Masterplan (masterplan)
Please consider links that allow bikes to travel into other municipal areas - like the Bowen Bridge (Clarence) linking to the Intercity Cycleway and on to Glenorchy or Hobart.	<i>Noted, Council and State Growth are working on several projects to improve arterial connections to the intercity cycleway. For example, the Bowen Bridge share path link to Goodwood Rd and Howard Rd Intersection has recently been finished, which links the Bowen Bridge to the POW precinct.</i>
Design the Zinc link for cycling and pedestrian walking. Have art or something interesting at the ends of the pathways. Interpretation panels or something similar to GASP	<i>Noted, Council is considering a range of actions to enhance the public domain and cultural elements of the POW precinct and are detailed under Strategic Direction 5 in the masterplan.</i>
We need to ensure our policies are open to adaptation and be relevant to future generations as society changes.	<i>Noted, the varied actions listed under each Strategic Direction sought to strengthen the viability, sustainability and relevance of the POW Precinct into the future.</i>
Between small boat owners and their guests, the demand for car access and parking generated by a "dry stack" small boat storage facility would completely overwhelm the precinct.	<i>Noted, any new developments must consider traffic and parking impacts as part of the proposal which will be assessed appropriately by Council and other regulatory authorities as required.</i>
Nowhere within the six strategic directions is there reference to movement by larger shipping be it by government vessels, super yachts or research vessels or large fishing vessels. I acknowledge and caution that maritime industry with a "bigger ship"	<i>Noted, Council has considered the feedback from stakeholders regarding the movement of large ships in the bay and the movement and berthing of leisure craft. Dredging of the main commercial areas of the bay may allow larger</i>

function often makes an extremely bad bed fellow with the movement, marina berthing and indeed maintenance of leisure craft. This tension needs to be addressed.	<i>vessels to use the bay, thus any plan to expand the marina must consider the increased need to manage craft movements through the bay and not cause commercial impacts on adjoining marine-based businesses.</i>
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4.2 Online Engagement tool: Quick Poll

There was a total of 17 contributions to the quick poll on the Let's Talk project page.

Strong support for the masterplan was evident through this poll.

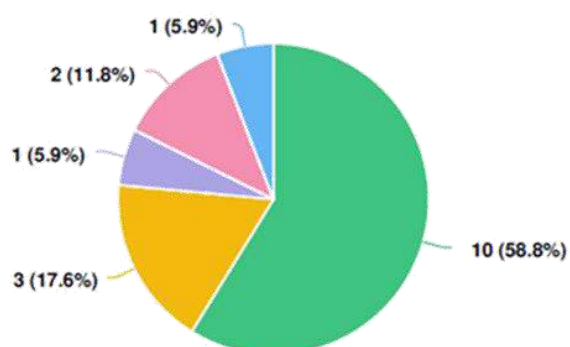
58.8% (10) were strongly supportive

17.6% (3) support some aspects

5.9% (1) were neutral

11.8% (2) didn't support some aspects

5.9% (1) strongly did not support it



Question options

- I strongly support it
- I support some aspects of it
- Neutral, I neither support or don't support it
- I don't support most aspects of it
- I strongly do not support it

4.3 Written community submissions

Eleven written submissions were received via email, including submissions from the Greater Hobart Councils Regional Cycling Committee, Bicycle Network, State Growth and the past Chair of the Tasmanian Maritime Network.

The responses are summarised in the following table:

Please consider improving the existing maintenance program in the precinct and remove Gorse weeds and other overgrown bushes that have grown problematic.	<i>Noted, this feedback will be passed on to our maintenance team.</i>
Sediment build-up in the POW bay is partly due to several Council stormwater pipes that drain directly into the bay. This sediment build-up is severely impacting on commercial boating activities in the bay and impacts on the viability of the bay in the future.	<i>Noted, this feedback will be considered by Council and reviewed as part of the implementation plan.</i>
The growing marina is analogous to a long-term airport parking lot on land. There should be a limit to how big it can become, or it will just fill up the bay – increment by increment.	<i>Noted, any plan to expand the marina must consider the increased need to manage craft movements through the bay and not cause commercial impacts on adjoining marine-based businesses.</i>
Signalised crossing points on the Brooker Hwy at Elwick Rd, Lampton Ave and Derwent Park Rd need to provide a higher level of service for people walking and cycling.	<i>Noted, this feedback will be considered by Council and reviewed as part of the implementation plan.</i>
Gepp Pde may be a suitable alternative corridor if a shared path could be provided between Giblin Reserve and the soccer grounds on the foreshore. It would allow people to move N-S between Lutana and Montrose foreshore without having to cross the highway to access the Intercity Cycleway to move N-S, which is inconvenient and further away.	<i>Noted, Council is currently considering a gravel shared path to link Gepp Pde through Prince of Wales Soccer Grounds and then up to Lutana which will provide a Link between Montrose foreshore and Lutana.</i>
The missing document is a Current Fleet analysis. What commercial ships are within the tonnage, draft and economical return trip to utilise what POWB offers? This is the basis of the business case for investment in POWB. To professionally analyse this demand, several key Southern Tasmanian industries must be included: • Salmon • Tourism • Domestic ferries • Oil and Gas	<i>Noted, this feedback will be considered by Council and reviewed as part of the implementation plan.</i>

• Polar/SARS • Fin Fish/Rock Lobster/Abalone	
Either POWB is a low draft recreational vessel hub with lift out up to 70 tonnes OR it is developed as a Strategic commercial hub with a CUF, multi tonnage lift outs and Layup berths for interior fit out plus an opportunity for a floating dry dock (possibly at adjacent Shag Bay). The value-add to the City of Glenorchy, the region and indeed the State is obviously higher if a strong commercial approach is taken.	<i>Noted, this feedback will be considered by Council and reviewed as part of the implementation plan.</i>

5. Final Stakeholder Feedback

Having the stakeholders involved through-out the entirety of the project allowed for a range of options to be tested and investigated, as well as allowing for in-depth return conversations regarding the future direction of the POWB. Council aims to continue building on these relationships and discussions in the implementation stage.

Some final feedback we have received from the stakeholders involved:

"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."



6. Outcomes from Engagement

Overall, the feedback from stakeholder and community engagement was positive and supportive of the project. 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.

The unique strategic commercial importance of the POWB 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 POWB's commercial longevity, relevance and recreational assets into the future.



PRINCE OF WALES MASTER PLAN STAKEHOLDER ENGAGEMENT PLAN

27 MAY 2020
PREPARED FOR CITY OF GLENORCHY

URBIS

URBIS STAFF RESPONSIBLE FOR THIS REPORT WERE:

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1. ENGAGEMENT CONTEXT

1.1. THE BRIEF

Urbis is preparing on behalf of the City of Glenorchy (Council) a master plan for the Prince of Wales Bay marine precinct. The purpose of the master plan is to grow the Prince of Wales Bay precinct into a thriving hub of economic activity in the future. With a growing marine based sector, there is a great opportunity to revisit previous initiatives, engage with stakeholders to understand current issues and develop a master plan vision and strategies to ensure the long-term growth of Prince of Wales Bay.

We understand the necessity for the stakeholder buy into a collective vision which will direct the investment towards the best development outcome. To facilitate this process, Council will benefit from an advocacy and engagement process to assist in creating a future master plan vision. This vision will build on the previous strategic positionings and will look to engage with key local stakeholders in the formation of a new 'Marine and Innovation Masterplan' charting the future.

1.2. STAKEHOLDER CONTEXT

Stakeholder input is critical to the development of a master plan for the Prince of Wales Bay. The intention of the engagement is to allow for strategic and targeted participation by key stakeholders to inform, test and validate the emerging findings of the Master Plan.

The stakeholder engagement will occur during Phase 2 of the Program and will allow the team to present the early findings to date, test any early ideas and seek clarification on the aspects the stakeholders would like to see within the master plan moving forward and any opportunities / challenges that need to be addressed.

Engagement with the public is not part of this Project. If Council determines to progress the master plan, community engagement would occur in subsequent stages in line with the City of Glenorchy public engagement processes.

1.3. ENGAGING IN THE COVID CONTEXT

Given the changing and uncertain nature of COVID-19, Urbis has put in place a range of measures to support project continuity. Should COVID-19 restrict travel, the engagement plan includes activities that can be undertaken remotely, whilst maintaining social distance. We will work in a collaborative and agile way with the Council to review these methods as circumstances change and social restrictions change.

2. ENGAGEMENT PURPOSE AND PROCESS

2.1. PURPOSE OF ENGAGEMENT

The intention of the engagement is to allow for strategic and targeted participation by key stakeholders to inform, test and validate the emerging findings of the master plan.

Specifically, stakeholders will help inform and test:

- Existing physical opportunities and constraints of the current Prince of Wales Bay
- Understanding of key sectors, future growth opportunities and any impediments to growth
- Existing synergies between existing users at Prince of Wales Bay and opportunities to further strengthen these synergistic relationships
- Competitive positioning of Prince of Wales Bay against other key marine hubs
- Plans and intents for other marine hubs across Tasmania
- The previous vision and master plan strategies for the Prince of Wales Bay and identify a new vision and strategies for the Prince of Wales Bay master plan.

2.2. APPROACH TO ENGAGEMENT

Urbis works in line with, and utilises the participation principles of, the International Association of Public Participation's (IAP2) Public Participation spectrum.

This Assessment process will involve stakeholders at a "Consult" and "Involve" level of the participation spectrum.

Figure 1: Level of engagement

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis alternatives and/or decisions	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
PROMISE	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

Source: IAP2 Spectrum of Public Participation

Stakeholder engagement will take the form of a workshop and key informant interviews. We propose to undertake these activities through a single face-to-face workshop, pending any changes to group settings as a result of Covid-19. Should there be any limitation imposed to group gatherings, video conference alternatives will be adopted.

The stakeholder engagement workshop will be face to face and run for 1.5-2 hours. We propose a range of large and small group discussions and activities. The proposed agenda is outlined in Section 2.3.

For stakeholders unable to attend the workshop, allowance has been made for up to six (0.5-1 hour) sessions with independent stakeholders. These interviews will be either face to face or via VC and will broadly cover the topics in the Stakeholder Workshop.

2.3. STAKEHOLDER WORKSHOP AGENDA

Date: Thursday 18 February; 10.30-12.30 pm

Location: MAC Centre in Moonah, Makers Workshop room

Format: Large group workshop which will break into smaller groups for table discussions. In small groups attendees will be encouraged to annotate ideas and discussion points on large format maps of the site.

Attendees: Refer to section 2.4. This will be updated prior to the Workshop

Agenda

Item	Speaker	Duration
Welcome	Council Representative	2 mins
Introduction to project & purpose of workshop	Urbis	10 mins
Group introduction	All attendees	5-10mins
Previous master plan vision & recommendations.		
Outline of Activity 1.	Urbis	
Small Group Activity 1: Constraints Mapping		
• Identification and updates to previous constraints • Identification of any additional constraints • Key challenges to growth, attracting talent and further investment	Small Groups	15-20 mins
Large group discussion on key constraints.		
Outline of Activity 2.	Urbis	5 mins
Small Group Activity 2: Opportunities Mapping		
• Identification and updates to previous opportunities • Identification of any additional opportunities • Key opportunities for growth, attracting talent and further investment	Small Groups	15-20 mins
Large group discussion on key constraints.		
Outline of Activity 3.	Urbis	5 mins
Small Group Activity 3: Economic Sectors and Competitive Positioning		
• Identify key sectors related to Prince of Wales Bay • Complete Sector Compatibility Matrix • Discussion on competitive positioning, strengths and weaknesses of Prince of Wales Bay	Small Groups	15-20mins
Large group discussion on economic sectors and competitive positioning.	Urbis	5 mins
Group discussion on previous master plan vision and ways to refine and update the vision.	Urbis/Group Discussion	10 mins
Concluding remarks and next steps.	Urbis & Council	5 mins

2.4. PARTICIPATING STAKEHOLDERS

The following stakeholders have been identified jointly with Council to participate in the workshops. The table below identifies the stakeholders and their level of participation as at 09 February 2021. Those unable to attend the workshop will be invited to attend either a face to face or VC interview which will cover the topics outlined in the stakeholder workshop.

Table 1: Stakeholder participation

Organisation	Description	Location	Contact	Activity
Apco Engineering	Marine casting and machining	Bender Drive	Andrew Perkins	Workshop
Fiomarine Industries	Manufacture subsea retrieval system	Innovation Drive	Mike Shegog	Workshop
INCAT	Manufacture catamarans	Bender Drive	Craig Clifford	Workshop
PFG Group	Fabrication / roto moulding	Negara Crs	Scott Dwayne	Workshop
Taylor Bros	Marine engineering	Surveyors Drive	Philip Taylor, Director	Workshop
Liferaft Systems Australia	Design and manufacture marine evacuation systems	5 Sunmont Street	General Manager Alan Gumley and Business Manager Mollie Grainger	Workshop
POW Marina	Marina	Bender Drive	Eddie Lawrence	Workshop
CleanLift Marine	Marine lift and servicing	Negara Crs	David	Workshop
TasTAFE	Metal engineering (CHECK)	Bender Drive	Susie Allen	Workshop
Eden Foods	Food wholesale and distribution	Sunmont St	Bronwyn Clark	VC interview
Tas Minerals	<i>Council to confirm details</i>		Kent	
Derwent Marine	Boat building and maintenance	Negara Crs	Don Bailey	Workshop
CBG Systems	Marine insulation and fire	Bender Drive	Javier Herbon	Workshop
Department of State Growth	State Government	Technopark	Joe Kanizay Katherine Booth	Workshop

DISCLAIMER

This report is dated 09 February 2021 and incorporates information and events up to that date only and excludes any information arising, or event occurring, after that date which may affect the validity of Urbis Pty Ltd's (Urbis) opinion in this report. Urbis prepared this report on the instructions, and for the benefit only, of City of Glenorchy (Instructing Party) for the purpose of Report (Purpose) and not for any other purpose or use. To the extent permitted by applicable law, Urbis expressly disclaims all liability, whether direct or indirect, to the Instructing Party which relies or purports to rely on this report for any purpose other than the Purpose, and to any other person which relies or purports to rely on this report for any purpose whatsoever (including the Purpose).

In preparing this report, Urbis was required to make judgements which may be affected by unforeseen future events, the likelihood and effects of which are not capable of precise assessment.

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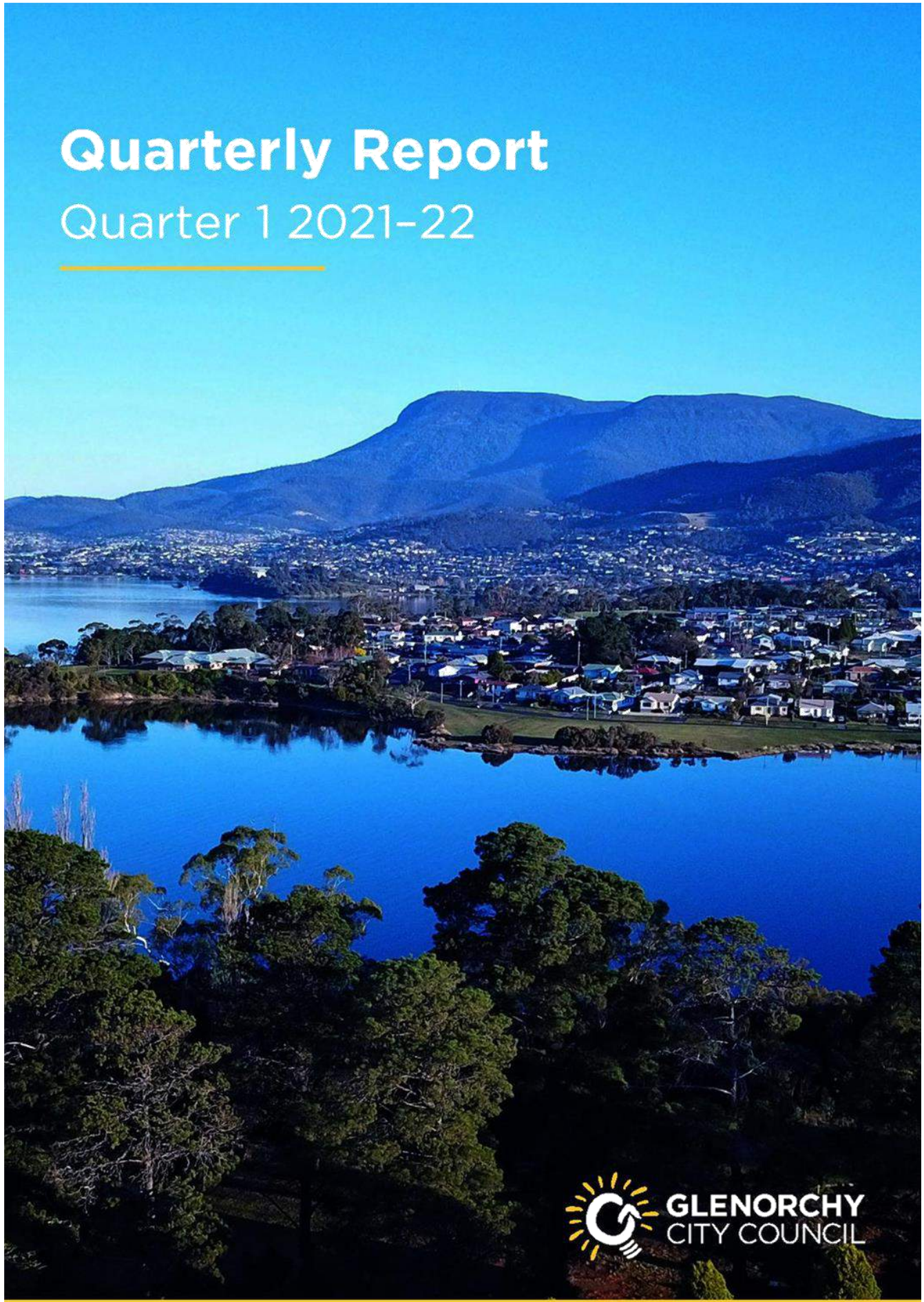
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This report has been prepared with due care and diligence by Urbis and the statements and opinions given by Urbis in this report are given in good faith and in the reasonable belief that they are correct and not misleading, subject to the limitations above.

Quarterly Report

Quarter 1 2021-22



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Strategic and Operational Highlights

I am pleased to bring you the Strategic and Operational Highlights from the first quarter of the 2021-22 Financial Year.

MAYOR, DEPUTY MAYOR AND ALDERMAN ANNOUNCED

In July, we welcomed our new Mayor, Bec Thomas and new Alderman, Sue Hickey following a by-election to fill the vacancies created by the resignation of former Mayor Kristie Johnston after her election to State Parliament.

At the August Council meeting, Alderman Steven King was elected as Deputy Mayor to fill the vacant position left by the election of Alderman Thomas as Mayor.

CBD REVITALISATION PROJECT CONCLUDES

The transformation of the Glenorchy central business district (CBD) is now complete with the revitalised CBD opened by Mayor Bec Thomas on 21 September. The three-year, \$5.8m project has given our city heart a facelift, improving public spaces for the benefit of the community and local businesses.

Key project milestones have included:

- Critical upgrades to underground infrastructure, some close to one hundred years old.
- Accessible and widened footpaths with lower kerbs and a slower traffic speed have created a safer space for pedestrians and road users alike.
- Accessible parking and new seating to encourage the community to spend more time in the CBD and support the local businesses in the area.
- New street lighting, which was recently awarded Dark Sky compliance, a first in Tasmania, here in Glenorchy.

I would like to acknowledge the work of all Council staff who have delivered a significant development for our city a month ahead of schedule.

MAJOR SPORT AND RECREATION PROJECTS

With several major projects in the pipeline this year, Council, along with the rest of the country, continues to battle cost escalation, industry-wide shortages of supplies and labour in its capital projects due to the ongoing impacts of COVID-19. This has required us to revisit the scope of many of our projects to make sure the projects can be delivered without breaking the bank. The local government sector is not immune to this impact as new projects create ongoing depreciation and maintenance costs which must be funded each year. We continue to work hard to deliver the best outcome for ratepayers.

In times such as this, careful project selection and transparent project management will be critical to deliver meaningful (and affordable) benefits to our community in the long term.

**EADY STREET CLUBROOMS**

The upgrades to the Eady Street sportsgrounds officially started in late September. This project is set to deliver new clubrooms for the site including key facilities for the local sporting groups who lease the grounds. The tender was awarded to Maveric Builders on 28 June 2021. Despite delays with supplies and minor cost escalation, I am pleased to advise that the project is now underway.

REGIONAL PLAYSPACES PROJECT - MONTROSE FORESHORE AND GIBLINS RESERVE

Originally, it was proposed to create two federally-funded regional playspaces - at the Montrose Bay Foreshore and at Giblins Reserve. However, when the projects were put out to tender, it was found that a doubling of materials and labour costs meant the available federal funding was only enough to cover one project.

Council made the decision at its August meeting to focus its spending on a single regional playspace at Giblins Reserve in Goodwood. Officers are working with the Federal Government to seek agreement to a modified funding agreement to approve the new direction.

NORTH CHIGWELL SOCCER GROUNDS AND KGV COMPLEX

Funding for the upgrade of soccer facilities at North Chigwell soccer grounds and KGV football park (70%/30%) was approved by the Federal Government in April 2021. The funding agreement is yet to be signed because of the need to rescope the projects with stakeholders as a result of cost escalation from \$12.8m to an estimated \$25m. Our project team has been carrying out extensive investigations to identify alternative solutions, including a needs analysis of future site options at North Chigwell.

BMX CLUB BERRIEDALE

The original proposal was to relocate the current BMX facility on the Berriedale Foreshore to Tolosa Park in order to deliver a new BMX facility close to other bike facilities like the Glenorchy Mountain Bike Park and facilitate future development by MONA. The initial budget was proposed at \$750k to complete the move. However it is estimated that there would be a cost closer to \$3m to deliver an Australian competition standard facility at this site. Council is working with key stakeholders to explore a range of project options.

TOLOSA RESERVOIR RE-INTEGRATION

At the July Council meeting, Council gave in-principle endorsement to TasWater concept plans for earth shaping, path benching, water body creation and site revegetation before the site is handed back to Council.

Council officers are working with TasWater to scope the extent of the decommissioning works and assign responsibility for various cost elements before bringing the project back to Council for formal consideration.

REVIEW OF DOG MANAGEMENT POLICY

Every five years, Council reviews its Dog Management Policy to ensure that we make best provision for our furry friends within the City. In July, Council set up a targeted reference group made up of community representatives and key stakeholders to help us develop the revised policy. The next step will be to seek community comment before the policy goes to Council for consideration.



WASTE MANAGEMENT STRATEGY

Waste management is a rapidly-changing area of Council operations at the moment with the State Government's waste action plan coming in and councils exploring the best ways of working together to scale up their activities to provide efficiencies and better environmental management outcomes.

JACKSON STREET LANDFILL EXTENSION

Council officers are working on detailed design works to extend Council's landfill, after the \$2.4m contract was awarded to Downer EDI in April 2021. The project will extend the life of the landfill to between 2030 and 2038 depending on the tipping rate. During initial works, historical waste was uncovered in the area of the proposed cell. This is being removed to ensure that the new landfill cell can be lined and drained in a way that protects our environment. Works are now expected to commence in February 2022.

RECYCLING

Council signed a one-year extension of its contract with Cleanaway through to December 2021 for comingled recycling. This has been collectively negotiated by the Southern councils. Cleanaway and the Waste team continue to share knowledge and provide the community with education opportunities to create awareness about sorting waste responsibly.

A Regional Recycling Processing Services tender was advertised on 18 September 2021, with investigations underway at a regional level into the creation of a Joint Authority to manage this contract. Working together with industry partners is a key part of a collaborative approach to managing our waste now and into the future.

FOGO

Council has taken up the option to extend FOGO disposal contract from February 2021 through to February 2022.

Council has been in active discussions with other inner metropolitan councils to explore the benefits of working together on a joint approach to FOGO disposal over the longer term.

129 DERWENT PARK ROAD

The land at 129 Derwent Park Road is jointly owned by the Glenorchy and Hobart City Councils and is currently leased to Southern Waste Solutions for use as a waste transfer station.

On 29 June 2021, Council authorised commencement of negotiations to pursue a longer-term lease of the Lutana site to Southern Waste Solutions. These negotiations are currently underway.

STATE GOVERNMENT WASTE ACTION PLAN

After lobbying from the local government sector, State Government has agreed to defer the start of the \$20 per tonne landfill levy until 1 July 2022. From that date, waste disposed to landfill will attract the levy. Council is already working to educate and inform the community about diverting valuable waste streams away from landfills through its Waste Management Strategy, which was revised in 2020.



COMMUNITY STRATEGY 2021-2030 ENDORSED

Council adopted the Community Strategy 2021-2030 on 30 August 2021, after extensive community consultation closing in early August 2021. The strategy sets a clear direction for Council's community-focused activities over the next ten years and is based on four key priority areas:

Accessible, inclusive and diverse - we are a welcoming, accessible and inclusive community caring for all.

Safe - we are a safe community with a strong sense of belonging, ownership and pride.

Healthy - we are healthy, thriving, vibrant and strongly connected community.

Education and learning for life - we are a community that is engaged in diverse learning opportunities to achieve our aspirations.

GLENORCHY JOBS HUB

The Glenorchy Jobs Hub, a Council-led, State Government funded initiative to get local people into local jobs was launched during the quarter, placing its first jobseeker into work on its first day of operations.

The Hub is run by STEPS and is an important partnership with those local businesses who have pledged their commitment to work with local jobseekers and create further job opportunities across various industries including local government.

The Hub offers job coaching, interview practice and upskilling pathways for those looking for work or seeking a career change.

Located in the historic St Matthews Church, the Jobs Hub is already a familiar resource for the community and a strong online presence has also been developed.

NEW PLANNING SCHEME APPROVED

The Tasmanian Planning Commission advised on 11 August 2021 that the Glenorchy Local Provisions Schedule had been approved and came into effect from 18 August 2021. This Schedule along with the Tasmanian Planning Provisions makes up the new planning scheme applying to Glenorchy. This concludes a long and extensive project by Council to reach this milestone.

Council has been working towards this outcome since the State Government introduced the concept for a single planning scheme for Tasmania in 2015.

The new planning scheme creates more consistent planning scheme rules across the State for the benefit of developers and the community while still making provision for those characteristics that make Glenorchy unique.

COUNCIL ADVOCACY ON GAMING

Council takes a firm stance on gaming because of its significant harmful impacts on problem gamblers, their families and the wider community.

Last year, as a Council, we adopted a Statement on Gambling and we continue to be active in this space to provide a voice for our community. At the August Council meeting, Council's most recent response to the State Government's second round of consultation for its Future



Gaming in Tasmania Policy was tabled. Council had also made a submission to the first round of consultation and the fifth Social and Economic Impact Study of Gambling in Tasmania.

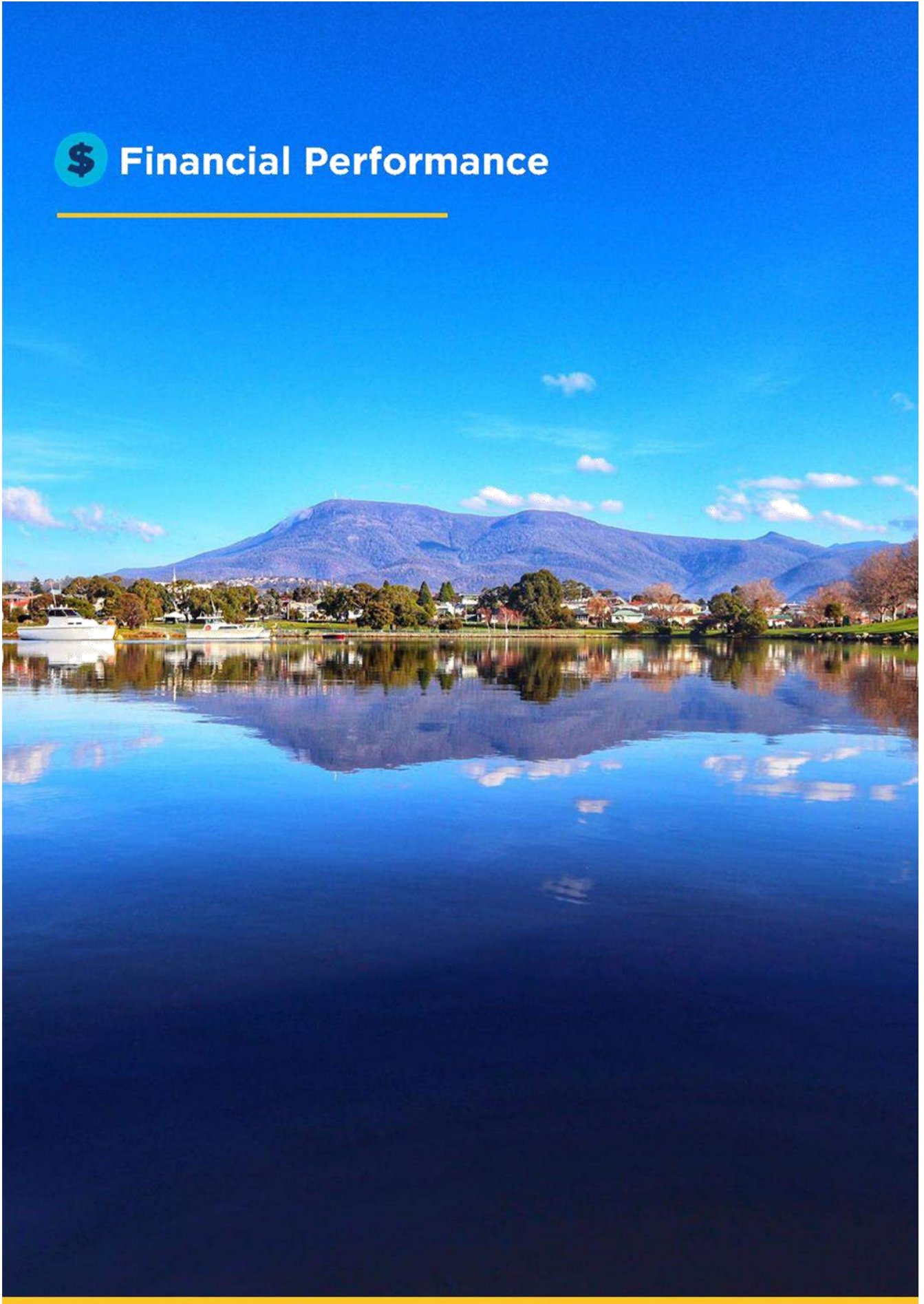
WORKPLACE CULTURE

During the quarter, our staff corporate values were rolled out to workgroups. The values were developed from the bottom up in consultation with staff across our organisation to further define our shared beliefs and goals.

Our staff values are:

- We respect each other
- We are trusted
- Together we are better
- We deliver.

Financial Performance



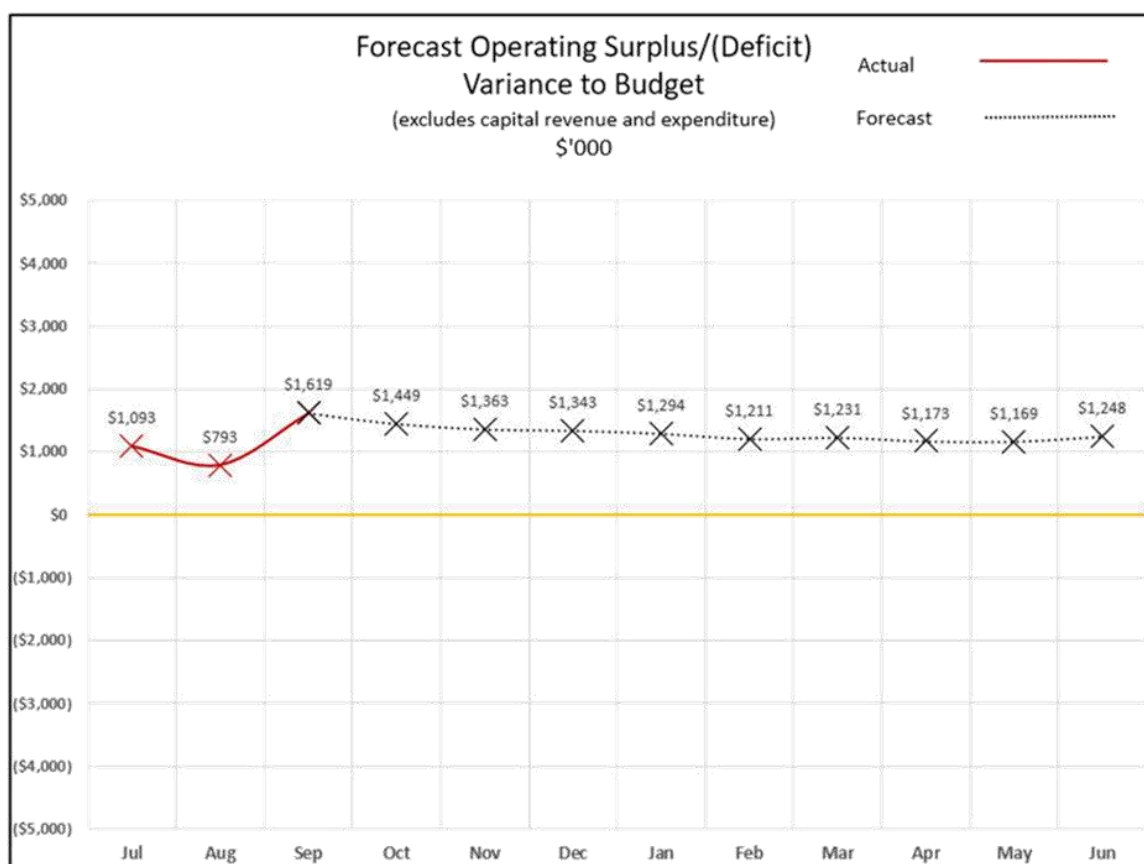


Quarterly Financial Performance Report

FOR THE YEAR-TO-DATE ENDING 30 SEPTEMBER 2021

OPERATING 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.

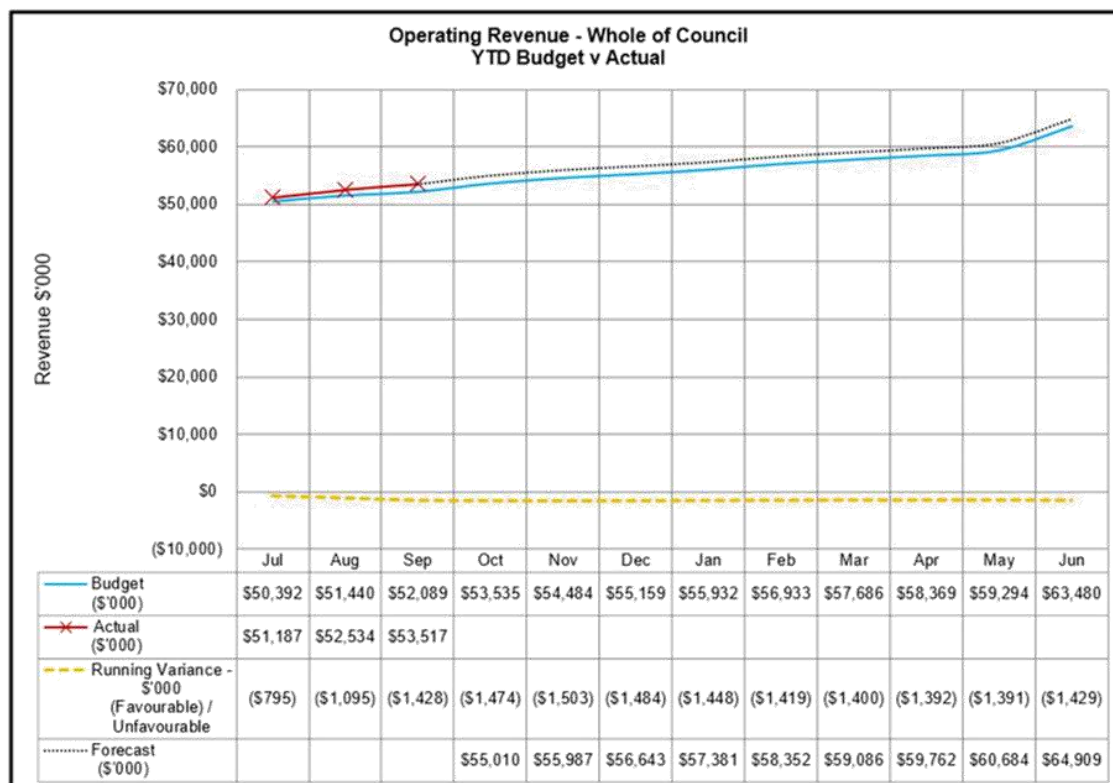


Note 1: The data in this chart is a compilation of actual, budget and forecast revenue / expenditure. It is recalculated each month to ensure it represents the most up-to-date analysis of Council's financial position which may result in differences to previously reported charts.



OPERATING 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.



Note 1 - Rates Revenue

Favourable to Budget by \$0.341m as a result of increased growth within the City.

Note 2 - User Charges and Licences Revenue

Favourable to Budget by \$0.572m, noting increased activity in planning (\$0.191m) and waste management (\$0.192m).

Note 3 - Interest on Investments

Materially in line with Budget for the year to date, noting the average interest rate across all investments is a historic low of 0.22%.

Note 4 - Operating Grants

Favourable to Budget by \$0.466m, noting that \$0.869m in unspent grants from last year were carried over into this year.

Note 5 - Contributions

Materially in line with Budget for the year to date.

Note 6 - TasWater Income

Nil for the year to date, noting the first interim dividend payment is due in October 2021.

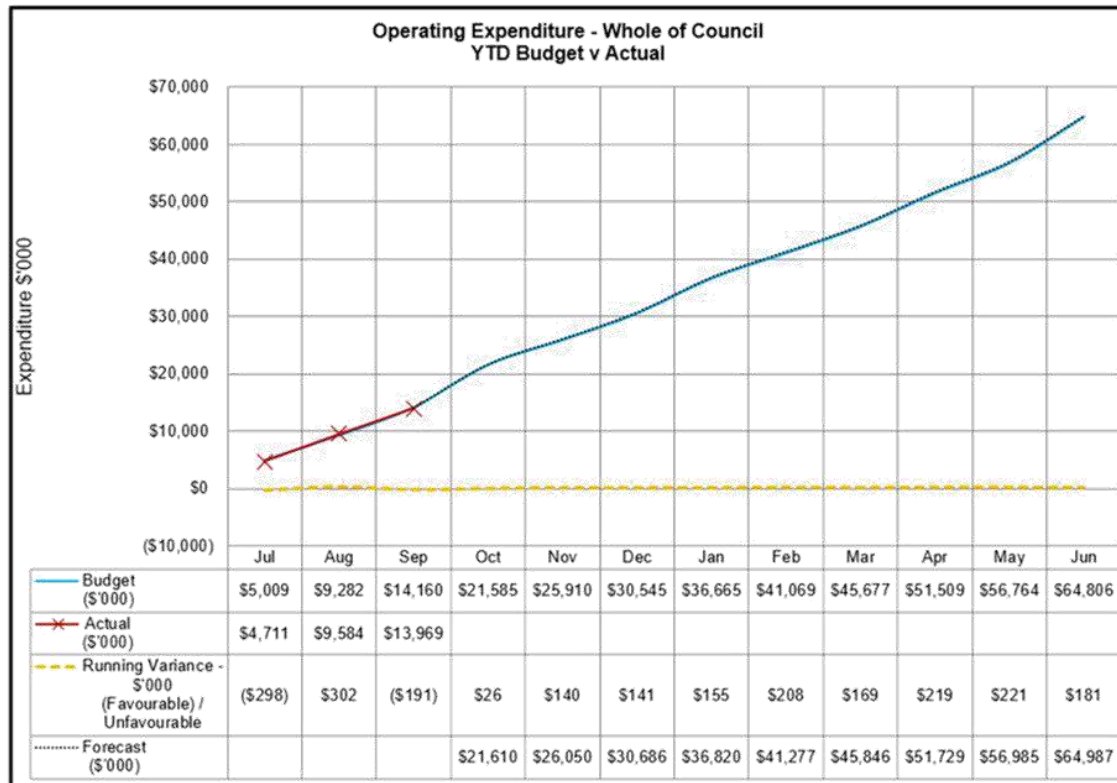
Note 7 - Other Income

Materially in line with Budget for the year to date.



OPERATING EXPENDITURE

Actual 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.



Note 8 - Employment Costs

Favourable to budget by \$0.180m representing the procedural time span in filling / not filling vacant positions.

Note 9 - Materials and Services Expenditure

Materially in line with Budget for the year to date.

Note 10 - Depreciation and Amortisation

Materially in line with Budget for the year to date.

Note 11 - Finance Costs

Materially in line with Budget for the year to date.

Note 12 - Assets Written Off

Nil for the year to date as this is an end of financial year process.

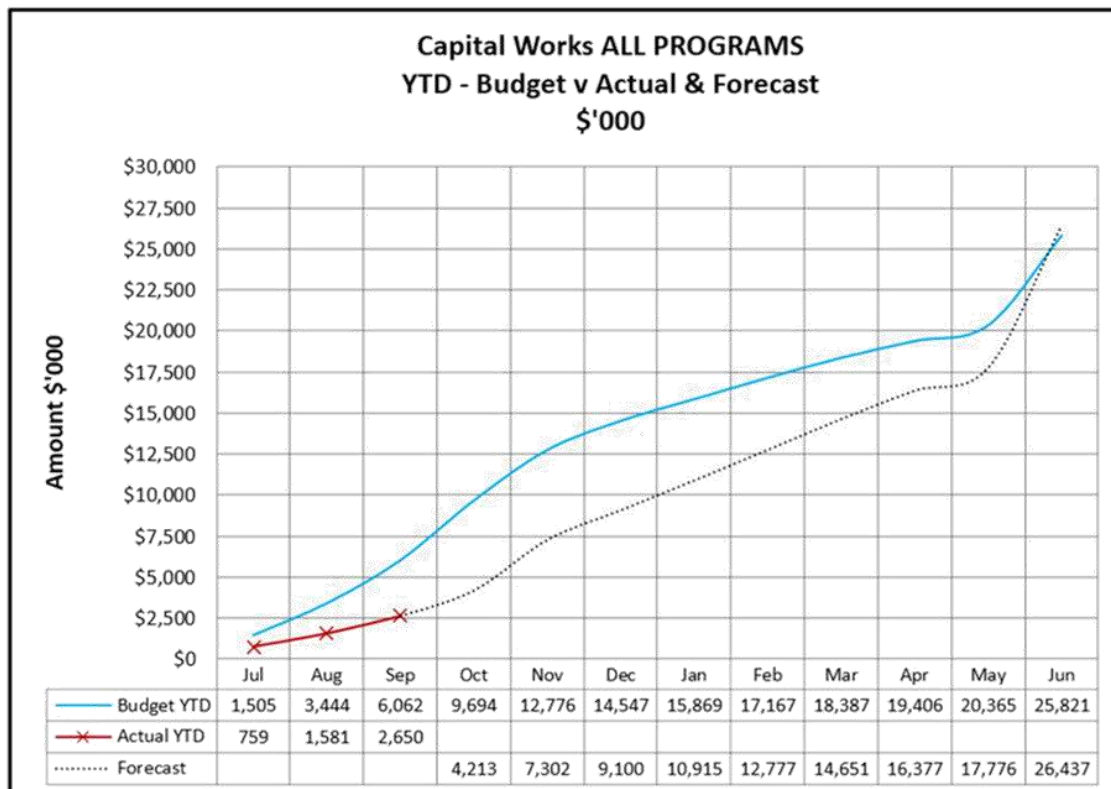
Note 13 - Bad and Doubtful Debts

Nil for the year to date with the bulk of this addressed at the end of financial year.

Note 14 - Other Expenses

Materially in line with Budget for the year to date.

CAPITAL WORKS



Council's year-to-date Capital Works expenditure is \$2.650 million against an annual budget of \$25.821 million.

Council's normal body of capital works is substantially up-to-date. However, Council is undertaking a large program of Grant funded major projects. The scope and size of these projects is a resource intensive process, both internal and external. This has resulted in unutilised budget due to extended timeframes in bringing these projects online.

It is expected the end of quarter 2 will provide a more comprehensive update, however of note at the end of quarter 1 are:

MAJOR CAPITAL PROJECTS NEGATIVE TO BUDGET

PROJECT	VARIANCE
Montrose Foreshore Skatepark	\$133,040
Marine & Innovation Precinct	\$170,000
Greenshoots	\$320,000
BMX Bike Park	\$370,000
Eady St Sports Facility	\$545,533
KGV Soccer - Design & Construction	\$945,211
Montrose Foreshore & Giblins Reserve Play Space Combined Budget	\$1,369,570



MAJOR CAPITAL PROJECTS POSITIVE TO BUDGET

PROJECT	VARIANCE
7 Peltro Street Purchase	\$446,741
Public Toilets Giblins Reserve	\$163,773
Jackson Street Landfill Extension	\$136,101
Desktops/Laptops Replacement	\$133,420

NON-OPERATING REVENUE

Note 15 – Contributions – Non Monetary Assets

Nil for the year to date as this is an end of financial year process

Note 16 – Gain or Loss on Disposal of Fixed Assets

Favourable to Budget by \$0.103m, noting \$0.092m in disposal revenue and \$0.057m in disposal costs against a net Budget of \$0.068m loss.

Note 17 – Capital Grants

Favourable to Budget by \$1.452m, noting \$2.085m in unspent grants from last year were carried over into this year and new grants for Flood Early Warning System \$0.132m and VRUP Eady Street/Bowen Road \$0.035m.

CASH AND INVESTMENTS

At 30 September 2021, actual funds available in cash and investments totalled \$41.693 million compared to \$26.618 million for the same period last year. The increase of approximately \$15 million comprises \$8 million from the sale of the Derwent Entertainment Centre and \$7 million in cash based additional revenue / reduced capital expenditure.

RATES COLLECTIONS

At 30 September 2021, the total rates collected was 46.9% which is marginally ahead of last year's comparable result of 45.5% but well ahead of the target collection of 37.5%. Primary contributors are a strong real estate market resulting in full payment of rates on settlement and the recommencement of recovery processes following the COVID-19 suspension last year.

STATEMENT OF COMPREHENSIVE INCOME

GLENORCHY CITY COUNCIL - FINANCIAL REPORT STATEMENT OF COMPREHENSIVE INCOME TO 30 SEPTEMBER 2021					
Year-to-Date (YTD)	Note	2022 Budget \$'000	2022 Actual \$'000	2021 Actual \$'000	2022 Variance Actual to Budget
Operating Revenue					
Rates	1	42,949	43,290	39,917	▲
User charges and licences	2	7,814	8,386	7,426	▲
Interest	3	12	12	(21)	↔
Grants	4	1,268	1,734	1,173	▲
Contributions - cash	5	10	10	4	↔
Investment income from TasWater	6	-	-	-	↔
Other income	7	36	84	62	▲
Total Operating Revenue		52,089	53,517	48,562	▲
Operating Expenditure					
Employment costs	8	5,757	5,577	5,545	▼
Materials and services	9	4,161	4,323	3,717	▲
Depreciation and amortisation	10	4,071	3,951	3,446	▼
Finance costs	11	33	18	-	▼
Assets written off	12	-	-	-	↔
Bad and doubtful debts	13	1	-	-	↔
Other expenses	14	137	99	499	▼
Total Operating Expenditure		14,160	13,969	13,207	▼
Total Operating Surplus/(Deficit)		37,929	39,548	35,356	▲
Non-Operating Revenue					
Contributions - non-monetary assets	15	-	-	-	↔
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	16	(68)	34	652	▲
Capital grants received specifically for new or upgraded assets	17	800	2,252	789	▲
Total Non-Operating Revenue		732	2,286	1,441	▲
Total Surplus/(Deficit)		38,660	41,834	36,797	▲
Capital Budget					
Economic Stimulus		877	18		
Transport		1,635	1,060		
Property		3,171	1,026		
Plant & Equipment		44	34		
Fleet		0	148		
Stormwater		294	203		
ICT & Other		41	160		
Total Capital Budget	18	6,062	2,650		▼



STATEMENT OF FINANCIAL POSITION

GLENORCHY CITY COUNCIL - FINANCIAL REPORT STATEMENT OF FINANCIAL POSITION	2022 YTD \$'000	2021 YTD \$'000
Asset		
Current assets		
Cash and Cash Equivalents Current	4,109	4,229
Trade and Other Receivables	27,786	26,209
Inventories	93	88
Non-Current assets classified as held for sale	2,647	11,063
Contract Assets Current	-	-
Current Investments	36,246	21,052
Other Assets Current	-	-
Total current assets	70,881	62,641
Non-current assets		
Property, Infrastructure, Plant and Equipment	735,207	695,091
Investment in Water Corporation	158,717	146,905
Intangible Assets	50	112
Right of use assets Non Current	396	1,209
Other Non-Current Assets	8,007	6,437
Total non-current assets	902,377	849,754
Total assets	973,258	912,395
Liabilities		
Current Liabilities		
Trade & Other payables Current	967	636
Provisions - Current	5,215	5,013
Borrowings Current	2,137	1,004
Trust Funds and Deposits Current	1,079	391
Lease Liabilities Current	251	747
Contract Liabilities Current	48	-
Other Liabilities Current	57	245
Total current liabilities	9,754	8,036
Non-current liabilities		
Provisions Non Current	3,565	3,859
Borrowings - Non Current	3,527	1,155
Non Current Lease Liabilities	206	470
Total non-current liabilities	7,298	5,484
Total Liabilities	17,052	13,520
Net assets	956,206	898,875

Adjustments to amounts previously reported

There are instances where ledger adjustments are required in respect of amounts reported in prior periods. These adjustments will be visible when comparing this report against previously presented Financial Performance Reports.



Key Performance Indicators

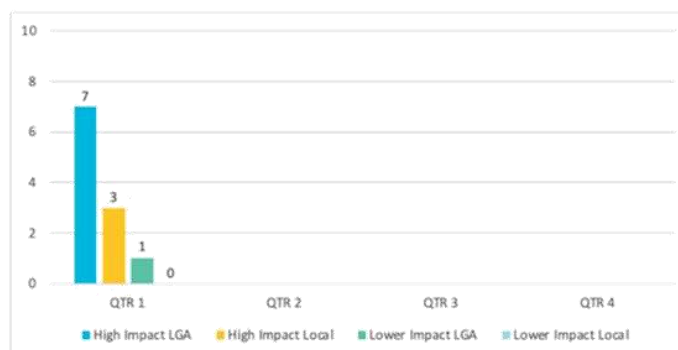




NUMBER OF ENGAGEMENTS

There were 11 engagement projects during the quarter.

Seven engagements were higher impact LGA, three at higher impact local and one lower impact LGA. Eight engagements were at the “consult” level on the Spectrum of Public Participation, one was at the “consult/involve” level and two were at the “inform” level.



Engagements were:

- Customer Service Strategy (consult - higher impact LGA)
- Montrose Skatepark (consult/involve - higher impact LGA)
- Multicultural Hub Provider Grant (inform - lower impact LGA)
- Marine and Innovation Masterplan (consult - higher impact local)
- Draft Glenorchy Playspaces Strategy (stage 2) (consult - higher impact LGA)
- Draft Glenorchy Sport and Recreation Strategy (stage 2) (consult - higher impact LGA)
- Draft Community Strategy (consult - higher impact LGA)
- Dog Management Policy Review (consult - higher impact LGA)
- COVID-19 Business Impacts Survey (consult - lower impact LGA)
- Land Disposals - Alcorso Drive, Berriedale (consult - higher impact local)
- Flood mapping (inform - higher impact LGA)

The Urban Tree Strategy and Youth Spaces remained open during the quarter. There was also a Land Disposals page open where members of the public could register their details to get notifications when land disposals were being considered.

There were two internal surveys - new video conferencing units and Work Centre display units.

During the quarter (up to 24 September) the Let's Talk, Glenorchy site had a total of 1,800 visits which included:

- 1,300 aware participants (visited at least one page)
- 917 informed participants (viewed a video or photo, downloaded a document, visited multiple project pages, contributed to a tool)
- 348 engaged participants (participated in surveys or quick polls, contributed to ideas).

The Draft Placespaces Strategy was the project with the most participants, followed by the Montrose Skatepark and the Dog Management Policy Review.

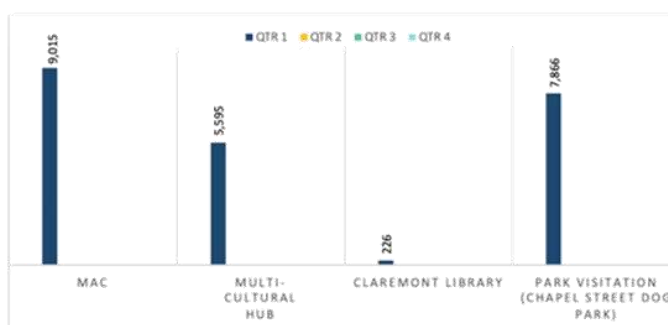
There are currently 690 people registered on the site, with 104 new registrations during the quarter.



COMMUNITY PARTICIPATION

MOONAH ARTS CENTRE

There were 9,015 people who visited the Moonah Arts Centre with 480 days of activity at 97% arts based activity. Days of activity is a measurement of the bookings and activity taking place in any of the spaces in the Centre. COVID restrictions and social distancing mean that capacity at the MAC is about 75%, and attendances are at about 75% of pre COVID-19 attendances.



MULTI CULTURAL HUB

There were 5,595 people from a diverse range of cultures attended the Multicultural Hub this quarter.

CLAREMONT LIBRARY

There were 226 visitors to the Claremont Community Library in the first quarter.

PARK VISITATION (CHAPEL STREET DOG PARK)

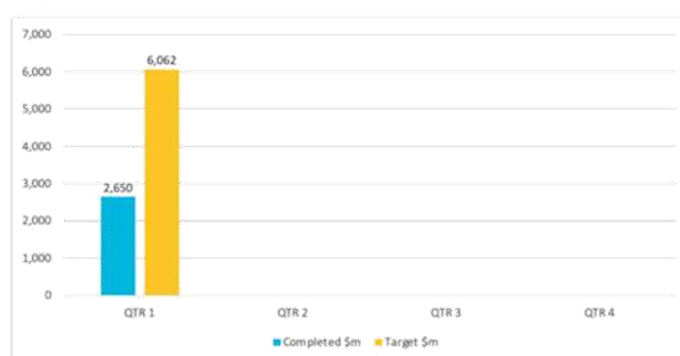
The July to September 2021 quarter saw 7,866 visitors to the Chapel Street dog park. The busiest month in the current quarter was September with visitors steadily increasing over the quarter.

Park usage is reasonably consistent across the days of the week, with a slight increase from Saturday to Monday.

There has not been significant change in the spread of use across the week over the past four quarters.

CAPITAL WORKS COMPLETED (\$'000)

Council's Capital Works program has an annual budget for this year of \$25.821 million. Council's normal body of capital works is progressing well and Council will complete the majority of all road, footpath, bridge, stormwater and property renewal and upgrade works that have been planned for this financial year.



Council is undertaking a large program of grant funded major projects, which involves some major sporting facility redevelopments. The scope and size of these projects is a resource intensive process. These projects were not scoped in detail when grant funding was made available, this coupled with significant material and contractor cost escalations has resulted in the need to rescope the projects to ensure they can be delivered within the available grant funding.



Due to the underfunding and cost escalation, Council has applied for a variation to the Australian Government to withdraw the regional playspace at Montrose Bay Foreshore and focus on the delivery of one regional playspace at Giblins Reserve. This was supported by Council due to a number of road safety concerns with the intersection of Foreshore Road and the Brooker Highway at the Montrose Bay Foreshore site.

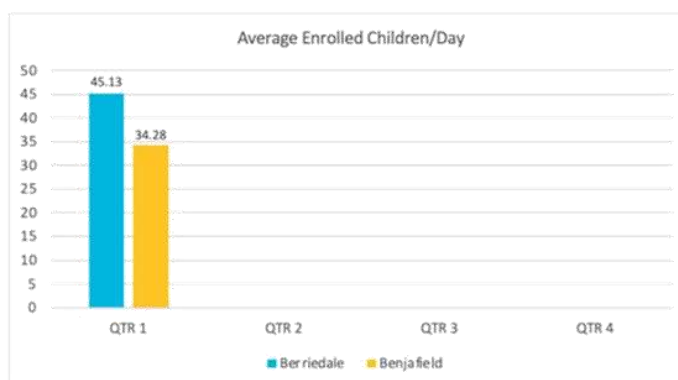
Council is continuing to experience delays in the supply of materials and contract services due to market constraints, increases in construction costs and the availability of contractors, due to a buoyant and heated construction market.

SERVICE DELIVERY – CHILDCARE

Childcare continues to be in high demand. Both Benjafield and Berriedale Child Care Centres have high utilisation and a waitlist of families seeking both immediate care and care in 2022.

Equivalent Full Time (EFT) places for the period were:

- Berriedale 45.13 out of 53 approved places
- Benjafield 34.28 out of 40 approved places



Benjafield and Berriedale continue to participate in the Working Together Program, a Tasmanian Government funded initiative. The program continues to provide five fully funded places for eligible three-year olds for up to 400 hours per year for each child. This program continues to provide opportunities for educators to participate in professional learning, collaborative conversations, and networking with early learning partners in Early Education and Care Services across Tasmania.

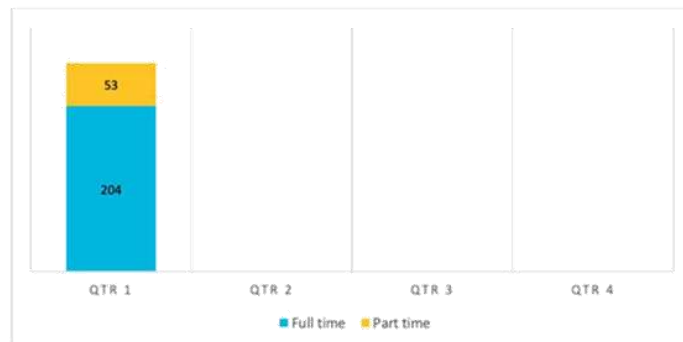
Both Centres remain compliant with the National Quality Standard and maintain a rating of 'Meeting'.

Both services continue to provide holistic support to all families, in particular those children and their families who are vulnerable and or at risk. The services liaise daily with a variety of external support services including: Early Childhood Intervention Services, St Giles, Local Primary Schools, private occupational therapists, paediatricians, psychologists, Child Safety Services and other medical professionals and specialist in individual child care plans.



FULL TIME EQUIVALENT

Employment numbers remain steady throughout the quarter.



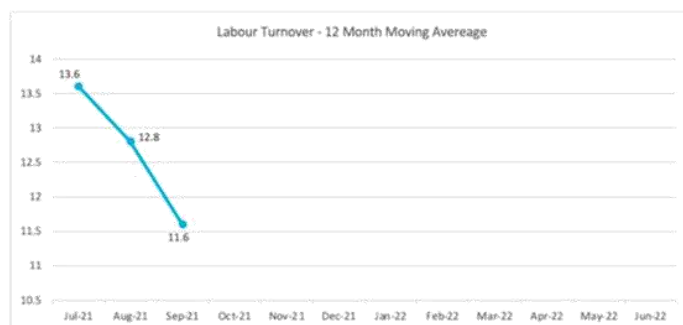
ALL EMPLOYEES - UNPLANNED LEAVE (PERSONAL LEAVE)

There has been an increase in unplanned leave associated with the later winter months.



LABOUR TURNOVER

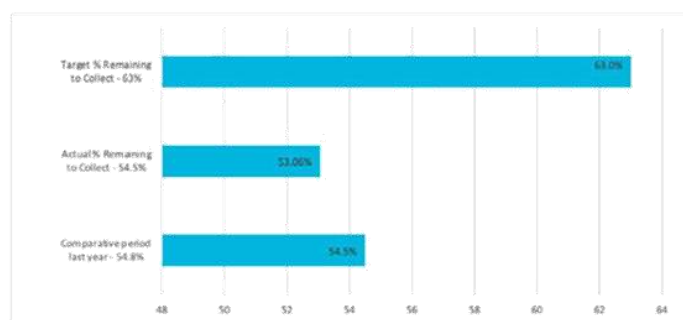
This quarter, we have seen a decline in staff turnover from the previous quarter, with a two percent drop in employees exiting the organisation.



OUTSTANDING RATES DEBT PERCENTAGE

As at 30 September 2021, 53.06% of rates remain uncollected (compared to 54.5% last year) against a target of 63%.

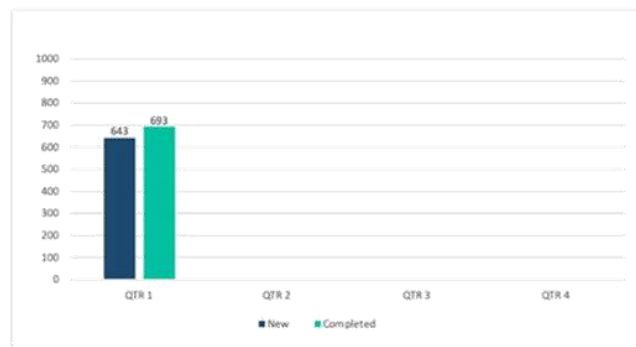
The variance of 1.44% in uncollected rates from the 2020-21 period can be attributed to the re-commencement of collection activities.





WORK CENTRE CUSTOMER SERVICE REQUESTS

Figures show more completed customer requests than new. Works Centre staff have maintained a steady workflow and are gradually catching up with actioning outstanding customer requests.



CUSTOMER COMPLAINTS

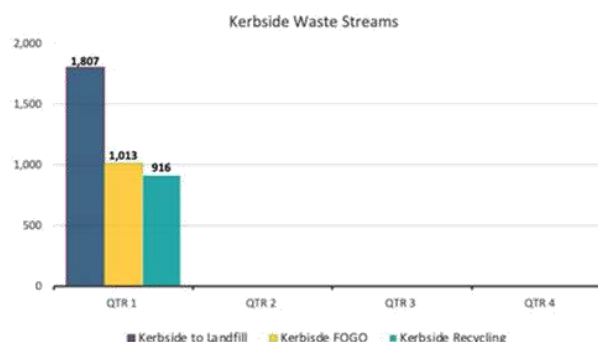
Council received three formal complaints during Q1 2021-22 with two of those (67%) actioned within the 10 day service commitment.



KERBSIDE SERVICES

Council's FOGO service continues to perform well even during the winter months with **1,013 tonnes** of organic material diverted from landfill for the 1st quarter period.

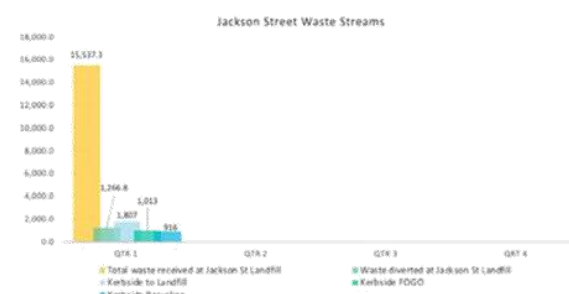
Since its commencement in February 2020 (16 months) Council has diverted approximately **8,000 tonnes** of organic material from landfill through the FOGO service.



Recycling rates remain steady with approximately 90% residential participation rate and with 916 tonnes of commingled recyclables collected from the kerbside and processed in this period.

JACKSON STREET LANDFILL EXTENSION

Council is continuing to work with Downer EDI to finalise the design of the landfill extension, once the design is complete this will be submitted to the Environmental Protection Authority (EPA). The EPA as the regulatory authority will



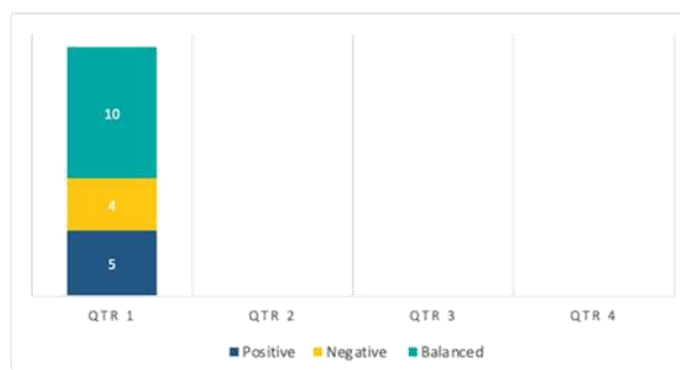


then review the proposed design and ultimately provide approval to commence the construction works. Due to some unexpected delays and pending EPA approval, works are now expected to commence in February 2022 and be completed by April 2022. The Jackson St Landfill extension is part of Council's broader waste strategy and will provide an approximate 10 additional years to the active life of the landfill.

MEDIA MENTIONS

The media coverage for the first quarter were mixed.

The majority of the negative commentary was focused on the McGill Rise development. Understandably, this is an emotional situation for the community and was received with concern and confusion as to how this situation could occur. While the planning side



of this issue restricts the powers Council has, it was an opportunity to work with the community and mainstream media to open up the discussion into the statutory requirements of Council, as well as the building process, local government's role in such matters and the diversion of power to uphold standards.

Positive stories came to light through the recently launched Glenorchy Jobs Hub and, in the same vicinity, the newly opened Glenorchy CBD area. It has been great to see new life and passion breathed into our city with fresh perspectives from pleased local shop owners and successful local job applicants speak proudly of Glenorchy to counter the often tired rhetoric historically attached to the Northern Suburbs.

The media have shown a key interest in our city in recent months including the ABC who set up for a month in our city to broadcast. Located at our facility, the Moonah Arts Centre, the ABC team shared and sought out local stories working alongside the Communications team. It was great to see high levels of engagement from the community who relished the opportunity to highlight our history, our innovation and our passion for Glenorchy.

For the remaining commentary in this quarter Council remained a stoic commentator on various topics offering our perspective as a local authority to clarify processes and provide factual evidence. There have been a few incidences of media centred around multiple Council topics and therefore Glenorchy has been but one of many to provide comment.

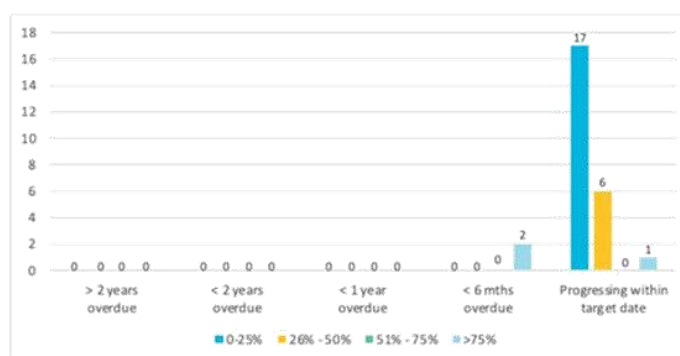
The Communications team have also worked with various departments to engage more broadly about Council processes such as the recent dog policy's first round of community engagement. This was well received and demonstrates another great avenue to encourage the community to action.

The overarching theme that is emerging is progress: Glenorchy is moving and things are happening in our area to attract the masses to the great North and the exciting spaces we are starting to activate.



OUTSTANDING AUDIT ITEMS

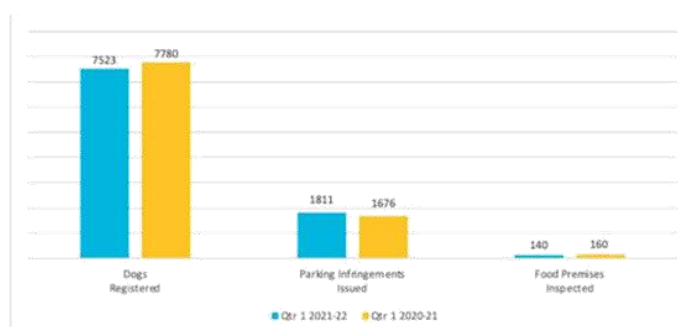
During the July to September 2021 quarter a further three audit items were closed. One of these closures related to the last remaining outstanding and overdue audit item from a project management audit completed in 2013. The remaining two items related to a 2020 change management audit.



The remaining audit findings relating to audits completed in 2019 to 2021 are all progressing within their agreed dates, with two subject to a four month delay due to COVID-19 delaying staff training outcomes.

DOGS, PARKING AND FOOD BUSINESS INSPECTIONS

During the July to September 2021 quarter, responsible dog ownership and compliance pursuant to the Dog Control Act 2000 drew parallels with compliance of the same period in recent years.



There were 7,523 dogs registered upon closure of the dog registration due date, and 43 infringement notices issued consisting of either failing to register dog or other non-registration offences under the Act. Increased dog registration compliance and identified breaches for failing to register dog will become more prevalent during the October and January quarters.

The abundance of off-street residential parking in the City provides residents with a desirable parking alternative to parking on the street which subsequently reduces the occurrences of parking non-compliance under the Road Rules (Tasmanian) 2019. During the July quarter there were 1,811 parking infringement notices issued for non-compliance under the Road Rules, of which the majority of these were subject to offences closer to shopping precincts, essential services, and/or in nearby streets. The majority of these parking breaches were identified during routine patrols, however, a number of breaches were identified as a result of customer requests received. Infringement notice recipients were deemed to be both residents and/or visitors to the City. The number of parking breaches identified during the July quarter are comparable to the same time period of recent years not impacted by COVID-19 closures.

Environmental Health Officers continue to manage food safety risks in the community and undertook 140 food premises inspections for the quarter. This consisted of 111 routine/scheduled inspections and 29 follow up inspections for non-compliances.



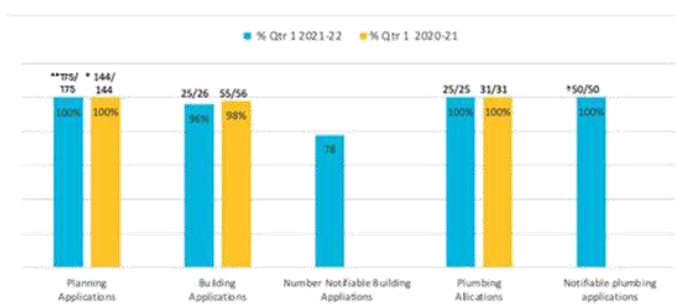
DEVELOPMENT, BUILDING AND PLUMBING APPLICATIONS ASSESSED ON TIME

The number of planning applications decided in Q1 was 175, well above previous months and pre-COVID numbers. A further 202 applications were received for the same period and was just shy of the record number of 209 received for the corresponding quarter in 2021.

A further 26 building permit and 78 building notifiable applications were received for Q1 2021-2022 consistent with those received in

Q1 of 2020-2021. The Q2 statistics include both building notifiable and plumbing notifiable applications numbers previously not recorded but included to better reflect the work required by officers for their assessment. With 'notifiable' building applications most of the assessment is completed by private building surveyors.

The number of plumbing applications has increased for Q1 2021-2022 which reflects the higher number of planning applications that are progressing to construction. Plumbing Surveyors complete the full assessment of plumbing 'notifiable' and 'permit' applications.



*As of Q1 2021 the number of planning applications includes: Permitted, Discretionary and S56 amendments.

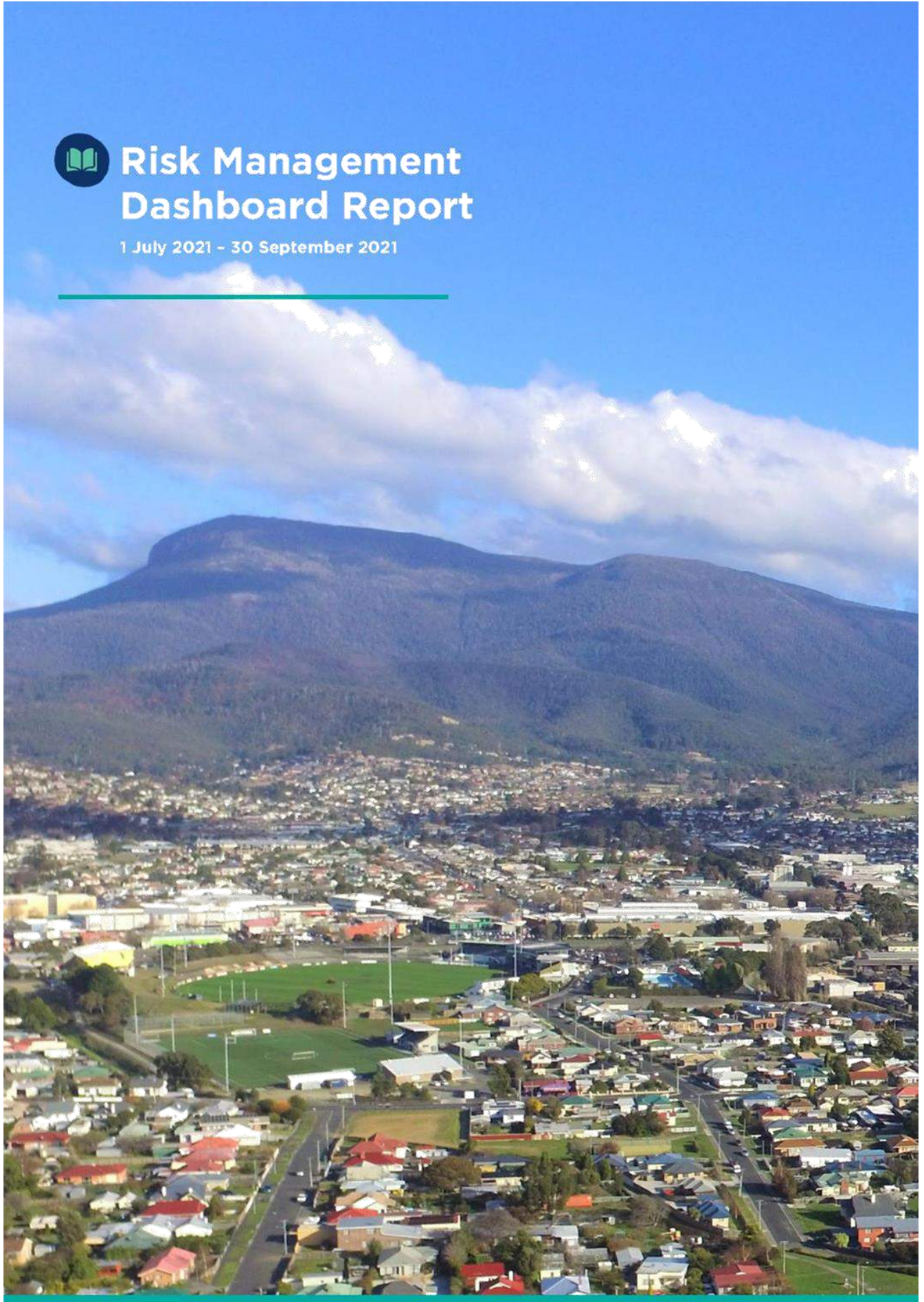
**The number of 'No Permit Required' applications is included from Q2 2021.

†As of Q1 2022 the number of 'plumbing notifiable' and 'building notifiable' applications has been recorded as this more adequately reflects the the work being performed by assessing officers.



Risk Management Dashboard Report

1 July 2021 – 30 September 2021





GENERAL RISK UPDATE

Managers are now required to, as a part of their monthly reporting, review and update their current risks. In September 2021 meetings commenced between Manager Corporate Governance and Departmental Managers, the purpose of these meetings is to review the progress of the risks identified approx. 18 months ago, close operational risks that treatment tasks have been completed and identify new risks.

This process has an expected completion date of 30 November 2021.

ACTIVE RISKS:

- There are 10 Strategic Risks.
- Workforce has 10 Operational Risks.
- Stakeholder Engagement and Relationship has 4 Operational Risks.
- Management of Council Assets has 6 Operational Risks.
- IT Security and Data has 9 Operational Risks.
- Governance has 25 Operational Risks.
- Financial Sustainability and Budget control has 12 Operational Risks.
- Environmental Management has 2 Operational Risks.
- Efficient and Effective Service Delivery has 23 Operational Risks.

NEW RISKS

As part of the review process some new risks have been identified:

NEW STRATEGIC RISK

- Advocacy and role of Council in Social Outcomes.

NEW OPERATIONAL RISK

- There is a lack of governance processes regarding Program Management leading to suboptimal outcomes for Council projects.

The above new operational risk is related to the Efficient and Effective Service Delivery strategic risk.

Note: not all departments have completed their review.

CLOSED RISK TREATMENTS

The following treatment actions have been closed and the related control/s have been updated:

CLOSED TREATMENT ACTION- RISK (EFFICIENT AND EFFECTIVE SERVICE DELIVERY)

- Issue tender for the digitisation of paper records.
- ELT to approve POE document, development of an arts and culture strategy, adoption of the strategy by Council implementation of the strategy.
- Review policies including clarifying roles and responsibilities ongoing training for Alderman and responsible officers.

**CLOSED TREATMENT ACTION – RISK (FINANCIAL SUSTAINABILITY AND BUDGET CONTROL)**

- Point of Entry developed, development of the Childcare Strategy approved by ELT and adopted by Council, implementation of the strategy.
- More frequent condition surveys on roads and footpaths, greater compliance on subdivisions/ follow-up post build compliance.

CLOSED TREATMENT ACTION – RISK (GOVERNANCE RISKS)

- Master Plan currently being developed which will look at upgrades and maintenance schedules (MBP).

CLOSED TREATMENT ACTION- RISK (IT SECURITY AND DATA)

- Ongoing business engagement between ICT and all GCC Directorates. Externally, maintain relationships with vendors and review SLAs, contracts and opportunities for consolidation as they come up for renewal.
- Review core systems and applications.
- ICT Manager will engage with all Directorates on a regular basis to improve planning and provision of ICT solutions to meet business needs.

CLOSED TREATMENT ACTION- RISK (MANAGEMENT OF COUNCILS ASSETS)

- Asset management will be included in Council's Strategic Risk Register.

CLOSED TREATMENT ACTION – RISK (STAKEHOLDER ENGAGEMENT AND RELATIONSHIP)

- Change Management Framework, Community Engagement Platform, Corporate Communication Strategy.

CLOSED TREATMENT ACTION – RISK (WORKFORCE RISK)

- Implement communications strategy and staff.
- Employ external agency to validate credentials.

UPCOMING REPORTING / WORKSHOPS

Quarterly Risk Reporting as at 30/12/2021 – due to ELT Jan 2022.



COMPARISON OF STRATEGIC RISK RATING TO RISK APPETITE THIS QUARTER

STRATEGIC RISK NAME	RISK DESCRIPTION	RISK APPETITE	CURRENT RISK STATUS	ADDITIONAL TREATMENT REQUIRED
Governance	The ability of GCC to maintain effective and transparent governance processes including the management and reporting of actions and priorities through the council structure, and accurate and timely reporting to all levels within Council.	Low	Low	No
Efficient and effective service delivery	The ability of GCC to deliver services in an efficient and effective way within the resources available.	Moderate	Moderate	Yes. This continues to be a work in progress with significant improvements being undertaken in Community Development and asset management. It is expected these works, due for completion in 2022 will reduce this risk to below Appetite.
IT Security and Data	Ability of GCC to keep data and information secure and maintain a functioning IT system according to legislative requirements and expectations of the community.	Moderate	Moderate to High	Yes. Further work to be completed with core system review completed. Now to be planned and implemented.
Compliance	Ability to ensure the Council is compliant with all relevant legislation, regulation, and contractual obligations.	Low	Low	No
Workforce	Ability to attract, retain and develop a workforce with the right skills, capabilities, and attitudes to service the community.	Moderate	Moderate	No
Financial Sustainability and Budget Control	Ability of GCC to manage the financial sustainability of the Council and deliver the services expected by the community including the revenue base, cost control, maintenance of infrastructure, and the management or sale of key assets.	Moderate	Moderate	No



STRATEGIC RISK NAME	RISK DESCRIPTION	RISK APPETITE	CURRENT RISK STATUS	ADDITIONAL TREATMENT REQUIRED
Stakeholder Engagement and Relationship	Ability to create, maintain and develop positive stakeholder relationships including good communication and consultation, managing stakeholder risks, and proactive engagement.	Moderate	Moderate	No
Environmental Management	Ability of GCC to effectively manage environmental risks such as natural disasters and waste management, including the impacts of climate change.	Moderate	Moderate	No
Advocacy and Role of Council in Social Outcomes	Ability of GCC to manage or influence social outcomes within the municipality including key issues such as homelessness.	Moderate	Moderate	No
Management of Council's Assets	The ability of Council to manage all assets effectively and efficiently from acquisition/construction through to disposal.	Moderate	Moderate to High and declining.	Yes. Continued progress in this area is expected. Controls are being updated moving closer to closing Operational Risks which will bring the Risk Status down.



RISK MANAGEMENT HEATMAP

RESIDUAL RISK ASSESSMENT COMPARISON 5 JULY 2021 VS 5 OCTOBER 2021

As at 5 July 2021

Consequence	Severe 5	2	3	0	0	0
	Major 4	8	4	4	3	0
	Moderate 3	2	10	28	13	1
	Minor 2	6	8	7	3	0
	Insignificant 1	3	1	1	1	0
		Rare 1	Unlikely 2	Possible 3	Likely 4	Almost Certain 5
		Likelihood				

As at 5 October 2021

Consequence	Severe 5	2	3	0	0	0
	Major 4	8	4	4	3	0
	Moderate 3	2	13	29	13	1
	Minor 2	6	10	8	3	0
	Insignificant 1	3	1	1	1	0
		Rare 1	Unlikely 2	Possible 3	Likely 4	Almost Certain 5
		Likelihood				



COMPARISON

As at 5 October 2021

Consequence	Severe 5	2 ↔	3 ↔	0	0	0
	Major 4	8 ↔	4 ↔	4 ↔	3 ↔	0
	Moderate 3	2 ↔	↑ 13	↑ 29	13 ↔	1 ↔
	Minor 2	6 ↔	↑ 10	↑ 8	3 ↔	0
	Insignificant 1	3 ↔	1 ↔	1 ↔	1 ↔	0
		Rare 1	Unlikely 2	Possible 3	Likely 4	Almost Certain 5
		Likelihood				



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

GLENORCHY CITY COUNCIL PLAN

Goal	Owner	Update	Start D...	Due Date	Status
1.1.2.04 Implement the Community Strategy 2021-22: 100%	Manager Community	NEW	01/07/2021	30/06/2022	0% 0 / 100%
Comments: The Community Strategy 2021 – 30 was adopted by Council 30 August 2021. The implementation plan for this strategy is being developed, including Results Based Accountability Measures, against the four priority outcomes of the strategy: Accessible, inclusive and diverse; Safe; Healthy; Education and learning for life. This will coordinate the reporting of Councils work both current and planned against these priorities. The following progress against the Community Strategy was achieved during this first quarter: Accessible, inclusive and diverse: - Objective 2 - Submitted a grant application to State Growth for additional funding for a one-year Full Fear Motorbike Safety P's program. Young people who completed the L's program co-designed the proposed program in preparation for the submission. - Preparing for the International Day for People with Disability. Safe: - Objective 12 - Tasmanian Police have committed to be involved in the proposed Full Gear Motor Bike Safety P's program for young people. Healthy: - Objective 17 - Worked with Bowen Road Primary staff, students, community and school health nurse to develop the 'Health Lit 4 Kids' expo. This provided education around fresh seasonal foods that are easily accessible and how to make healthy snacks and meals. Education and learning for life: - Objective 30 - Council's new grant-funded 26 TEN Community Coordinator position has been filled and the Officer is preparing for a community launch of the 18 month Glenorchy Communities Program during 26 TEN week in October. - Objective 30 - There has been two 26 TEN facilitated state-wide communities of practice meetings held with Clarence Plains, Geveston and Ravenswood to develop timelines, results-based accountability measures and reporting processes.					

1.3.2.01 Facilitate the operation of the Glenorchy Jobs Hub to connect local people with local jobs: 100%	Manager City Strategy & Economic Development	NEW Comments: The Glenorchy Jobs Hub officially opened on 13 Sept, announcing four (4) Jobs Pledges from employers in Glenorchy and receiving media coverage across print, radio and television. The Workforce Development Facilitator is working with the CLEG group (state high schools in the area) to connect industry and schools. Training needs across a variety of local employment sectors are being identified, with partners and funding sought. The Glenorchy Jobs Hub coaches attended the University of Tasmania Jobs Fair during September. Preparation is underway for delivery of industry training in the next quarter covering: white card, confined spaces and working at heights.	01/07/2021 30/06/2022	25% 25 / 100%
2.1.1.01 Implement the Open For Business improvement plan: 100%	Manager Development	NEW Comments: A number of activities have been undertaken to review existing planning process and procedures to accommodate the introduction of the Local Provisions Schedule. These include a review of the application process, the introduction of a new application process for stormwater approval and the update of a suite of stormwater policies into one integrated, updated policy. New workflows have also been added to facilitate the introduction of new legislation. Several building and plumbing processes have also been reviewed and updated to reduce duplicate further information letters being sent to the customer. Overall, progress with specific actions in the Open For Business project is slow due to the unprecedented demand for application assessment. Current statutory application numbers remain critically high which is preventing resources being allocated to this project.	01/07/2021 30/06/2022	15% 15 / 100%
2.1.2.01 Implement the Economic Development Strategy and Economic Recovery Plan: 100%	Manager City Strategy & Economic Development	NEW Comments: Ten of the Economic Recovery Program projects are either complete or on track, with overall program progress at 60%. Significant milestones include the completion, close out and post project reviews of Showcase Moonah and COMA. The Marine and Innovation cluster project is nearing completion and will be presented to Council for endorsement in October 2021. The Sport, Recreation and Entertainment Masterplan is progressing well, with major stakeholder engagement nearing completion. The Cityscope Subprecinct Masterplan project has commenced, with stakeholder engagement workshops scheduled for early October 2021. The Glenorchy market expression of interest process has commenced and the outcome will be reported to Council in the next quarter.	01/07/2021 30/06/2022	39% 39 / 100%

3.1.1.01 Complete Stage 3c of the Glenorchy CBD Revitalisation infrastructure project	Program Manager (FG)	NEW Comments:	• Project complete • Budget committed = \$5,795M. Costs spent across entire project, (actuals + commitments to-date) = \$5,439M • Proposed completion earlier than scheduled - original completion date end of Nov '21, actual completion 14 Sep '21 • Forecourt lighting upgraded as part of value-add to the CBD Project • Handover review with Assets complete • Project review scheduled for early Nov • Project closeout report due end of Nov once final review is complete	01/07/2021 30/11/2021	100%
3.1.1.02 Implement the Greater Glenorchy Plan year one priority projects: 100%	Manager City Strategy & Economic Development	NEW Comments: The first project for implementation is the establishment of a regular programmed market in the Council forecourt area to provide much needed activation of the Glenorchy CBD. An expression of interest process seeking an independent market operator has commenced and the findings will be reported during the following quarter. Key actions now established and included in the Urban Land Use Directions program, feasibility test scoping for a key Glenorchy CBD site is underway and SAP amendments for the Glenorchy CBD are underway in the Planning department.		01/07/2021 30/06/2022	25% 25 / 100% 2% behind
3.2.1.02 Implement the Bushfire Mitigation Program: 100%	Coordinator Bushfire Management	NEW Comments: Annual works program well underway. Three planned fuel reduction burns scheduled for Glenorchy LGA spring 2021 (weather dependent) totalling approx. 173ha. Autumn 2021 one planned fuel reduction burn scheduled Autumn 2022 (weather dependent) 115ha. Fire Trail works program ongoing, mechanical fuel reduction program on track. Natural and cultural values survey continuing to further enhance bushfire risk reduction treatments. Wet spring has delayed abilities to commence works in some forested areas within Wellington Park and Goat Hills.		01/07/2021 30/06/2022	25% 25 / 100%
4.1.1.07 Analyse Council's costs to deliver services and review revenue settings: 100%	Director Strategy & Development	NEW Comments: Activity-based costing is progressing well. Cost attribution methods have been developed, and four processes across Council costed. Further activities will be costed in the coming quarter.		01/07/2021 30/06/2022	25% 25 / 100% 2% behind

4.1.2.01 Improve Council's Asset Management maturity: 100%	Manager Infrastructure, Engineering & Design	NEW Comments: The Asset Management Co-ordinator is currently working on updating the data in the individual Asset Management Plans.	01/07/2021 30/06/2022	44% 44 / 100% 19% ahead
4.3.1.01 Participate in the development of the Metro Plan as part of the Hobart City Deal: 100%	Manager Development	NEW Comments: Council officers meet fortnightly with the Strategic Planners Working Group to progress MetroPlan. Alderman were provided with an update on progress by State Growth at the 23 August 2021 workshop. Draft documents relating to the settlement strategy, physical infrastructure and services and economic development were circulated internally for review in October.	01/07/2021 30/06/2022	25% 25 / 100% 2% behind
5.1.1.01 Implement the Communications Strategy: 100%	Senior Communications Advisor	NEW Comments: Preliminary work on a review and update of the Communications Strategy has commenced to re-examine objectives and assign new actions.	01/07/2021 30/06/2022	25% 25 / 100% -

5.1.1.10 Implement the Arts and Culture Strategy: 100%	Coordinator Arts & Culture	NEW	01/07/2021 30/06/2022	
Comments: The Moonch Arts Centre continues to develop a program of activities that are welcoming, accessible to all people and that respond to the interests of the people of Glenorchy and our visitors. (Strategies 1.1.1, 1.4.1) Open call outs for artists were conducted by the MAC for performers, visual artists and sound artists to present their work at the Centre. (Strategy 1.1.2) MAC supported a pilot project of skills-based workshops in textile printing and design for Tasmanian Aboriginal designers and cultural practitioners. Led by local designers Michelle Maynard and Michelle Boyde with guest facilitator John Robinson. This professional development and artistic development has been resident in the Makers Workshop over 2 three day sessions. (Strategies 1.1.2, 1.3.3) The MAC hosted <i>Fresh Ink 2021</i> in partnership with Archipelago Productions and in association with the Australian Theatre for Young People. <i>Fresh Ink 2021</i> is a mentoring project for young writers in Tasmania. Four young adult writers were mentored by a playwright Belinda Brodley over 8 months. They wrote a 15 minute piece which had a moved recording directed by a director and presented at the MAC in the Performance Screen Studio. (Strategies 1.1.1, 1.1.2, 1.2.2, 2.1.3) As part of a partnership with Tasmania Performs, Leigh Tesch was resident in the Performance Screen Studio, with <i>Stories of illness – creative development and showing</i>. Leigh has been collecting stories of people's experience of chronic kidney disease as part of her PhD arts-in-health research. (Strategies 1.3.3, 1.4.1, 3.1.1, 3.3.1) Local artist, Tokira Simon-Brown designed artwork to be printed on tote bags which will be used as citizenship ceremony gifts. (Strategies 1.1.2, 4.1.1) Worked with Music Tasmania to host the recording of a podcast featuring the men from <i>Brothers of Country</i> project. The men talk about music and men's health, growing community through storytelling, being on Country as a form of healing and how the project has been of value to so many people. It features songs recorded at concerts at the MAC. (Strategies 1.1.2, 1.1.3, 2.1.1) Promotion of what's on in Glenorchy. Instagram reached 11,000 people on increase of 32.4%. Facebook has 5,345 followers. ABC Radio was resident in the MAC in September promoting the Centre and its activities. (Strategy 2.1.1)				
				25% 25 / 100% 2% behind

25%
25 / 100%
2% behind

ANNUAL PLAN PROGRESS REPORT [ALL]: 30 SEPT 18/10/2021

35

GOALS

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

GLENORCHY CITY COUNCIL PLAN

Goal	Owner	Start Date	Due Date	Completion
1.1 Know our communities and what they value.	Director Community & Customer Services	01/07/2019	30/06/2023	On Track
→ 1.1.1 Guide decision making through continued community engagement based on our Community Plan: 100%	Manager Community	01/07/2019	30/06/2023	On Track
→ 1.1.2 Encourage diversity in our community by facilitating opportunities and connections: 100%	Manager Community	01/07/2019	30/06/2023	On Track
1.2 Support our communities to pursue and achieve their goals	Director Community & Customer Services	01/07/2019	30/06/2023	On Track
→ 1.2.2 Build relationships and networks that create opportunities for our communities: 100%	Manager Community	01/07/2019	30/06/2023	On Track
→ 1.2.3 Promote creative expression and participation and life-long learning as priorities for our communities: 100%	Manager Community	01/07/2019	30/06/2023	On Track
→ 1.2.1 Encourage and support communities to express and achieve their aspirations: 100%	Manager Community	01/07/2019	30/06/2023	On Track
1.3 Facilitate and/or deliver services to our communities	Director Community & Customer Services	01/07/2019	30/06/2023	Behind
→ 1.3.1 Directly deliver defined service levels to our communities: 100%	Director Community & Customer Services	01/07/2019	30/06/2023	On Track
→ 1.3.2 Identify and engage in partnerships that can more effectively deliver defined service levels to our communities.: 100%	Manager City Strategy & Economic Development	01/07/2019	30/06/2023	On Track

2.1 Stimulate a prosperous economy			
→ 2.1.1 Foster an environment that encourages investment and jobs: 100%	Director Strategy & Development	01/07/2019	30/06/2023
→ 2.1.2 Build relationships with government and the private sector that create job opportunities for our communities: 100%	Director Strategy & Development	01/07/2019	30/06/2023
2.2 Identify and support priority growth sectors			
→ 2.2.1 Target growth sectors based on our understanding of the City's competitive advantages: 100%	Director Strategy & Development	01/07/2019	30/06/2023
3.1 Create a liveable and desirable City			
→ 3.1.1 Revitalise our CBD areas through infrastructure improvements: 100%	Director Infrastructure & Works	01/07/2019	30/06/2023
→ 3.1.3 Manage the City's transport network and the associated infrastructure to promote sustainability, accessibility, choice, safety and amenity for all modes of transport: 100%	Director Infrastructure & Works	01/07/2019	30/06/2023
→ 3.1.4 Deliver new and existing services to improve the City's liveability: 100%	Director Infrastructure & Works	01/07/2019	30/06/2023
→ 3.1.2 Enhance our parks and public spaces with public art and contemporary design: 100%	Director Infrastructure & Works	01/07/2019	30/06/2023
3.2 Manage our natural environments now and for the future			
→ 3.2.2 Encourage access to and appreciation of natural areas through the development of trail networks and environmental education: 100%	Director Infrastructure & Works	01/07/2019	30/06/2023
→ 3.2.1 Identify and protect areas of high natural values: 100%	Director Infrastructure & Works	01/07/2019	30/06/2023
→ 3.2.3 Enhance, protect and celebrate the Derwent Foreshore: 100%	Director Infrastructure & Works	01/07/2019	30/06/2023
4.1 Govern in the best interests of our communities			
→ 4.1.1 Manage Council for maximum efficiency, accountability and transparency: 100%	Director Strategy & Development	01/07/2019	30/06/2023
→ 4.1.2 Manage the City's assets soundly for the long-term benefit of the Community: 100%	Director Infrastructure & Works	01/07/2019	30/06/2023

→ 4.1.3 Maximise regulatory compliance in Council and the community through our systems and processes: 100%	Director Community & Customer Services	01/07/2019	30/06/2023	On Track
4.2 Prioritise resources to achieve our communities' goals				
→ 4.2.1 Deploy the Council's resources effectively to deliver value: 100%	Director Corporate Services	01/07/2019	30/06/2023	On Track
→ 4.2.2 Ensure that we have a skilled, capable and safety-focused workforce: 100%	Director Corporate Services	01/07/2019	30/06/2023	On Track
4.3 Build strong relationships to deliver our communities' goals				
→ 4.3.1 Foster productive relationships with other levels of government, other councils and peak bodies to achieve community outcomes: 100%	General Manager	01/01/2019	30/06/2023	On Track
5.1 All the activities of Council contribute to and support our Community's goal to Build Image and Pride: 100%	General Manager	01/01/2019	30/06/2023	On Track
→ 5.1.1 We will show pride in our city and others will see it: 100%	General Manager	01/07/2019	30/06/2023	On Track



Legal Services Policy

Title	Legal Services Policy
Council Resolution	25 March 2019 (item 21)
Responsible Directorate	Corporate Services
Due for Review	Two Four (42) years from Council Resolution Date
Strategic Plan Reference	4.1 Govern in the best interest of our community 4.1.1 Manage Council for maximum efficiency, accountability and transparency. 4.2 Prioritise resources to achieve our communities' goals 4.2.1 Deploy the Council's resources to effectively deliver value
ECM	Council Policy

PURPOSE

The purpose of this policy is [to](#) provide a framework for:

- the delivery of internal legal services by Council's in-house legal practitioners, and
- the engagement and use of external legal services by Council.

SCOPE

This policy applies to all employees of Council.

STATUTORY REQUIREMENTS

Section 20 of the *Local Government Act 1993* relevantly provides that the functions of a Council include:

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

Section 221 of the *Legal Profession Act 2007* relevantly provides that the prescribed authority may make rules about legal practice in Tasmania engaged in by Australian legal practitioners.

The *Rules of Practice 1994* set out the prescribed rules for legal practice in Tasmania.

Acts	<i>Local Government Act 1993</i> <i>Legal Profession Act 2007</i> <i>Rules of Practice 1993</i>
Regulations	Not applicable
Australian/International Standards	Not applicable

POLICY STATEMENT**Background**

Council provides a diverse range of local government services to the Glenorchy community and has necessary core business functions to discharge and statutory obligations to meet, including:

- regulation and enforcement

- infrastructure and service delivery
- facilities maintenance and management
- the entering into and management of contracts and commercial and non-commercial ventures
- risk management and human resource management, and
- the acquisition and disposal of property, including leasing, licensing and casual hire by commercial and not for profit organisations.

The efficient and effective provision of these services to protect the interests of Council, its assets and the community often requires legal advice and the assistance of legal support services. Legal services can be provided by legal practitioners employed by Council or by taking advice from external legal practitioners employed in law firms.

As a public body utilising public funds, Council must ensure that its use and procurement of legal services is consistent with both its statutory functions and obligations, and the expectations of the Glenorchy community and in efficiently and effectively protecting Council's interests and assets.

Objectives

The following objectives are to guide Council in its use of and provision of legal services with guidance notes as to how these objectives are to be achieved.

Objective 1

To ensure that Council has access to legal advice to support appropriate decision making over the short, medium and long terms

Actions

To achieve Objective 1, Council will:

- 1.1 maintain an in-house legal service, led by a senior legal practitioner with appropriate qualifications, experience skill and resources to facilitate and oversee the provision of legal support within all of Council
- 1.2 ensure that any person employed as a legal practitioner by Council ~~holds or is deemed to hold a current Tasmanian Legal Practising Certificate~~ holds a current Tasmanian Legal Practising Certificate, and is otherwise appropriately skilled and qualified
- 1.4 establish and communicate agreed service level standards for the provision of legal services, and procedures and expectations for Council staff seeking legal advice

Objective 2

To use legal services appropriately to manage and balance the risks involved with providing local government service outcomes for the community

Actions

To achieve Objective 2, Council:

- 2.1 recognises that the engagement of external law firms is appropriate in situations where there is a shortage of internal legal services resources where:
 - specialised advice is required
 - there is a risk that obtaining internal legal advice could give rise to a conflict of interest,

- ~~the matter is particularly time sensitive~~ there is a temporary shortage of resources in legal services (e.g. illness, leave, or an abnormal peak in workload)
 - the matter pertains to the General Manager's contract of employment, or
 - the risk associated with legal advice and action is such that external legal support is appropriate.
- 2.2 will establish a directive and line of authority for the approval of requests for external legal advice, which will specifically address requests for external legal advice by the General Manager
- 2.4 will endeavour to ensure that all management and senior staff have appropriate knowledge of the roles and responsibilities of Council's in-house legal service and the capacity to make sound decisions in relation to when it is appropriate (and not appropriate) to seek legal advice, and
- 2.5 will implement procedures that clearly define the expectations and responsibilities of all staff when communicating (internally and externally) on matters which may have legal implications for Council.
- 2.6 will report monthly to ~~Council~~ ELT Council on the amount spent on external legal services in the preceding month.
- 2.7 will require the approval of ~~Council~~ Council ELT where expenditure on any individual legal matter exceeds \$25,000 (exc GST),

Objective 3

To actively manage Council's use of legal services to achieve the minimum cost to the community that is consistent with effective Council service provision and community expectations

Actions

To achieve Objective 3, Council will:

- 3.1 establish and maintain a panel of experienced external legal service providers, to be appointed through a formal procurement process, with providers to be assessed on both skills and expertise and value for money for the level of service provided (with discretion to be retained by the General Manager and the manager of the Council legal department to engage a legal service provider which is not on the panel)
- 3.2 subject to direction by the General Manager, only refer matters to external legal services in the circumstances specified in Action 2.1
- 3.3 actively monitor Council's expenditure on external legal services and ensure that appropriate corporate reporting data is available to the elected body of Aldermen and internal decision makers
- 3.4 balance the cost of engaging external legal services against the potential financial and regulatory consequences for Council of not obtaining appropriate and timely legal advice

Objective 4

To protect the integrity of Council's legal advice from conflicts of interest, loss of privilege and by ensuring the confidentiality of legal advice

Actions

To achieve Objective 4, Council:

- 4.1 adopts the Glenorchy City Council In-House Legal Services Independence Statement which is Attachment 1 to this policy
- 4.2 directs that any advice required to assist Council in matters pertaining to the General Manager's contract of employment be obtained from independent external lawyers

- 4.3 will implement procedures and delegations to clarify the roles and responsibilities of decision makers in respect to legal matters (which recognise and protect the independence of Council's in-house legal team and the duties of legal practitioners), and
- 4.4 will ensure that the confidentiality and integrity of sensitive legal information is maintained in accordance with all legal, fiduciary and ethical obligations.

Objective 5

To minimise the impact of avoidable dispute by promoting, where appropriate, early dialogue and alternative dispute resolution as an alternative to formal legal action

Actions

To achieve Objective 5, Council will:

- 5.1 only commence formal litigation where Council has considered other forms of dispute resolution and the public interest;
- 5.2 consider the interests of the Glenorchy community before initiating legal proceedings.

Objective 6

To comply with Council's obligation to act as a model litigant

Actions

- 6.1 ~~though not prevented from acting firmly and decisively to protect its interests, and from exercising the same rights as any other litigants,~~ Council will conduct itself as a model litigant in any proceedings in which it is involved. Council's conduct as a model litigant may include:
 - dealing with claims promptly;
 - minimising delay in proceedings;
 - making an early assessment of the prospects of success and potential liability in claims;
 - paying legitimate claims (that have been substantiated with appropriate evidence) without commencing litigation;
 - acting consistently in the handling of claims and litigation;
 - endeavouring to avoid, prevent or limit the scope of litigation and participating in alternative dispute resolution where appropriate;
 - minimising costs in proceedings;
 - not taking unfair advantage of a claimant who lacks the resources to litigate a legitimate claim; ~~and~~
 - ~~not taking technical points unless not doing so may compromise~~ taking a high moral and ethical stance while also protecting Council's interests.

Legal Services Directive

This policy is to be supported by a legal services directive which set out prescriptive procedures and requirements that will be adopted to seek to achieve the objectives.

Council may combine any actions arising from this policy into a single legal services directive, or into multiple legal services directives that address separate policy areas, as appropriate.

Glenorchy City Council Legal Services Policy

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ATTACHMENT 1

Glenorchy City Council In-House Legal Services Independence Statement

Council's employed lawyers must ensure that the advice they provide is objective and impartial in compliance with the professional obligations of practitioners of the legal profession in Tasmania.

In particular, Council's employed lawyers must be entitled to practice as a legal practitioner in Tasmania ~~and maintain a current practising certificate~~, subject to and in compliance with the *Legal Profession Act 2007* and a range of imposed conditions including (but not limited to):

- individual lawyers can only engage in providing in-house legal services to Council, subject to any other conditions ~~on a practising certificate~~ issued by the Law Society of Tasmania, and
- individual lawyers must ~~undertake~~ continuing professional development ~~in accordance with in~~ compliance with relevant Law Society practice directives ~~and legal requirements and conditions imposed on an individual's practising certificate~~

The following statements highlight the characteristics of the independence of Council's employed lawyers to the rest of the organisation:

- Council's legal services will be provided in an independent and professional manner in accordance with each individual lawyer's responsibilities as an officer of the Court or Courts in which they are admitted to practice and the laws, regulations and professional rules applying to legal practitioners in Australia.
- The professional duties of Council's employed lawyers may take precedence over their duties to Council or individuals within Council. Their legal and ethical obligations must be observed and performed, including the duty to avoid conflicts and to not participate in or allow conduct or actions which may not be in accordance with legal or ethical requirements.
- The primary role of Council's employed lawyers is to provide legal advice, as opposed to commercial advice. Council's employed lawyers may provide commercial advice in an advisory capacity, provided it does not, in their reasonable opinion, conflict with their ability to provide impartial and unbiased legal advice. This distinction will be clearly understood where a lawyer is providing legal advice to assist the Council in making a commercial assessment of a particular matter.
- Council's Aldermen, management or staff must not seek to inappropriately influence the proper exercise of the independent professional judgment of any Council employed lawyer.
- If any Council employed lawyer forms the view that their ability to provide impartial legal advice has been, or may be, compromised, they should immediately inform the designated Manager of the legal department or the General Manager and, if necessary, declare a conflict of interest and refer the matter for external legal advice.
- The identity of the 'client' in each instance of provision of legal advice should be clear and for what purpose the advice is sought. The overarching fiduciary duty of a Council employed lawyer is to the Council as a whole. A Council employed lawyer does not owe a duty of confidentiality on an individual basis to any individual, including an Alderman, a member of management or staff where to do so would in the reasonable opinion of that lawyer, prejudice or jeopardise the interests of Council as a whole or be reasonably determined by an objective legal practitioner to be misleading, deceptive, unethical or unlawful. For example, a Council employed lawyer cannot provide personal advice to any individual including an Alderman, or a member of management or staff where that advice conflicts with the broader interest of Council and the Glenorchy Community or is unlawful or hides or deprives critical

information or advice that ought to be known by a wider audience than the individual whom the information or advice has been provided to or requested.

- Provided they have acted competently and in good faith, a Council employed lawyer cannot face disciplinary action where they have acted in accordance with their legal and ethical obligations, even where their decision or conduct is not in favour of Council as a whole or is not in alignment with the request or instruction of an individual person, Alderman, member of management or staff.
- The importance of maintaining and not waiving legal professional privilege is paramount to the interests of Council. There may be situations where a Council employed lawyer can only provide legal advice or information to certain individuals and within certain contexts within Council, (for example the General Manager or to Council in a closed session) so as not to compromise Council's position or rights.
- Where a Council employed lawyer performs both legal and non-legal roles those roles must be clearly delineated and the distinction identified where appropriate in relevant communications.
- Nothing limits, waives or reduces the obligations of a Council employed lawyer in relation to their professional and ethical obligations as an officer of the Court and as a legal practitioner pursuant to the *Legal Profession Act 2007* and *Rules of Practice 1994*, or any national legislation or rules or other equivalent or replacement legislation, code, regulation, rules or requirement.

COUNCIL POLICY

Legal Services**PURPOSE**

The purpose of this policy is to provide a framework for:

- the delivery of internal legal services by Council's in-house legal practitioners, and
- the engagement and use of external legal services by Council.

SCOPE

This policy applies to all employees of Council.

STRATEGIC PLAN ALIGNMENTMaking 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

RELATED DOCUMENTS

Legal Services Directive

STATUTORY REQUIREMENTS

Acts	Local Government Act 1993 Legal Profession Act 2007 Rules of Practice 1993
Regulations	N/A



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Australian/International Standards	N/A
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DEFINITIONS

Legal Services means the internal services provided by Council's Senior Legal Counsel and its legal services panel.

Model Litigant means the common law guidelines regarding how a government (including local government) should conduct itself before, during and after legal proceedings against another government agency, a company or an individual.

Practising Certificate means the certificate granted to a qualified legal practitioner by the Law Society.

POLICY STATEMENT

Background

Council provides a diverse range of local government services to the Glenorchy community and has necessary core business functions to discharge and statutory obligations to meet, including:

- regulation and enforcement
- infrastructure and service delivery
- facilities maintenance and management
- the entering into and management of contracts and commercial and non-commercial ventures
- risk management and human resource management, and
- the acquisition and disposal of property, including leasing, licensing and casual hire by commercial and not for profit organisations.

The efficient and effective provision of these services to protect the interests of Council, its assets and the community often requires legal advice and the assistance of legal support services. Legal services can be provided by legal practitioners employed by Council or by taking advice from external legal practitioners employed in law firms.

As a public body utilising public funds, Council must ensure that its use and procurement of legal services is consistent with both its statutory functions and obligations, and the expectations of the Glenorchy community and in efficiently and effectively protecting Council's interests and assets.

Objectives

The following objectives are to guide Council in its use and provision of legal services with guidance notes as to how these objectives are to be achieved.



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Objective 1

To ensure that Council has access to legal advice to support appropriate decision making over the short, medium and long terms

Actions

To achieve Objective 1, Council will:

- 1.1 maintain an in-house legal service, led by a senior legal practitioner with appropriate qualifications, experience skill and resources to facilitate and oversee the provision of legal support within all of Council
- 1.2 ensure that any person employed as a legal practitioner by Council holds or is deemed to hold a current Tasmanian Legal Practising Certificate, and is otherwise appropriately skilled and qualified
- 1.4 establish and communicate agreed service level standards for the provision of legal services, and procedures and expectations for Council staff seeking legal advice

Objective 2

To use legal services appropriately to manage and balance the risks involved with providing local government service outcomes for the community

Actions

To achieve Objective 2, Council:

- 2.1 recognises that the engagement of external law firms is appropriate in situations where there is a shortage of internal legal services resources where:
 - specialised advice is required
 - there is a risk that obtaining internal legal advice could give rise to a conflict of interest,
 - there is a temporary shortage of resources in legal services (e.g. illness, leave, or an abnormal peak in workload, the matter pertains to the General Manager's contract of employment, or
 - the risk associated with legal advice and action is such that external legal support is appropriate.
- 2.2 will establish a directive and line of authority for the approval of requests for external legal advice, which will specifically address requests for external legal advice by the General Manager
- 2.4 will endeavour to ensure that all management and senior staff have appropriate knowledge of the roles and responsibilities of Council's in-house legal service and the capacity to make sound decisions in relation to when it is appropriate (and not appropriate) to seek legal advice, and
- 2.5 will implement procedures that clearly define the expectations and responsibilities of all staff when communicating (internally and externally) on matters which may have legal implications for Council.
- 2.6 will report monthly to Council on the amount spent on external legal services in the preceding month.
- 2.7 will require the approval of Council where expenditure on any individual legal matter exceeds \$25,000 (exc GST),

**Objective 3**

To actively manage Council's use of legal services to achieve the minimum cost to the community that is consistent with effective Council service provision and community expectations

Actions

To achieve Objective 3, Council will:

- 3.1 establish and maintain a panel of experienced external legal service providers, to be appointed through a formal procurement process, with providers to be assessed on both skills and expertise and value for money for the level of service provided (with discretion to be retained by the General Manager and the manager of the Council legal department to engage a legal service provider which is not on the panel)
- 3.2 subject to direction by the General Manager, only refer matters to external legal services in the circumstances specified in Action 2.1
- 3.3 actively monitor Council's expenditure on external legal services and ensure that appropriate corporate reporting data is available to the elected body of Aldermen and internal decision makers
- 3.4 balance the cost of engaging external legal services against the potential financial and regulatory consequences for Council of not obtaining appropriate and timely legal advice

Objective 4

To protect the integrity of Council's legal advice from conflicts of interest, loss of privilege and by ensuring the confidentiality of legal advice

Actions

To achieve Objective 4, Council:

- 4.1 adopts the Glenorchy City Council In-House Legal Services Independence Statement which is Attachment 1 to this policy
- 4.2 directs that any advice required to assist Council in matters pertaining to the General Manager's contract of employment be obtained from independent external lawyers
- 4.3 will implement procedures and delegations to clarify the roles and responsibilities of decision makers in respect to legal matters (which recognise and protect the independence of Council's in-house legal team and the duties of legal practitioners), and
- 4.4 will ensure that the confidentiality and integrity of sensitive legal information is maintained in accordance with all legal, fiduciary and ethical obligations.



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Objective 5

To minimise the impact of avoidable disputation by promoting, where appropriate, early dialogue and alternative dispute resolution as an alternative to formal legal action

Actions

To achieve Objective 5, Council will:

- 5.1 only commence formal litigation where Council has considered other forms of dispute resolution and the public interest.
- 5.2 consider the interests of the Glenorchy community before initiating legal proceedings.

Objective 6

To comply with Council's obligation to act as a model litigant

Actions

- 6.1 Council will conduct itself as a model litigant in any proceedings in which it is involved. Council's conduct as a model litigant may include:
 - dealing with claims promptly;
 - minimising delay in proceedings;
 - making an early assessment of the prospects of success and potential liability in claims;
 - paying legitimate claims (that have been substantiated with appropriate evidence) without commencing litigation;
 - acting consistently in the handling of claims and litigation;
 - endeavouring to avoid, prevent or limit the scope of litigation and participating in alternative dispute resolution where appropriate;
 - minimising costs in proceedings;
 - not taking unfair advantage of a claimant who lacks the resources to litigate a legitimate claim; and
 - taking a high moral and ethical stance while also protecting Council's interests.

Legal Services Directive

This policy is to be supported by a legal services directive which set out prescriptive procedures and requirements that will be adopted to seek to achieve the objectives.

Council may combine any actions arising from this policy into a single legal services directive, or into multiple legal services directives that address separate policy areas, as appropriate.



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DOCUMENT CONTROL

Version:	2.0	Adopted	DD Month YYYY	Commencement Date	DD Month YYYY
Minutes Reference	#####			Review Period	4 Years from adoption
Previous Versions:	v 1.0 adopted 25 March 2019 (Council meeting, Item 21)				
Responsible Directorate	Corporate Services		Controller:	Manager Corporate Governance	
ECM Document No.:	Policies				



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ATTACHMENT 1**Glenorchy City Council In-House Legal Services
Independence Statement**

Council's employed lawyers must ensure that the advice they provide is objective and impartial in compliance with the professional obligations of practitioners of the legal profession in Tasmania.

In particular, Council's employed lawyers must be entitled to practice as a legal practitioner in Tasmania, subject to and in compliance with the Legal Profession Act 2007 and a range of imposed conditions including (but not limited to):

- individual lawyers can only engage in providing in-house legal services to Council, subject to any other conditions issued by the Law Society of Tasmania, and
- individual lawyers must undertake continuing professional development in compliance with relevant Law Society practice directives and legal requirements

The following statements highlight the characteristics of the independence of Council's employed lawyers to the rest of the organisation:

- Council's legal services will be provided in an independent and professional manner in accordance with each individual lawyer's responsibilities as an officer of the Court or Courts in which they are admitted to practice and the laws, regulations and professional rules applying to legal practitioners in Australia.
- The professional duties of Council's employed lawyers may take precedence over their duties to Council or individuals within Council. Their legal and ethical obligations must be observed and performed, including the duty to avoid conflicts and to not participate in or allow conduct or actions which may not be in accordance with legal or ethical requirements.
- The primary role of Council's employed lawyers is to provide legal advice, as opposed to commercial advice. Council's employed lawyers may provide commercial advice in an advisory capacity, provided it does not, in their reasonable opinion, conflict with their ability to provide impartial and unbiased legal advice. This distinction will be clearly understood where a lawyer is providing legal advice to assist the Council in making a commercial assessment of a particular matter.
- Council's Aldermen, management or staff must not seek to inappropriately influence the proper exercise of the independent professional judgment of any Council employed lawyer.
- If any Council employed lawyer forms the view that their ability to provide impartial legal advice has been, or may be, compromised, they should immediately inform the designated Manager of the legal department or the General Manager and, if necessary, declare a conflict of interest and refer the matter for external legal advice.
- The identity of the 'client' in each instance of provision of legal advice should be clear and for what purpose the advice is sought. The overarching fiduciary duty of a Council employed lawyer is to the Council as a whole. A Council employed lawyer does not owe a duty of confidentiality on an individual basis to any individual, including an Alderman, a member of management or staff where to do so would in the reasonable opinion of that lawyer, prejudice or jeopardise the interests of Council as a whole or be reasonably determined by an



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objective legal practitioner to be misleading, deceptive, unethical or unlawful. For example, a Council employed lawyer cannot provide personal advice to any individual including an Alderman, or a member of management or staff where that advice conflicts with the broader interest of Council and the Glenorchy Community or is unlawful or hides or deprives critical information or advice that ought to be known by a wider audience than the individual whom the information or advice has been provided to or requested.

- Provided they have acted competently and in good faith, a Council employed lawyer cannot face disciplinary action where they have acted in accordance with their legal and ethical obligations, even where their decision or conduct is not in favour of Council as a whole or is not in alignment with the request or instruction of an individual person, Alderman, member of management or staff.
- The importance of maintaining and not waiving legal professional privilege is paramount to the interests of Council. There may be situations where a Council employed lawyer can only provide legal advice or information to certain individuals and within certain contexts within Council, (for example the General Manager or to Council in a closed session) so as not to compromise Council's position or rights.
- Where a Council employed lawyer performs both legal and non-legal roles those roles must be clearly delineated and the distinction identified where appropriate in relevant communications.
- Nothing limits, waives or reduces the obligations of a Council employed lawyer in relation to their professional and ethical obligations as an officer of the Court and as a legal practitioner pursuant to the Legal Profession Act 2007 and Rules of Practice 1994, or any national legislation or rules or other equivalent or replacement legislation, code, regulation, rules or requirement.