

GLENORCHY CITY COUNCIL
ATTACHMENTS
MONDAY, 26 FEBRUARY 2018



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GLENORCHY CITY COUNCIL

MULTICULTURAL COMMUNITY SPACES PLAN



GLENORCHY CITY
Where ideas happen.

Version Control

Version	Date	Author	Description
FINAL	04/10/2016	Plan C and Pearler	FINAL

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FOR:



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Acronyms

Abbreviation /acronym	Explanation
AFL	Australian Football Club
CBD	Central Business District
CPTED	Crime prevention through environmental design
DSS	Department of Social Services (Commonwealth Government)
GCC	Glenorchy City Council
HSS	Humanitarian Settlement Services
KGV	King George V Precinct
LGA	Local Government Area
LINC	Libraries in Tasmania
MAC	Moonah Arts Centre
MCC	Moonah Community Centre
MCOT	Multicultural Council of Tasmania
MONA	Museum of Old and New Art
MRC	Migrant Resource Centre
N/A	Not applicable
Old MAC	Old Moonah Arts Centre, also known as the Hopkins Street Centre.

Acronyms continued...

PA	Public address system
PCYC	Police Citizens Youth Club
State	Tasmania
Study Area	Glenorchy City Council LGA
Target group 1	Emerging and newly arrived multicultural groups
Target group 2	Young people from multicultural groups
Target group 3	Established multicultural groups
TBC	To be confirmed
WIFI	Wireless Internet access
YMCA	Young Men's Christian Association

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Executive Summary

Project Background

Glenorchy City, located in the northern part of the Greater Hobart Region, is characterised by its high representation of multicultural communities arising from historic and recent waves of migration. The Tasmanian Government provided funding to Glenorchy City Council (GCC) to develop the *Multicultural Community Spaces Plan* (Plan). The Plan's purpose is to identify solutions to meet the varying needs of different multicultural groups for spaces and facilities in Glenorchy that will support their community, cultural and religious activities.

Multiculturalism is a very broad concept that describes differences in languages, ancestry, culture and religion (City of Hobart, 2014). Retention of migrants through better access to and provision of spaces also plays a strategic role in encouraging groups to continue to reside in Hobart, which in turn supports state population growth and diversity objectives, as well as providing other community benefits.

Current Reality - Where are We Now?

Migration to Glenorchy

Glenorchy City and the Greater Hobart Region has long been a destination for overseas migrants, with high levels of European migrants arriving since the 1950's. Recently a rise in migrants from South East Asia, Central and West Asia, and Africa, representing almost one third of arrivals in the Greater Hobart Region, have settled in the Glenorchy LGA.

Glenorchy's high levels of cultural diversity is not evenly distributed across the LGA, with so-called "Beacons of Cultural Diversity" – suburbs with high representations of multicultural communities, including West Moonah, Moonah, Glenorchy, Lutana-Derwent Park, Montrose, and Chigwell.



Overseas migrants settle in Australia through the skilled, family and humanitarian migration programs. A large number of arrivals settled in Glenorchy and the Greater Hobart Region between January 2010 and December 2014 were from humanitarian programmes.

Multicultural Services

Services to support humanitarian entrants on arrival, and throughout their initial settlement period (generally for the first 6 to 12 months), are funded under the Federal Government's Humanitarian Settlement Services (HSS) programme and delivered by external service providers including CatholicCare Tasmania, Migrant Resource Centre (Southern Tasmania) (MRC), and Red Cross Tasmania.

Multicultural Council of Tasmania (MCOT), a peak body run as a voluntary not-for-profit, also advocates for the rights and interests of multicultural groups in Tasmania.

Target Groups

Target groups were established to focus planning and consultation activities for the *Plan* most effectively under available project resources as directed by the project steering committee, and include:

- **Target Group 1** — Emerging and newly arrived multicultural groups with high levels of need for spaces and facilities to support their resettlement, who have generally been in the local area for less than five years.
- **Target Group 2** — Young people (aged 13 – 25 years of age) from multicultural backgrounds with high levels of need for spaces and facilities to support their social, recreational and educational development.
- **Target Group 3** — Established multicultural groups with varying levels of needs for spaces and facilities to support community, cultural, religious and faith-based activities, including groups generally settled for five years or longer, some groups that own and manage their own spaces and those seeking to develop facilities. It is important to note that individuals from some groups included in Target Group 3 continue to arrive to the present day





Current Use and Provision

A high level assessment identified how target groups' space and facility needs are currently being accommodated. The following spectrum of spaces was identified:

1. Community accommodated spaces (e.g. people's homes, rental houses)
2. Service sector supported spaces and facilities
3. GCC owned / controlled community facilities
4. Non-GCC community facilities, such as schools and other State-owned/controlled assets, privately owned spaces, and sporting, recreation, cultural, and religious clubs and facilities
5. Spaces owned by multicultural groups

Not all target group needs are currently being met, with varying barriers to participation between groups.

Facility Audit

Audits were conducted on seven GCC-owned and five non-GCC owned facilities in the Glenorchy LGA. Audit criteria were informed by the project steering committee to supplement standard community planning and architectural criteria. Key findings indicated:

- Five (5) GCC facilities were considered **suitable**, with immediate capacity to support multicultural groups, including Moonah Community Centre (MCC), Old MAC, Cresswell Beakley Stand (Level 3), Berriedale Hall and Chigwell Barn.
- Four (4) non-GCC owned facilities were identified as **potentially suitable** to meet needs, included Glenorchy Masonic Hall, Cosgrove High School, Glenorchy Primary School and German Club.

A number of additional spaces and facilities were identified that could not be audited within the scope of the study, or sat outside of the study area, but could accommodate the needs of multicultural groups. Additional guidance on these is provided in project recommendations.

Desired Future – Where Do We Want To Be?

Community Engagement

The three target groups were engaged through five separate but linked consultation programs that engaged 91 participants in total, representing approximately 24 different multicultural groups. There were an additional 14 groups contacted several times by the project team who did not participate in engagement.

Outcomes of the engagement program for each target group are summarised in the table below.

Target Groups	Key Consultation Outcomes
Target Group 1: Emerging and Newly Arrived Multicultural Groups	• Old MAC is the preferred space for development of a potential multicultural hub for smaller scale events and activities (up to 200 people) • Other GCC-owned spaces and facilities (e.g. MCC) would also be required to meet the likely demand for cultural and faith based activities, particularly on weekends, afternoons and evenings • Non-GCC owned spaces and facilities are also needed to meet the potential demand for larger scale (above 200 people) activities, include Royal Hobart Showgrounds, School facilities (i.e. Cosgrove High School) and potentially facilities owned and leased by other multicultural groups (e.g. German and Polish Clubs)
Target Group 2: Young People	• Level 3, Cresswell – Beakley Stand was identified as the preferred location for a drop-in youth facility offering after school, weekend and holiday programming, supported by MRC (as a tenant in KGV), and GCCs youth team • YMCA Glenorchy have expressed interest in providing programs for young people from multicultural backgrounds, which will be further explored in the implementation of the Plan • Sports clubs in the KGV Precinct could also deliver sports activities programming for young people with multicultural backgrounds
Target Group 3: Established Communities	• Other GCC-owned spaces and facilities (e.g. MCC) could meet some of the potential demand for cultural or faith based activities, particularly on weekends, afternoons and evenings. • Facilities owned / leased by other multicultural groups potentially including Italian Club, German Club, Polish Club, and Australian Croatian Club which may have excess capacity for similar purposes. • There are a range of barriers that prevent multicultural communities accessing appropriate spaces including: cost to hire, insurance, awareness of spaces, literacy and capacity challenges within some communities. • Specific groups are interested in developing their own facilities for religious and faith-based purposes including Sikh and Hindu groups.

Action Planning – How Do We Get There?

Recommendations

Target Groups	Recommendations
Target Group 1: Emerging and Newly Arrived Multicultural Groups	• GCC to provide use of the existing Old MAC building to become a dedicated multicultural hub for the next five years as a transitional space for Target Group 1 – Emerging and Newly Arrived Migrants and other multicultural groups use, at the lowest cost possible, provide maintenance, and potentially minor capital works • Identify a provider from the multicultural service sector to manage and operate the facility through an Expression of Interest (EOI) process, including dedicated human resources (on a part-time or casual basis) • GCC and the sector to broker access for groups to larger scale facilities (for events above 200 people) through a dedicated community development program • Funding to support implementation will be sought from all levels of government
Target Group 2: Young People	• Provide the Cresswell-Beakley Stand (Level 3) as a supported, part time youth space to meet the needs of young people from multicultural backgrounds for after school and weekend drop-in activities and services, managed by MRC • Continue engagement with sports groups and service sector (i.e. multicultural and youth) regarding the delivery of a multicultural youth space in KGV precinct • Undertake master planning for the whole KGV Precinct to address needs for various user groups, including safety and CPTED considerations, connectivity to Glenorchy CBD and to address other relevant planning, design and management issues
Target Group 3: Established Communities	• Develop solutions to reduce the barriers to entry and increase access to community spaces and facilities for all multicultural groups, through: - Service providers brokering outcomes between groups and space providers through the community development program described in the Plan Appendices - Providing GCC-owned facilities for as low a cost as possible - Cost effective insurance cover, possibly held by the sector or by GCC, to enable increased ad hoc usage by target groups - Communications and information materials to promote opportunities - Development of a website for information and/or online / digital (application based) booking system • Establish a forum with relevant stakeholder groups to explore the issues and barriers to the development of places of worship for faith-based communities • Support the establishment of a whole of government approach to facilitate the development of places of worship in the Greater Hobart Region that clarifies a preferred development approach and manages community concern

1. Introduction

1.1 Project Background

Glenorchy City Council's (GCC) Local Government Area (LGA) is located in the northern part of Greater Hobart Region. Historically, multicultural groups and migrants have chosen to live in Glenorchy since European settlement in the 1870's, with further waves of migration since the 1950s.

Glenorchy continues to be a popular destination for multicultural groups to the present day, with a number of humanitarian and other migrant entrant groups settling in the local area over the last ten years.

In February 2014, the Tasmanian Government announced the release of funding for GCC to develop the Multicultural Community Spaces Plan (*Plan*). The *Plan* aims to identify solutions to meet the varying needs of different multicultural groups for spaces and facilities to support community, cultural and religious activities.

Funding for the development of the *Plan* followed an unsuccessful bid to develop a Sikh Temple in the local area after a series of meetings with local community groups and politicians. This encouraged local and state governments and the sector to look more closely at the spatial community space needs and barriers facing local multicultural groups.

At a state level, the retention of multicultural groups within Tasmania is supported as a key objective to growing the state's population and diversity.

GCC commissioned Plan C and Pearler, Community Planners and Architects, to prepare the Plan.



1.2 Project Methodology

1.2.1 Planning Process

Data was gathered from a variety of sources in preparation of the *Plan*, both primary and secondary, through the activities listed below:

1. Review of background information
2. Audit of facilities in the existing network
3. Engagement with internal and external stakeholder groups, including:
 - Elected representatives and GCC officers
 - Steering Committee Members comprising multicultural service sector and representatives from three levels of government
 - Representatives from local multicultural community groups
4. Drafting of Action and Implementation Plans
5. Plan review and adoption

1.3 Plan Structure

The *Plan* is structured to reflect the four stages of community planning, and includes the following sections:

- Section 2:** Current Reality – Where are we now?
Section 3: Desired Future – Where do we want to be?
Section 4: Action Planning – How do we get there?
Section 5: Implementation Plan – Are we getting there?

Detailed outcomes and other resources arising from the project are provided as appendices in a separate volume to further support the Plan's recommendations, and include:

- **Appendix A:** Background to the Multicultural Services Sector
- **Appendix B:** Facilities Audit
- **Appendix C:** Community Engagement
- **Appendix D:** Facilities Upgrades and Approaches
- **Appendix E:** Places of Worship
- **Appendix F:** Brokering Access to Spaces
- **Appendix G:** Stakeholder Database



Image courtesy of Rebecca Siegel

2. Current Reality

Where are we now?

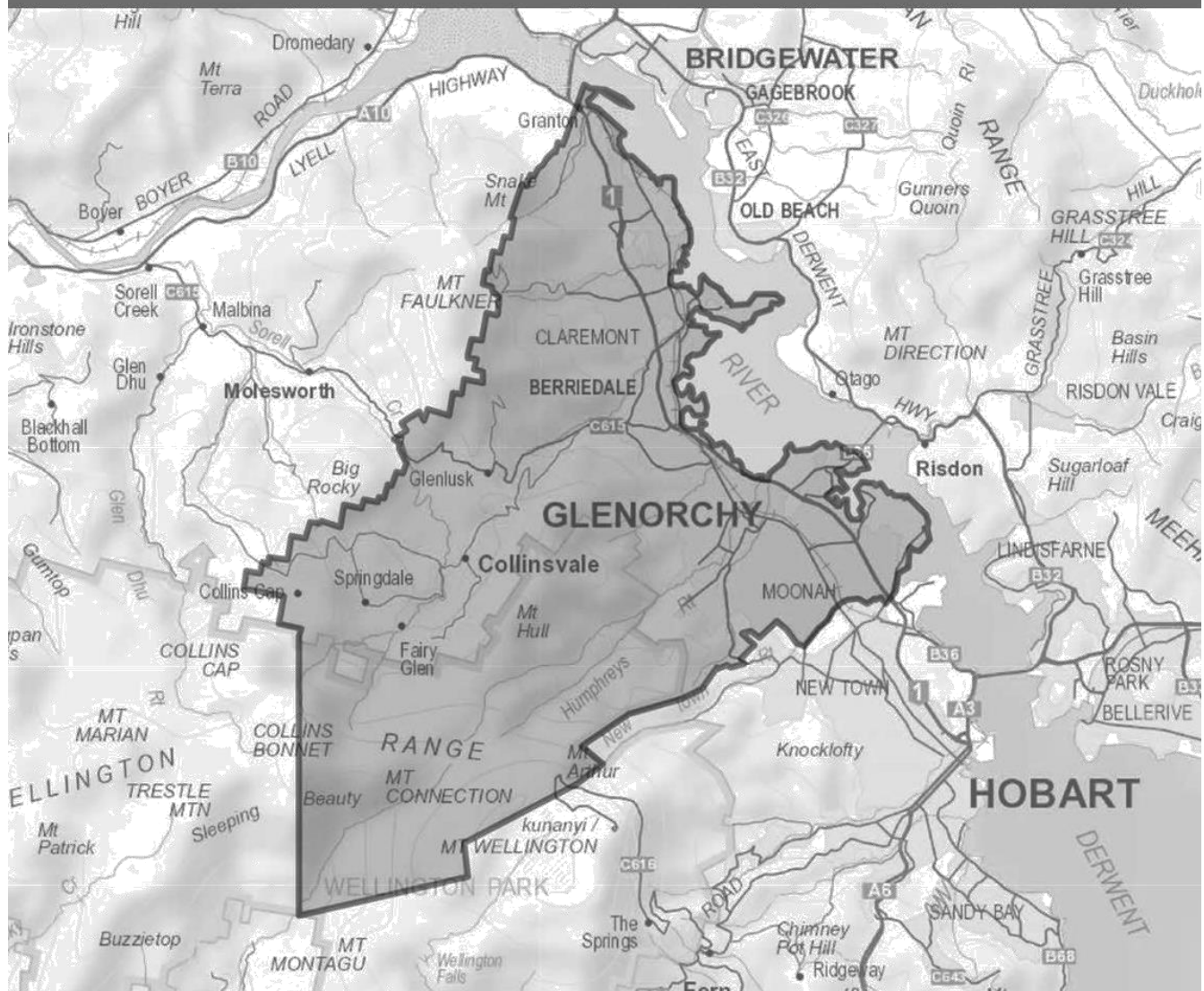


Figure 2.1: Glenorchy City Council Area

2.1 Study Area

Glenorchy LGA has the third largest population in the Greater Hobart Region, with an estimated residential population of 45,622 people at June 2014 (ABS, 2015), covering a total area of 120.9 km².

GCC's jurisdictional area includes the suburbs of Glenorchy, West Moonah, Moonah, Berriedale, Chigwell, Collinsville, Rosetta, Claremont, Lutana, Derwent Park, Goodwood, Collinsvale, Granton, Austin's Ferry, Montrose and sections of Wellington Park.

The Glenorchy LGA area is depicted in **Figure 2.1**.

2.2 Multicultural Communities

2.2.1 Cultural Diversity in Glenorchy

Glenorchy's community is characterised by high levels of multiculturalism¹, measured within this project by residents that speak a language other than English at home (LOTE), representing 7.4 % of the LGA population in June 2011, which was higher than the Greater Hobart Region (6.4%), and Tasmania as a whole (4.5%) (Profile Id, 2015).

However, cultural diversity is not evenly distributed across Glenorchy LGA, with so-called "Beacons of Cultural Diversity" – suburbs with high representations of multicultural communities. These include the suburbs of West Moonah (17.8%), Moonah (15.6%), Glenorchy (14.5%), Lutana-Derwent Park (10.7%), Montrose (10.5%), and Chigwell (10.3%) (GCC 2015a).

GCC celebrates multiculturalism through a number of programs and events such as the popular Moonah Taste of the World Festival, which has been held for the last five years in Benjafield Park in Moonah.

2.2.2 Migration to Glenorchy

Glenorchy City and the Greater Hobart Region has long been a destination for overseas migrants since European settlement in the 1870's and high levels of European migrants arriving since the 1950s.

In the past ten years, a rapid rise in migrants settling has been experienced, with 31.3% of overseas born people arriving between 2001 and 2011 (GCC, 2015b). A total of 1,199 migrants settled in the Glenorchy LGA between 2010 and 2015, representing 29.7% of arrivals in the Greater Hobart Region from regions and countries outlined below (DSS, 2015) (see **Table 2.1** and **Figure 2.1**).

Table 2.1: Migrant Arrivals – Regions, Countries and Ethnic and Cultural groups

Region	Countries	Additional Ethnic and Cultural Minority Groups Identified
South East Asia	Thailand	
	Bhutan	
	Nepal	
	Burma	Karen Community from Southern Burma
Central and West Asia	Iran	
	Afghanistan	Afghan-Hazara Community
	Pakistan	
Africa	Ethiopia	
	Eritrea	
	Democratic Republic of Congo	
	South Sudan	

¹ Multiculturalism is a very broad concept that describes differences in languages, ancestry, culture and religion (City of Hobart, 2014).



Figure 2.2: Origins of Multicultural Communities in Glenorchy LGA

Established Communities

Countries of origin for multicultural groups who have been **settled in Glenorchy for sometime**, generally more than 5-10 years, with ongoing migration being experienced within some communities.

Emerging & Arriving Communities

Countries of origin for the most **recently arrived groups**, generally within the last five years, who are a current focus for settlement services provided by the sector.

2.2.3 Humanitarian Migration

A number of pathways exist for settlement in Australia, which include skilled and family migration as well as the Australian government's refugee and humanitarian programme.

Refugee and humanitarian entrant programme visas include:

- Refugee Visa (Subclass 200)
- In-country Special Humanitarian (Subclass 201)
- Emergency Rescue Visa (Subclass 203)
- Woman at Risk (Subclass 204).

Special Humanitarian Programme Visas (Subclass 202) are also available for people proposed by a family member living in Australia. In Tasmania, 2,038 humanitarian arrivals settled between January 2010 and December 2014, with the Greater Hobart Region receiving 53.6% of those settled across the State (DSS, 2015).

2.2.4 Multicultural Services Sector

Services to support humanitarian entrants on arrival, and throughout their initial settlement period (generally for the first 6 to 12 months), are funded under the Federal Government's Humanitarian Settlement Services (HSS) programme. External providers deliver services under the HSS Programme on behalf of the Federal Government (via Department of Social Services – DSS).

CatholicCare Tasmania is currently the HSS service provider for Southern Tasmania.

The Migrant Resource Centre (MRC) and CatholicCare Tasmania provide longer-term post HSS settlement support (for up to five years from arrival) under separate DSS grant funded services.

Red Cross Tasmania provide services for people that are affected by migration providing health and mental health, and financial support for clients, as well as for other members of the broader community.

The Multicultural Council of Tasmania (MCOT) is a peak advocacy body for migrant led community cultural organisations with more than 50 member organisations state-wide.

To find out more about the multicultural services sector in Glenorchy and Greater Hobart Region see **Appendix A**.

2.3 Target Groups

A broad range of multicultural groups have been identified in the study area ranging from groups that have settled for longer periods of time, to those newly arrived. The following target groups were established to focus planning and consultation activities most effectively, based on advice from the steering committee:

- **Target Group 1** — Emerging and newly arrived multicultural groups with high levels of need for spaces and facilities to support their resettlement, who have generally been represented in the local area for less than five years
- **Target Group 2** — Young people (13 – 25 years of age) from multicultural backgrounds with high levels of need for spaces and facilities to support their social, recreational and educational development
- **Target Group 3** — Established multicultural groups with varying levels of needs for spaces and facilities to support cultural, religious and faith-based activities, including groups settled for five years or longer, some groups that own and manage their own spaces, and those seeking to develop facilities. It is important to note that individuals from some groups included in target group 3 continue to arrive to the present day

A community engagement approach was devised and implemented for each Target Group following identification of high-level space opportunities to frame the engagement approaches for each group.

The steering committee made clear the need to identify real space opportunities to present for community consideration during engagement.

2.4 Existing Spaces and Facilities

2.4.1 Current Use and Provision

Table 2.2 provides a high-level assessment of how the needs of project target groups are **currently being accommodated** across a spectrum of spaces. This includes private and public spaces that meet some groups' community, cultural, or religious needs. The spectrum of spaces includes:

1. Community accommodated spaces (e.g. people's homes, rental houses)
2. Key service sector supported spaces and facilities
3. GCC owned / controlled community facilities
4. Non-GCC community facilities, including:
 - Schools and other State-owned/controlled assets
 - Privately owned and vacant commercial spaces
 - Sporting, recreation, cultural, and religious clubs and facilities
5. Spaces owned by multicultural groups

Not all community group needs are currently being met. There are barriers to participation that vary between groups. This is discussed further in **Section 3.0**.

2.4.2 Planning Districts

For the purposes of this project community facilities in Glenorchy have been categorised into three planning districts including (see **Figure 2.1**):

- **Southern District** concentrated around the suburb of Moonah
- **Central District** concentrated around Glenorchy CBD
- **Northern District** including the suburbs of Chigwell and Berriedale

Figure 2.3 shows the location of existing Council and non-Council facilities and other important points of interest within these districts.

Table 2.3 lists existing facilities and services within each planning district and how this provision relates the spectrum of spaces currently used by multicultural groups.

Table 2.2: Spaces and Facilities currently used by Multicultural Groups

Target Group	Spectrum of Spaces and Facilities				
	1. Community accommodated (resident's houses)	2. Key Service sector supported	3. GCC-owned	4. Other Non-GCC	5. Owned by community groups
Target Group 1 Emerging and newly arrived multicultural groups	- Karen (Burmese) - Bhutanese - Nepali - Iraqi - Iranian - Afghan Hazara - Afghani communities - Sudanese - Ethiopian.	Needs catered for by multicultural services sector	- MCC - Old MAC - New MAC - Chigwell Barn - Berriedale Hall.	- Cosgrove High School - Glenorchy Primary School - Royal Hobart Showgrounds - Other facilities.	
Target Group 2 Young people from multicultural backgrounds		Needs catered for by multicultural and youth services sector		- Cosgrove High School - Glenorchy Primary School - LINC Building.	
Target Group 3 Established multicultural groups	- Sikh - Hindu - African communities - Others.	Some of the needs catered for by the multicultural services sector	- MCC - Old MAC - Chigwell Barn - Berriedale Hall.	YMCA, Glenorchy.	- Polish Club - Chinese Club - Italian Club - Hellenic Club Hobart - Australian Croatian Club - Australian German Club.

Figure 2.3: Distribution of Facilities and Services across Planning Districts

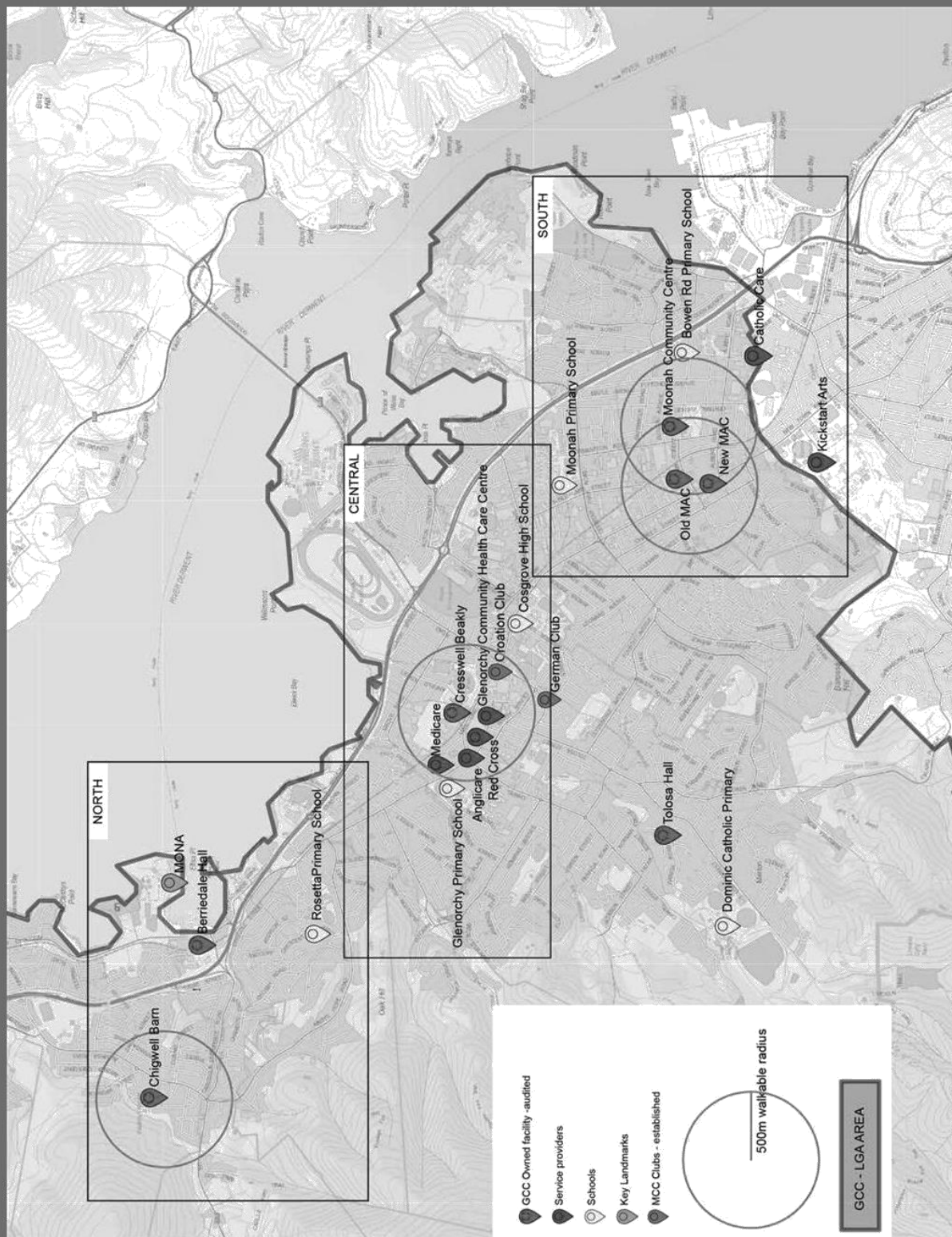


Table 2.3: Existing Facility Provision based on Planning Districts and Typologies

No.	Name	Suburb	Spectrum				
			1. Community accommodated	2. Service Sector Supported	3. GCC owned	4. Other Non-GCC	5. Owned by community groups
1. Southern District							
1.1	Moonah Community Centre	Moonah					
1.2	Old Moonah Arts Centre (MAC) ¹	Moonah					
1.3	New MAC	Moonah					
1.4	Catholic Care	New Town					
1.5	Kickstart Arts Centre	New Town					
1.6	Moonah Primary School	Moonah					
1.7	Bowen Road Primary School	Moonah					
1.8	West Moonah Community House	Moonah					
2. Central District							
2.1	Cresswell – Beakley Stand (Level 3)	Glenorchy					
2.2	Tolosa Hal	Tolosa					
2.3	Anglicare	Glenorchy					
2.4	Medicare	Glenorchy					
2.5	Redcross	Glenorchy					
2.6	Glenorchy Primary School	Glenorchy					
2.7	Cosgrove High School	Glenorchy					
2.8	Glenorchy Community Health Centre	Glenorchy					
2.9	Linc Building Tasmania	Glenorchy					
2.10	Derwent Entertainment Centre	Glenorchy					
2.11	Glenorchy Masonic Hall	Glenorchy					
2.12	German Club	Glenorchy					
2.13	Golden Years	Glenorchy					
2.14	Ukrainian Hall	Glenorchy					
2.15	Australian Croatian Club	Glenorchy					
2.16	Royal Hobart Showgrounds	Glenorchy					
3. Northern District							
3.1	Berriedale Hall	Berriedale					
3.2	Chigwell Barn	Chigwell					
3.3	Bucaan Community House	Chigwell					
3.4	Rosetta Primary School	Rosetta					
3.5	Mt Faulkner Primary School	Chigwell					

² Note: Old MAC is also known internally to GCC as the Hopkin's Street Centre.



Image courtesy of Daniel X. O'Neil

2.4.3 Facilities Audit

An audit of community facilities was conducted to develop an initial baseline of community space opportunities, understand barriers to access, and the suitability of spaces for use by project target groups. More information about the audit findings is provided in **Appendix B**.

In summary, audits were conducted on seven GCC-owned and five non-GCC owned facilities in the Glenorchy LGA.

Key findings include:

- Five GCC facilities were considered appropriate with immediate capacity to support multicultural groups, including:
 - Moonah Community Centre (MCC)
 - Old MAC (Hopkin's Street Centre)
 - Cresswell Beakley Stand (Level 3)
 - Berriedale Hall
 - Chigwell Barn
- Four Non-GCC owned facilities were identified as potentially suitable to meet community needs, including:
 - Glenorchy Masonic Hall
 - Cosgrove High School
 - Glenorchy Primary School
 - German Club.

A number of additional spaces and facilities were identified but could not be audited within the scope of the study, or sat outside of the study area, but could potentially accommodate the needs of multicultural groups. Recommendations provided in this Plan include longer-term consideration of these spaces through inter-LGA collaborations and information sharing as outlined in the appendices.

3. Desired Future

Where Do We Want to Be?

3.1 Community Engagement

3.1.1 Program

GCC, Plan C, Pearler and MRC engaged with target groups to identify their current and future needs to gather, meet and participate in cultural and religious practice, with the detailed outcomes of engagement presented in **Appendix C**.

The consultation program incorporated:

- Five separate consultation streams, where data was collected through a number of different tools and techniques

- At least 91 participants across all consultation activities

- Representation from approximately 24 different multicultural groups from the Study Area.

- An additional 14 groups were contacted several times by the project team but did not participate in engagement.

For more information about the consultation program and activities see **Table C.1** in **Appendix C**.



3.1.2 Findings

Target Group 1 – Emerging and Newly Arrived Multicultural Groups

Of all facilities available, stakeholders within this group indicated their preference to use the existing Old MAC facility for smaller-scale (less than 200 people) community, cultural, faith based, and other activities (e.g. language and computer classes, educational and governance).

Potential upgrades to the Old MAC Facility to improve the space for use by this group are provided in **Appendix D**. The demand is such that Old MAC could be allocated solely for the use by this group, multicultural young people and more established communities full time, and form a dedicated multicultural hub for Glenorchy.

Moonah is also the preferred location for a multicultural hub, given increased feelings of safety from participants, increased levels of diversity and a supportive local business sector in this local area.

Newly arrived migrant groups also identified that they need to access larger scale (above 200 people) cultural and faith-based activity spaces, which could be accommodated within non-GCC owned spaces and facilities, including the Royal Hobart Showgrounds, school facilities in the existing network (i.e. Cosgrove High School), and potentially facilities owned and leased by other multicultural groups (e.g. German and Polish Clubs).

Other GCC-owned spaces (such as MCC, Chigwell Barn and Berriedale Hall) are also likely to be required to meet the demand generated by this group, particularly on weekends, afternoons and evenings.

Target Group 2 – Multicultural Young People

Young people want an inclusive drop-in activity space held afterschool, on weekends and holidays with some activity segregation between genders and some shared activity times. Many multicultural young people live around Glenorchy. Existing youth environments including local schools, hangout spaces and shopping areas are also located in this local area and MRC a peak service provider has recently relocated to the KGV precinct. Creating a youth space in Glenorchy is therefore the preferred location, given these factors.



An opportunity to develop a facility at Level 3 of the Cresswell – Beakley Stand at the KGV precinct is being explored between GCC, the AFL Club and MRC, which is supported by GCC's Youth Services. MRC now operates from KGV and has some access to the Cresswell – Beakley Stand for 15 hours per week.

There is also potential to deliver programming through the YMCA and existing sports clubs in the KGV Precinct in further support of a multicultural youth facility at this location. Potential upgrades to the Cresswell-Beakley Stand to improve the provision of spaces and facilities, based on outcomes of consultation with Target Group 2, are provided in **Appendix D**.

Target Group 3 – Established communities

Facilities owned / leased by established multicultural groups including the German, Polish, Chinese, Croatian, Greek and Italian communities, accommodate the majority of their community events and activities, except for large scale events (up to 1,500 people). Some of these spaces and facilities could also support the needs of other multicultural groups if there is excess capacity.

Detailed space and facility needs and potential opportunities for individual multicultural groups identified through engagement activities are outlined in **Table C.2** in **Appendix C**.

An indicative calendar of religious holidays and events for emerging and established multicultural communities, illustrating likely high demand periods, is also presented in **Figure C.1** and **C.2** in **Appendix C**. The calendar was established via research and engagement with community representatives to indicate peak times of demand and usage.

Places of Worship

Faith-based communities continue to settle in Glenorchy LGA and Greater Hobart Region and some of these groups seek to develop their own places of worship with capacities to accommodate between 300 – 1,000 people.

Direct engagement with representatives of the Sikh and Hindu communities identified need for dedicated places of worship in Glenorchy LGA or the Greater Hobart Region as follows:

- The Sikh community requires a temple with a capacity of 600 – 1,000 people, a separate space to share food, a kitchen to prepare food, 100 car parks, a residence for Akal Takht (Sikh Clergy), and supporting amenities and facilities.

- The Hindu community requires a temple with a capacity of 150 – 300 people, including a hall of approximately 20 m by 15 m, with a kitchen to prepare food, and supporting amenities and facilities.

Currently, the Sikh community's needs are being partly met through a residence and shed on a 5 acre block that is situated in Roches Beach in Clarence LGA that is leased, however the community aspires to develop a facility in the Glenorchy or surrounding area as many community members live in this area.

The Hindu community owns a parcel of land earmarked for development for their purposes situated in Bridgewater, Brighton LGA.

There are a range of other smaller multicultural communities who are not currently seeking to develop their own places of worship but are addressing these needs through private spaces or the temporary use of GCC and non-GCC community facilities, as outlined in the appendices.

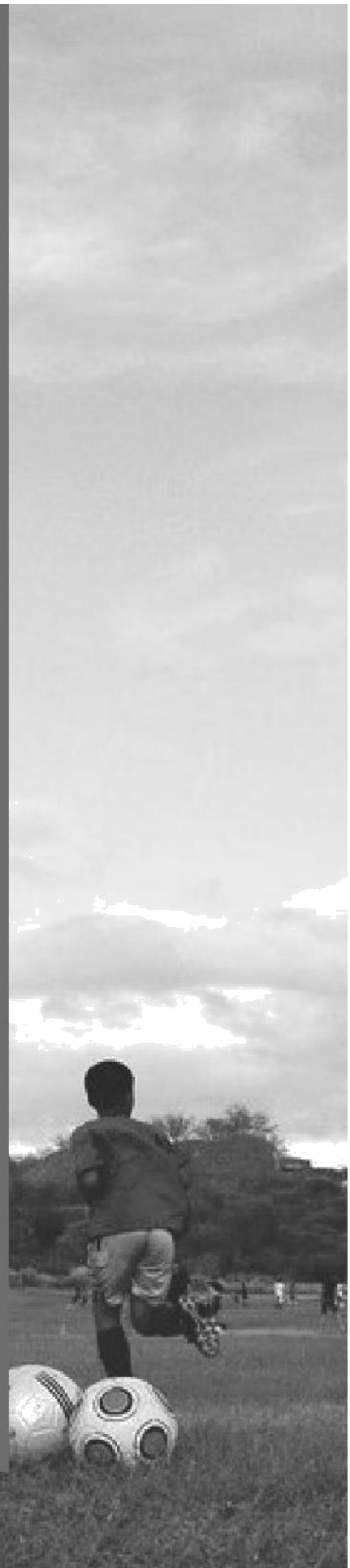
Establishing dedicated places of worship and associated facilities is challenging from a number of perspectives including:

- Planning and development expertise and financial resources available to multicultural groups wishing to develop a place of worship
- The lack of current forward planning guidance on appropriate locations for these facilities from state and local government
- A current lack of coordination between local governments comprising the greater Hobart metropolitan area and the state government to plan for appropriate sites
- Managing potential community opposition
- Lack of an existing process that addresses the above issues

Barriers to Entry

Engagement activities with multicultural groups, both emerging and established groups, identified barriers for entry to access community spaces that include costs of hire, insurance considerations, security systems and cleaning requirements.

Other barriers include the level of organisational capacity within some multicultural groups and associations, availability of children's activities, transport and car parking at community spaces and facilities.



4. Action Plan

How do we get there?

4.1 Key Recommendations

Key recommendations to support the provision of space and facilities to meet the needs of multicultural groups in the Glenorchy and Greater Hobart Region include:

Target Group 1 – Emerging and Newly Arrived Multicultural Groups

1. GCC to provide use of the existing Old MAC to become a multicultural hub for the city for a minimum of five years. The hub will act as a dedicated and transitional space focusing on the needs of Target Group 1 and other multicultural groups use via GCC contributions that include:

- Minimal fees to a service provider to lease and operate
- Providing ongoing maintenance costs
- Undertaking small-scale capital works, should they be needed (subject to negotiation)

2. Identify a service provider from the multicultural service sector to manage and operate the facility for the first two years of operations through an Expression of Interest (EOI) process, including a requirement for dedicated human resources (on a part-time or casual basis) to:

- Provide ongoing management and assistance to groups and individuals using the hub
- Establish and facilitate an advisory committee (or other structure) with representatives of emerging multicultural groups to ensure effective governance and operations
- Establish and implement a booking system that will be negotiated in advance (three months) for scheduled and casual bookings
- Build capacity of representatives and members of multicultural groups to be able to access and use other facilities and spaces
- Where appropriate, facilitate connections with local groups, residents and businesses to build awareness and support the Hub

3. GCC and the sector to broker access for groups to larger scale facilities (for events above 200 people) by continuing to manage ad hoc requests and ultimately via a dedicated community development program. For more information about brokering spaces please see **Appendix F**.

The existing Old MAC Facility is intended to primarily support Target Group 1 as a priority user group, but other groups can be accommodated as well if capacity exists. An affordable fee structure needs to be established that provides preference to targeted groups that increases for other community groups similar to the pricing structure for New MAC.

It is expected that the first year of operations at Old MAC will be exploratory and firmer governance and operational guidelines established as more resources are available and knowledge about usage preferences are more defined.



Target Group 2 – Young People

1. Provide the Cresswell-Beakley Stand (Level 3) to be used and managed part time as a youth facility for young people from multicultural backgrounds for after school and drop-in activities and services. MRC is the preferred operator of this facility given its operations run from the adjacent and connected KGV facility.
2. Continue ongoing engagement with sports groups and service sector (i.e. multicultural and youth) regarding the delivery of a multicultural youth space in KGV precinct.
3. Undertake master planning for the whole KGV Precinct to address needs for various user groups, including safety and CPTED and improved connectivity to the Glenorchy CBD.

Target Group 3 – Established Groups

1. Develop solutions to reduce the barriers to entry to increase multicultural groups access to community spaces and facilities, via:
 - Service providers brokering outcomes and connecting groups to spaces based on the spatial opportunities outlined in Appendix C and process outlined in Appendix F
 - Providing GCC-owned facilities at lowest cost possible to multicultural groups to hire for events and activities, which can be approved by GCC's General Manager on a one-off basis
 - Potentially providing insurance cover to multicultural groups through a group policy potentially managed by a service provider
 - Developing communications and marketing materials in appropriate languages, using materials from this study, to be distributed by the sector to inform multicultural communities representatives about the spaces and facilities available, booking process and facility management requirements
 - Development of an online / digital (application based) booking system that provides multicultural communities with current information about availability
2. Establish a forum with relevant stakeholders from State agencies, local governments, the sector and relevant community leaders to explore the constraints and opportunities around the development of places of worship for faith-based communities.
3. Support the development for a preferred approach to facilitate the development of places of worship for faith-based communities in Glenorchy and Greater Hobart Region that manages potential community concern. Preferred approaches for facilitating the development of places of worship are provided in Appendix E.



4.2 Key Principles

The key principles required to underpin the achievement of the Plan's recommendations include the following approaches.

Table 4.1: Key Principles

Key Principle	Description
Partnerships approach	High levels of complexity for the delivery of spaces and facilities to meet the needs of multicultural groups, and therefore the delivery of solutions to increase access and provision requires the involvement and resources from all stakeholder groups working in partnership, including: GCC, other Hobart LGAs, State and Federal Governments, Multicultural services sector and broader community in Glenorchy LGA.
Maximising Outcomes	Outcomes can be maximised via: ▪ Provision of spaces, maintenance and capital works at the lowest cost possible ▪ Utilising human resources from existing funded programs to assist in the delivery of outcomes ▪ Partnerships with external groups and philanthropic groups where possible e.g. Welcoming Cities Australia ▪ Use of volunteers ▪ Supporting multicultural community members through increased capacity to deliver outcomes for themselves and provide support to other groups ▪ Maximising future funding opportunities to attract more resources
Addressing highest levels of need first	Prioritising the highest levels of need first to associate, gather and participate in cultural, religious and education activities, via: ▪ Creating a supported space for emerging and newly arrived migrant communities and multicultural young people who have the least resources ▪ Brokering improved space outcomes for established groups by matching up needs with opportunities and removing barriers
Incrementalism	The <i>Plan</i> includes guidance on roles, programs and projects that can be implemented when funding does become available to the sector or within GCC as outlined in appendices. An incrementalist approach to implementation is recommended using these materials when resourcing is available.

4.3 What Success Looks Like

Figure 4.1: Key Success Factors



4.4 Action Plan

Funding and Implementation

No.	Actions and Tasks	Who?	Timeframes			
			Ongoing	Short term (Year 1)	Medium term (Years 1 - 3)	Long term (Years 3 - 5)
1. Increasing Multicultural Groups Access to GCC spaces						
1.1	Provide use of the existing Old Moonah Arts Centre (Old MAC) to become a dedicated multicultural hub over the next five years as a transitional space for newly arrived migrants and other multicultural groups use. GCC provides the facility at lowest cost possible, provide maintenance, some security measures and includes improvements into the capital works program where possible.	- GCC				
1.2	Appoint a hub operator for the first two years of operations via an EOJ process with providers from the sector.	- GCC				
1.3	Provide additional capacity and space for multicultural groups to deliver events and activities at the Moonah Community Centre (MCC), via an appropriate and affordable fee structure and preferential bookings for emerging and established multicultural community groups.	- GCC - Sector				
1.4	Progress the development of a youth facility in the KGV precinct to meet the needs of children and young people from multicultural backgrounds in Glenorchy CBD.	- GCC				
2. Develop Partnerships and Sectoral Agreements						
2.1	Develop a Sector Partnership Agreement outlining the roles and contributions of various members of the sector to assist implementation of the Plan. Roles include facility provision (GCC), management and operations (multicultural services), funding (whole of government), volunteering and contribution to outcomes (multicultural groups) participation and awareness (broader community).	- GCC - All levels of Government - Sector - Community Groups				
2.2	Review GCC's existing structures and internal committees that work with multicultural groups. Develop a GCC multicultural framework to guide Council in relation to priorities and actions within the Glenorchy community. The framework will build on the concepts recommended in this <i>Plan</i> .	- GCC				

No.	Actions and Tasks	Who?	Timeframes			
			Ongoing	Short term (Year 1)	Medium term (Years 1 - 3)	Long term (Years 3 - 5)
3. Identify Funding Opportunities to Support Implementation						
3.1	Identify and seek funding opportunities from local, State and Federal Governments, philanthropic groups and other sources.	- Sector - GCC - State Government - Federal Government				
3.2	Develop proposals and grant funding applications individually or in partnership (refer Action 2.1). Discuss and allocate resources from organisations to support application drafting and development.	- GCC with relevant stakeholders				
3.3	Continue to lobby with stakeholders and elected representatives from the State and Federal Governments to lobby for funding on an ongoing basis.	- GCC with relevant stakeholders				
4. Planning and Design for the Multicultural Hub						
4.1	Identify any relevant planning controls and restrictions in the <i>Glenorchy Interim Planning Scheme</i> (2015) that may apply to potential uses and upgrades identified in Appendix E for the proposed <i>Multicultural Hub</i> at Old MAC.	- GCC				
4.2	Review design and cost estimates for the potential upgrades of spaces and facilities in the proposed <i>Multicultural Hub</i> in appendices. Build these upgrades into GCC's capital works program.	- GCC				
4.3	Develop proposals and grant funding applications to deliver potential upgrades of spaces and facilities not included in GCC's capital works program for the <i>Multicultural Hub</i> .	- GCC - Service provider				
4.4	Undertake upgrades to spaces and facilities in the <i>Multicultural Hub</i> .	- GCC - Service provider				
5. Planning for the Needs of Established Groups						
5.1	Seek funding and resources to broker outcomes and opportunities via a dedicated community development program described in Appendix F .	- GCC - Service Provider - Whole of government				
5.2	Identify and broker opportunities for co-sharing arrangements of existing facilities owned / leased by established groups (e.g. Croatian Club) with other multicultural groups in the Glenorchy LGA and the broader Hobart region, via Community Development Program in Appendix F .	- GCC - Service Provider - Community Groups - Whole of government				
5.3	Partner with the YMCA to determine which groups they can accommodate at their facility based on information provided in this Plan.	- Sector				
5.4	Provide established groups with information and resources (online and hardcopy) in appropriate language to raise awareness about the availability of community facilities for hire, booking system and other requirements.	- Sector - GCC/Greater Hobart Councils				

No.	Actions and Tasks	Who?	Timeframes			
			Ongoing	Short term (Year 1)	Medium term (Years 1 - 3)	Long term (Years 3 - 5)
6. Planning and Design for Multicultural Youth Space						
6.1	Further progress negotiations around part-time use of the Cresswell-Beakley Stand (Level 3) and broker an appropriate agreement to meet the needs of young people from multicultural backgrounds for after school and weekend drop-in activities and services.	- MRC - GCC - Sports groups				
6.2	Develop a youth program for a worker based in the space to meet the needs of young people and undertake community development activities with surrounding user groups. Refer to appendices for further detail.	- MRC				
6.3	Ensure the master planning process for the KGV Precinct addresses the needs for various user groups, safety and CPTED issues, and improved connectivity with Glenorchy CBD.	- GCC				
7. Planning and Development of Places of Worship						
7.1	Establish a planning and development process for places of worship to meet the needs of faith-based multicultural groups (e.g. Sikh, Hindu and other communities) by firstly facilitating the stakeholder forum as outlined in Appendix E .	- State Government - Greater Hobart Councils - GCC - Multicultural groups				
7.2	Work with stakeholders from the Tasmanian State Government to include places of worship within zoning of planning schemes in Tasmania (if necessary), so that development applications can be appropriately assessed. If appropriate, develop and approve new provisions in the Tasmanian planning system to include zoning for places of worship. Refer Appendix E .	- GCC - State Government - Greater Hobart Councils				
7.3	Determine if planning restrictions apply for the development of places of worship in commercial or industrial zones in Moonah, given it is a location with high levels of support to migrants.	- GCC				
7.4	Develop criteria and undertake a site investigation process to identify potential sites and parcels of land appropriate for places of worship within the Glenorchy LGA and Greater Hobart Region.	- GCC - Greater Hobart Councils				
7.5	Negotiate with representatives from Sikh and Hindu communities about potential sites appropriate for places of worship under the new provisions. Encourage communities to arrange funding from locally based and mainland groups to finance development costs.	- GCC - Community Groups - Greater Hobart Councils				
7.6	For promising sites, require preparation a Development Plan from proponents to better understand likely impacts and opportunities. The Development Plan should include a communications and engagement approach that considers immediate neighbours, surrounding community and peak local business groups.	- Multicultural - Community Groups				

No.	Actions and Tasks	Who?	Timeframes			
			Ongoing	Short term (Year 1)	Medium term (Years 1 - 3)	Long term (Years 3 - 5)
8. Promoting the Multicultural Hub						
8.1	Develop a Communication Strategy to increase awareness of the implementation of the <i>Plan</i> , especially the <i>Multicultural Hub</i> , including a press release with key messages and via other avenues such as the Glenorchy Gazette, Moonah Business Association meetings and via networks.	- Plan C - GCC				
8.2	Deliver a welcome event for the multicultural hub that will launch the re-branded facility to newly arrived migrants, multicultural groups and the broader community.	- GCC - Service Provider				
8.3	Promote involvement and participation of Multicultural Hub stakeholders within existing programming and events (e.g. Moonah Taste of the World).	- GCC - Hub user groups - Multicultural services				
8.4	Use traditional and online communications and marketing materials and tools to promote programming and services, and events and activities at the Hub to the broader community.	- GCC - Hub user groups - Multicultural services				
9. Programming Spaces						
9.1	Connect with other Old MAC users such as the local Sunday market operator to increase participation opportunities in the hub for the broader community.	- Hub operator				
9.2	Develop partnerships with local not-for profit groups (e.g. Lions and Church groups) and surrounding businesses via the Moonah Business Association to increase their involvement and participation in the events and activities delivered at the multicultural hub.	- Hub operator				
9.3	Integrate children's spaces into the upgrade of the multicultural hub and other facilities (e.g. MCC) to enable increased participation of parents from multicultural communities who might otherwise be unable to attend.	- GCC - Hub operator				
9.4	Develop an initial program of youth activities and services that will be delivered by MRC's youth workers with support from GCC, and other sports clubs at the Cresswell-Beakley stand.	- MRC				
Governance and Management						
10. Governance Model for the Multicultural Hub						
10.1	Develop appropriate governance approaches and models for the multicultural hub with the aim of building capacity of multicultural groups, promoting use by the sector and increased awareness and involvement by the broader community. Consider inclusion of a Community Advisory Committee with representation from GCC, Service Providers and Target Group 1 representatives.	- GCC - Hub operator				
10.2	Develop and implement an evaluation process for the multicultural hub and provide an outcomes report following the first 12 months of operations to better understand future needs or challenges.	- GCC - Hub operator				
10.3	Develop a GCC plan for the operational components of the multicultural hub over the next financial year.	- GCC				

Governance and Management

No.	Actions and Tasks	Who?	Timeframes			
			Ongoing	Short term (Year 1)	Medium term (Years 1 - 3)	Long term (Years 3 - 5)
11. Removing Barriers to Multicultural Communities Access to Community Facilities						
11.1	Work with specialist insurance brokers and firms to determine the most cost effective ways of reducing public liability burdens to groups wanting to use community spaces, including: • Coverage held by peak groups, incorporated not for profit groups or service providers • Changes to GCC's policies to reduce these barriers • Access to micro grants for communities to cover insurance costs	- GCC - Service Providers - Hub operator				
11.2	Develop traditional and online communications and information materials and tools to inform members of multicultural groups about the available facilities and booking system, which can be translated into the appropriate languages.	- GCC - Multicultural services				
11.3	Investigate online and digital platforms (e.g. app-based) for the booking system to support multicultural groups using the Multicultural Hub and hiring other facilities, with opportunities for the program and availability to be updated automatically or remotely.	- GCC - Hub operator				
11.4	Deliver training and education programs to community representatives and customer service staff within GCC (where necessary) to improve understanding and build capacity and ultimately increase access to community facilities.	- GCC - Multicultural Services - Hub operator				
11.5	Provide ongoing support for multicultural groups to book and hire community facilities.	- Hub operator - Part-time or Volunteer Settlement Workers - Hub Community Advisory Committee				
12. Evaluate and Measure Outcomes						
12.1	Undertake an annual review of KPIs to evaluate and measure the outcomes for multicultural communities delivered by the Plan's implementation.	- GCC				

5. Implementation Plan

Are we getting there?

5.1 Overview

Effective, efficient and coordinated implementation of the Plan will be evaluated and measured through key performance indicators (KPIs) (see **Table 5.1**) that identify measurable outcomes for the priority actions and projects that have been identified in **Section 4**.

Annual measurement of outcomes is recommended as a key requirement for a steering committee or other structure established to implement this *Plan*.

Table 5.1: KPIs to Measure and Evaluate Implementation of the Plan

No.	Key Performance Indicators (KPIs)	Who?	Timeframes			
			Ongoing	Short term (Year 1)	Medium term (Years 1 - 3)	Long term (Years 3 - 5)
Strategy 1 – Funding and Implementation						
1.1	Old MAC (Hopkins Street Centre) provided by GCC for use as Multicultural Hub at lowest cost possible, reasonable maintenance provided, some security measures, and small scale improvements included into the capital works program.	- GCC				
1.2	Multicultural Hub operator appointed from sector following EOI	- GCC - Sector				
1.3	Affordable fee structure and preferential bookings provided at the Moonah Community Centre (MCC) for emerging and established multicultural community groups.	- GCC				
1.4	Multicultural Youth Space established and operational at Cresswell-Bleakley stand	- GCC - MRC				
Strategy 2 – Sector Partnership Agreement						
2.1	Partnership Agreement established	- GCC - Whole of Government - Sector - Community Groups				
2.2	GCC Multicultural Framework established	- GCC				
Strategy 3 – Funding						
3.1	Adequate funding provided to project to support implementation of recommendations	- GCC - Whole of Government - Sector - Community Groups				
Strategy 4 – Hub Planning						
4.1	Identification of any relevant planning controls and restrictions that may apply to potential uses and upgrades for the proposed multicultural hub at Old MAC.	- GCC				
4.2	Design and cost estimates reviewed and built into the GCC's capital works program.	- GCC				
4.3	Old MAC improvements completed and ready for use.	- Hub Operator				

No.	Key Performance Indicators (KPIs)	Who?	Timeframes			
			Ongoing	Short term (Year 1)	Medium term (Years 1 - 3)	Long term (Years 3 - 5)
Strategy 5 – Planning for Established Groups						
5.1	Community development program to broker outcomes between groups and spaces delivered.	- GCC - Hub Operator				
5.2	YMCA working with some of the established multicultural groups to provide space for activities.	- GCC - YMCA				
5.3	Online and hardcopy communications and information materials developed in appropriate languages.	- GCC - Service Providers				
5.4	Increased access to existing community spaces for all target groups.	- GCC - Sector - Whole Government				
Strategy 6 – Multicultural Youth Space						
6.1	Multicultural Youth drop in space delivered in the Cresswell-Beakly Stand (Level 3).	- MRC				
6.2	Master planning process for the KGV precinct completed.	- GCC				
Strategy 7 – Places of Worship						
7.1	Planning and development process established for places of worship.	- GCC				
7.2	Forum for Hobart LGAs, state government, sector and community representatives established.	- Greater Hobart LGAs - State Government - Multicultural groups				
7.3	Planning gaps or restrictions removed.					
7.4	Appropriate sites identified.					
7.5	Community representatives understand planning and development requirements.					
7.6	Development plans in progress or completed.					
Strategy 8 – Promoting the Hub and Plan						
8.1	Communications delivered to increase community awareness of the implementation of the Plan, including key messages around the multicultural hub.	- GCC - Hub user groups - Multicultural services				
8.2	Welcome event at the multicultural hub delivered.					
8.3	Broader community involvement in the multicultural hub.					

No.	Key Performance Indicators (KPIs)	Who?	Timeframes			
			Ongoing	Short term (Year 1)	Medium term (Years 1 - 3)	Long term (Years 3 - 5)
Strategy 9 – Programming						
9.1	Partnerships with local not-for profit groups and surrounding hub businesses developed.	- Hub Operator				
9.2	Traditional and online communications and information delivered to promote hub programming.	- GCC - Multicultural services				
9.3	Children's space integrated into the upgrade of the multicultural hub and MCC.	- GCC - Hub Operator				
9.4	Initial youth activities program developed and delivered after school and on weekends at Cresswell-Beakley Stand.	- MRC				
Strategy 10 – Governance						
10.1	Governance model developed for the management of the multicultural hub.	- GCC - Hub Operator				
10.2	Evaluation process for the multicultural hub undertaken after 12 months of operation.	- Hub Operator - GCC				
10.3	GCC Operational Plan developed for the multicultural hub following first year of operations.	- GCC				
Strategy 11 – Removing Barriers						
11.1	Best and most cost effective ways of reducing public liability burdens to groups implemented.	- GCC - Sector				
11.2	Online and hardcopy communications and information materials developed and distributed to multicultural communities and sector.	- GCC - Sector				
11.3	Web and apps based platform re: space information, availability and bookings investigated and progressed.	- GCC - Sector				
11.4	Training and education programs with community representatives and GCC staff delivered.	- GCC - Sector				
Strategy 12 – Evaluation						
12.1	Annual review of KPIs	- GCC - Sector				

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Plan C

Pearler
another pearler idea



Tolosa Park Redevelopment Community Engagement Plan



COMMUNITY ENGAGEMENT PLAN

1. ABOUT THE PROJECT

Title of Project Tolosa Park Redevelopment Project

Brief description of Project: (What is the purpose and timeline?)

TasWater plans to decommission Tolosa Dam by June 2019 (at the latest), a process involving draining of the reservoir and removal of the existing embankment. The removal of the dam is necessary due to non-compliance with modern safety standards and it is now not being used by TasWater as part of its supply network. The former reservoir footprint will be landscaped to form new recreational areas within the existing Tolosa Park based on a master plan developed by Council. The area is to be developed by Council as per a landscape design developed with feedback from the community. New features may include planting of trees, shrubs and other vegetation, paths, grassed areas, ponds and other landscape features. There may also be new recreational facilities such as seating, paths, play equipment and shelters. TasWater has sought completion of the community engagement and master planning for the project by September 2018 to enable its decommissioning timetable to be achieved.

Key Issues: (Identify any current and historical issues that may have an impact on this project, especially if there are contentious issues)

Tolosa Park is a prime recreational facility for Glenorchy. It provides not only local recreational opportunities for local residents, but also attracts broader regional participation, with events like Symphony Under The Stars. Therefore, it is likely there will be significant community interest in the future redevelopment of the park. Given that the dam has effectively been drained over recent years, it could be expected that there would have been community concerns raised over its future and the loss of the water body as a landscape feature. However, to date there has been little community/media comment on the reservoir draining/dam decommissioning. There is still a need to undertake community engagement to ensure all key stakeholders, community groups and local residents are fully aware of the project and its opportunities. It should be noted TasWater will also be undertaking stakeholder consultation on its proposed works program, so this needs to be coordinated with Council so the community is not confused or overwhelmed by the engagement process.

Tolosa Park has heritage value; the dam was built in 1893 with the dam wall raised in 1915 and again in 1922. Its construction brought a reticulated water supply to much of urban Glenorchy in the early 20th Century. There are other heritage structures associated with the dam, including a sandstone bypass channel (which will be retained). The community may consider the site's heritage values are significant enough to see some section of the dam wall retained and/or interpretation provided on the site's history.

The continued presence of a water feature at Tolosa Park was previously identified as being of importance to the community. On this basis, a feasibility study was completed by Entura for 6 small ponds fed by natural water with backup from upstream reservoir. How this opportunity is presented to the community needs to be considered in more detail before community engagement begins. One key issue is that of public safety and public access to any future water feature, and whether Council can accept the risks associated with such access.

Community Engagement Objective/s: (What information do you need? What will you do with it? What outcomes are you after by this engagement?) The overall objective is to provide the most appropriate recreational space at Tolosa Park that meets the needs of users and the broader Glenorchy community. Therefore, the Council needs information from park users, community groups and other stakeholders to understand what they would like to see in the Park and potential uses. This feedback will be used in the preparation of a master plan. Council must also work closely with TasWater so that they understand what the community's expectations are. A combination of "consult" and "involve" engagement techniques are anticipated for this engagement plan (as defined in the Council's <i>Community Engagement Procedure</i> guide). It is hoped this level of engagement will ensure that the eventual landscape design is accepted by the majority of Glenorchy citizens, community groups and key Tolosa Park stakeholders. This will underpin Council's ongoing work at Tolosa Park in years to come. Authorisation of Community Engagement: ☐ Council Resolution (Date of Council meeting) _26 February 2018_____ ☐ Annual Plan (Identify Reference) _City of Glenorchy Community Plan 2015-2040, Glenorchy City Council Strategic Plan 2013-18_____ ☐ Legislative Requirement (Identify Act/Regulation) _Not due to legislative requirement_____ ☐ Other (e.g. Project Management) _____ 2. WHAT IS THE LEVEL OF IMPACT ☐ Level 1 – High impact on Glenorchy LGA – based on criteria in Council's <i>Community Engagement Procedure</i> guide ☐ Level 2 – High impact on local area/group ☐ Level 3 – Lower impact on Glenorchy LGA ☐ Level 4 – Lower impact on local area/group 3. WHAT IS THE LEVEL OF ENGAGEMENT ☐ Inform ☒ Consult – the goal here is to obtain public feedback on analysis, alternatives and/or decisions. Council will keep the community and stakeholders informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influences the final decision. Council will seek feedback on drafts and proposals. * ☒ Involve – the goal here is to work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered. Council will work with the community and stakeholders to ensure that their concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision. * ☐ Collaborate * Refer to Council's <i>Community Engagement Procedure</i> guide for further explanation.

4. IDENTIFY STAKEHOLDERS TO BE ENGAGED

Council Stakeholders	☒ Office of General Manager* ☒ Mayor and Aldermen* ☐ Special Committees (List, if applicable)														
* Please make aware of the scheduled community engagement activities at the earliest possible time, as a matter of courtesy.	<table border="1"> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> </table>														
☐ Others (List, if applicable)	<table border="1"> <tr><td>GCC Community Development officers</td><td> </td><td> </td></tr> <tr><td>GCC Parks and Recreation officers</td><td> </td><td> </td></tr> <tr><td>GCC Engineering/Property officers</td><td> </td><td> </td></tr> <tr><td>GCC Planning and Heritage officers</td><td> </td><td> </td></tr> </table>			GCC Community Development officers			GCC Parks and Recreation officers			GCC Engineering/Property officers			GCC Planning and Heritage officers		
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GCC Parks and Recreation officers															
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GCC Planning and Heritage officers															
Community Stakeholders	<table border="1"> <tr> <td data-bbox="264 360 754 1198" rowspan="2"> ☒ Glenorchy wide ☒ Local area/s (list) - Residents adjacent to Tolosa Park ☐ Business community ☐ Aboriginal and Torres Strait Islander (ATSI) community ☐ Culturally and linguistically diverse (CALD) community ☒ Families and children ☐ Service Networks ☒ Young people </td> <td data-bbox="264 1198 754 2004" rowspan="2"> ☐ Persons living with disabilities and their carers ☐ Other government agencies ☒ Community associations/clubs/organisations - Particularly users of Tolosa Park ☐ Older people ☒ Other (list) - Local schools and childcare groups </td> </tr> <tr> </tr> </table>			☒ Glenorchy wide ☒ Local area/s (list) - Residents adjacent to Tolosa Park ☐ Business community ☐ Aboriginal and Torres Strait Islander (ATSI) community ☐ Culturally and linguistically diverse (CALD) community ☒ Families and children ☐ Service Networks ☒ Young people	☐ Persons living with disabilities and their carers ☐ Other government agencies ☒ Community associations/clubs/organisations - Particularly users of Tolosa Park ☐ Older people ☒ Other (list) - Local schools and childcare groups										
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5. ENGAGEMENT METHOD AND COMMUNICATION PLAN				
Phase	Stakeholder	Engagement Method	Timeframe	Responsible Officer/s
Pre Engagement Phase (What needs to occur prior to engaging with stakeholders?)	GCC Internal Stakeholders GCC Consultants TasWater GCC Mayor and Aldermen	Meetings/briefings Meetings Discussions/briefings Presentation to Meeting for approval	Dec 17- Feb 18 Dec 17 - Feb 18 Jan - Feb 18 26 Feb 18	
Phase	Stakeholder	Engagement Method	Timeframe	Responsible Officer/s
Engagement Phase (How are you going to engage stakeholders?)	Tolosa Park users/community groups Schools and childcare groups Nearby Tolosa Park residents Glenorchy community Local families and children Young people TasWater	Focus group meetings/Site tour Focus group meetings Direct mail/Phone-in Information sessions/Public display/ Comment form/Online feedback Information sessions/Public display/ Comment form/Online feedback Website/social media/Online feedback Discussions/briefings	Mar - Apr 18 Mar - Apr 18 Mar - Apr 18 Mar - May 18 Mar - May 18 Mar - May 18 Mar - May 18 Mar - May 18 As required	
Phase	Stakeholder	Engagement Method	Timeframe	Responsible Officer/s
Post Engagement Phase – following development of refined master plan (How will you report back to stakeholders?)	Tolosa Park users/community groups Schools and childcare groups Nearby Tolosa Park residents Glenorchy community Local families and children Young people GCC Mayor and Aldermen	Briefing/workshop Briefing/workshop Direct mail/comment form Information sessions/Public display/ Comment form/Online feedback Information sessions/Public display/ Comment form/Online feedback Website/social media/Online feedback Briefing on community engagement process and outcomes	Jul 18 Jul 18 Jul 18 Jul - Aug 18 Jul - Aug 18 Jul - Aug 18 Jul - Aug 18 Jul - Aug 18 Aug - Sep 18	

6. EVALUATION			
Identify measures to evaluate engagement (e.g. attendance number, number of response, diversity, etc.). Consider the tool for the evaluation	• Attendance at focus group meetings and information sessions (quantitative measure based on numbers) • Level of community support (qualitative measure based on review of feedback from engagement strategies) • Assessment of risk/negative impact in proceeding with project (qualitative measure based on overall responses to the community engagement process)		
7. REVIEWED AND APPROVED BY MANAGER			
Details for staff responsible for project	Name:	Section/Department:	
	Position:	Email:	Phone Ext:
Coordinator	Sign:		
Manager	Sign:		
Community Engagement Plan saved into ECM (under community engagement plans)	☐ YES ☐ NO		



Nominations and Appointments to Committees and other Bodies

Title	Nominations and Appointments to Committees and other Bodies
Council Resolution	Item 11, 15 January 2018
Responsible Directorate	Corporate Governance
Due for Review	Four (4) years from Council resolution date
Strategic Plan Reference	<u>Leading our Community</u> 4.1.1 Provide leadership and advocacy to address issues facing our communities 4.1.2 Ensure Council is open and transparent in its communication and dealings with our communities
ECM	Council policies

PURPOSE

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

SCOPE

This policy applies to:

- (a) Council management and elected Aldermen in facilitating appointments and nominations, and
- (b) Aldermen and independent persons seeking nomination or appointment by Council to council bodies and external bodies.

STATUTORY REQUIREMENTS

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

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

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

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

DEFINITIONS

ballot	a ballot conducted in accordance with Part 4 of this policy.
chair	the person chairing a council meeting in accordance with the Regulations.
council body	any committee or other body established by Council over which Council has control, whether comprised of Aldermen, independent persons, or both, and includes, but is not limited to— (a) a council committee established under section 23 of the Act



	(b) a special committee established under section 24 of the Act (c) an audit panel established under section 85 of the Act (d) a steering committee (e) a working group, or (f) a taskforce.
council election	an election held under Part 15 of the Act.
council meeting	an ordinary council meeting or a special council meeting, unless expressly specified otherwise.
external body	a committee or other body established by an organisation other than Council on which Council may be represented by persons either appointed by Council or nominated for appointment by Council and includes, but is not limited to— (a) a panel (b) a board (c) a steering committee (d) a working group, or (e) a task force.
General Manager	the General Manager of Council, or the General Manager's delegate.
Regulations	the <i>Local Government (Meeting Procedures) Regulations 2015</i>

POLICY STATEMENT

From time to time, Council is required to appoint Aldermen and independent persons to various committees, boards, working groups, steering committees, taskforces or other bodies. Council is also occasionally required to make appointments or nominations for appointment of Council representatives to external bodies.

This policy sets out the procedures which Council will follow when making an appointment or nomination to a council body or external body.

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

PART 1 – NOMINATION AND APPOINTMENT TO EXTERNAL BODIES

1. Application

This part applies where Council has received a request from an external body to—

- (a) appoint Aldermen or independent persons (or both) to represent Council on the external body, or
- (b) nominate Aldermen or independent persons (or both) for appointment by the external body.



2. Procedure

- (1) Following the receipt of a request for nominations or appointments from an external body, the General Manager will circulate a notice, which—
 - (a) identifies—
 - (i) the external body
 - (ii) the position available
 - (iii) whether the request is for an appointment or a nomination
 - (iv) the nature of the duties to be undertaken
 - (v) the proposed term of the appointment, and
 - (vi) any other information the General Manager considers relevant.
 - (b) calls for expressions of interest for nomination or appointment.
- (2) The notice required under clause 2(1) is to be circulated—
 - (a) if the request calls for the nomination of Aldermen, to all Aldermen by email; or
 - (b) if the request calls for the nomination of independent persons, by—
 - (i) publishing the notice on Council's website
 - (ii) sending an email to all Council staff, and
 - (iii) if the General Manager considers it necessary, publishing the notice in a local newspaper.
- (3) The General Manager will circulate the notice under clause 2(1) as soon as is reasonably practicable after the General Manager receives the request and, where possible, no more than a week before nominations close.
- (4) Expressions of interest may be accompanied by—
 - (a) a statement of no more than 150 words in support of the person's nomination, and
 - (b) if the nominee is not an Alderman, a further statement, of no more than two typed A4 pages, listing the nominee's qualifications relevant to the position.
- (5) Following the close of nominations, the General Manager will present a report to Council for consideration at the relevant council meeting, which must include—
 - (a) particulars of the position to which nomination or appointment has been requested, and
 - (b) a list of the nominations received and the documentation provided in support of each.
- (6) Where the number of nominees for a position does not exceed the number of positions available, the Council will decide the nominees or appointees (as applicable) in accordance with its ordinary meeting procedures.
- (7) If the number of nominees for a position exceeds the number of positions available—
 - (a) a ballot will be held to select the appointee or nominee, and
 - (b) once the result of the ballot is determined, the chair will call for the nomination to be confirmed in accordance with Council's ordinary meeting procedures.
- (8) The General Manager will inform the external body of Council's appointment or nomination (as applicable) as soon as is reasonably practicable after the council meeting finishes.

**3. Exceptions to procedure**

- (1) Where a request for nomination or appointment calls for a separate nominations or appointments of Aldermen and independent persons, separate processes (including ballots) will be held to select Aldermen and independent persons.
- (2) Where a request for nomination does not place a limit on the number of nominees that can be received from Council, the General Manager may, at the General Manager's discretion, circulate a notice (in accordance with clause 2(2), above), notifying that nominations are to be made directly to the external body.

PART 2 – NOMINATIONS AND APPOINTMENTS FOLLOWING A COUNCIL ELECTION**4. Application**

This part applies to appointments, re-appointments and nominations for appointment of Aldermen to council bodies and external bodies following a council election.

5. Procedure

- (1) Council will appoint and re-appoint (and, where necessary, nominate or re-nominate) Aldermen to council bodies and external bodies at the first ordinary meeting of council following a council election (or at a special meeting of Council if a special meeting for that purpose is called).
- (2) As soon as practicable after the publication of a copy of the certificate of election under section 304(2) of the Act, the General Manager will circulate a notice to Aldermen which—
 - (a) notifies Aldermen that appointments, re-appointments and nominations for appointment to council bodies and external bodies are to be made at the relevant meeting, and
 - (b) lists the appointments and nominations to be made, and, for each, identifies—
 - (i) the council body or external body
 - (ii) the position available (including, for an external body, whether Council will be making a nomination only)
 - (iii) the nature of the duties to be undertaken
 - (iv) the proposed term of the appointment
 - (v) whether the position is to be held ex-officio by the mayor or deputy mayor, and
 - (vi) any other information the General Manager considers relevant.
 - (c) requests that Aldermen submit nominations for the available positions one (1) week before the next council meeting.
- (3) The notice is to be circulated to all Aldermen by email.
- (4) Nominations may contain a statement in support of the nomination, to a maximum of 150 words.
- (5) Nominations may be for a position or a proxy position.
- (6) the General Manager will present a report to Council for consideration at the relevant council meeting which will contain, for each available position—
 - (a) the information specified in clause 5(2)(b), and
 - (b) a list of the nominations received and the documentation provided in support of each.



- (7) Where the number of nominees for a position does not exceed the number of positions available, the Council will decide the nominees in accordance with its ordinary meeting procedures.
- (8) If the number of nominees for a position exceeds the number of positions available—
 - (a) a ballot will be held to select the nominee or nominees, and
 - (b) once the result of the ballot is determined, the chair will call for the nomination to be confirmed in accordance with Council's ordinary meeting procedures.
- (9) For the avoidance of doubt, where a committee detail sheet that has previously been adopted by Council provides for a position to be held ex officio by the Mayor or the Deputy Mayor, the appointment of the Mayor or Deputy Mayor to that position is automatic, and no other Aldermen are entitled to nominate for that position.

PART 3 – NOMINATION AND APPOINTMENT TO COUNCIL BODIES OTHER THAN FOLLOWING A COUNCIL ELECTION

6. Application

This part applies where Council is required to appoint Aldermen or independent persons (or both) to council bodies, other following a council election.

7. Procedure

- (1) Where the appointment is—
 - (a) to a new council body, the General Manager will submit a report to Council for consideration at a council meeting—
 - (i) identifying—
 - (A) the council body and
 - (B) the position available and
 - (C) the nature of the duties to be undertaken
 - (D) the proposed term of the appointment, and
 - (E) any other information the General Manager considers relevant, and
 - (ii) recommending that Council resolves to call for expressions of interest from Aldermen or independent persons (as applicable), to be considered at a future council meeting.
 - (b) to an existing council body, General Manager will circulate a notice calling for expressions of interest for appointment, containing the information specified in subclause 7(1)(a)(i), above.
- (2) If clause 7(1)(b) applies, the notice is to be circulated—
 - (a) if the request calls for the nomination of Aldermen, to all Aldermen by email, or
 - (b) if the request calls for the nomination of independent persons, by—
 - (i) publishing the notice on Council's website
 - (ii) sending an email to all Council staff, and
 - (iii) if the General Manager considers it necessary, publishing the notice in a local newspaper.



- (3) The General Manager must circulate the notice under 7(1)(b) no later than one week before nominations close (or as soon as practicable if it is not possible to circulate the notice one week before nominations close).
- (4) the procedure outlined in clauses 2(4) to (8) (above) will then be followed, as if those clauses applied to an appointment to a council body.

PART 4 – BALLOTS

8. Application

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

9. Rules for ballots

- (1) When a ballot is required under this policy, the chair of the council meeting will call a ballot.
- (2) Ballots are to be secret unless Council resolves otherwise.
- (3) Votes are to be cast on ballot papers distributed to Aldermen by the General Manager. Ballot papers may be distributed either prior to or at the relevant council meeting.
- (4) Aldermen are to place completed ballot papers in a ballot box displayed in a prominent and visible position in the place the council meeting is being held.
- (5) The ballot box must not be opened until all Aldermen who intend to vote have cast their votes.
- (6) Votes will be counted by a council officer nominated by the General Manager, with another council officer acting as a scrutineer.
- (7) Where there are—
 - (a) two or more candidates for a single position, the candidate with the most votes will be the appointee, or
 - (b) more than two candidates for multiple positions (for example, two member spots on a council committee), the successful candidates will be the candidates with the most votes, in descending order until the number of positions have been filled. For example, if there are 2 positions and 4 candidates, the successful candidates will be those with the highest and second highest number of votes.
- (8) The officer who counts the votes will advise the chair of the council meeting by writing the name of the successful candidate/s on a piece of paper and delivering it to the chair.
- (9) In the event of a tie, the chair (at their discretion) may determine the winner by:
 - (a) the toss of a coin (conducted by the chair), or
 - (b) a further ballot, in which the only candidates are those which were tied in the first ballot.
- (10) All ballot papers and other ballot material are to be destroyed as soon as practicable after the conclusion of the ballot.

10. Proxies

- (1) Where proxy positions for council bodies or external bodies are available, unsuccessful candidates will be offered the position of proxy in the order in which they placed in the ballot.
- (2) Where a proxy is required but there are not sufficient candidates for a proxy after positions have been filled, or if all unsuccessful candidates decline the proxy appointment, the chair may call for nominations for proxy positions.



- (3) Where the chair has called for nominations in accordance with subclause (2), the selection of the nominees is to be determined in accordance with Council's ordinary meeting procedures.

PART 5 – MISCELLANEOUS

11. Vacation of positions upon leaving office

Where a position held by an Alderman's on a council body or external body is required to be held by an Alderman, the Alderman's appointment to that position will cease immediately upon the person ceasing, for any reason, to be an Alderman.

12. Nominations need not be personal

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

13. Refusal of nominations or appointments

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

14. Inconsistency with meeting procedures regulations

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

15. Attendance and performance

- (1) Reports are to be provided quarterly to Council detailing the attendance record of Aldermen at meetings of council bodies and external bodies to which they have been appointed.
- (2) If an Alderman's attendance record at a Council body or an external body (where Council has appointed the Alderman) is unsatisfactory, or if Council receives a written report from a council body that the council body is not satisfied that the Alderman is properly discharging the duties required of the position, Council may resolve to withdraw the Alderman's appointment and appoint another Alderman as a replacement.

BACKGROUND

Council has established and maintains control over a number of committees, special committees, working groups, steering committees, task forces and other bodies to assist in discharging its role and functions. Council is also, required to appoint persons (or nominate persons for appointment) to external bodies which carry out functions relevant to Councils functions and powers.

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

Council and Glenorchy Planning Authority Meetings for 2018

Glenorchy Planning Authority	Monday	15 January	2018	1.00 p.m.
Council	Monday	15 January	2018	3.00 p.m.
Glenorchy Planning Authority	Tuesday	13 February	2018	3.00 p.m.
Council	Monday	26 February	2018	3.00 p.m.
Glenorchy Planning Authority	Tuesday	13 March	2018	3.00 p.m.
Council	Monday	26 March	2018	3.00 p.m.
Glenorchy Planning Authority	Monday	16 April	2018	3.00 p.m.
Council	Monday	30 April	2018	3.00 p.m.
Glenorchy Planning Authority	Monday	14 May	2018	3.00 p.m.
Council	Monday	28 May	2018	3.00 p.m.
Glenorchy Planning Authority	Tuesday	12 June	2018	3.00 p.m.
Council	Monday	25 June	2018	3.00 p.m.
Glenorchy Planning Authority	Monday	16 July	2018	3.00 p.m.
Council	Monday	30 July	2018	3.00 p.m.
Glenorchy Planning Authority	Monday	13 August	2018	3.00 p.m.
Council	Monday	27 August	2018	3.00 p.m.
Glenorchy Planning Authority	Monday	10 September	2018	3.00 p.m.
Council	Monday	24 September	2018	3.00 p.m.
Glenorchy Planning Authority	Monday	15 October	2018	3.00 p.m.
Council	Monday	29 October	2018	3.00 p.m.
Glenorchy Planning Authority	Monday	12 November	2018	3.00 p.m.
Council	Monday	26 November	2018	3.00 p.m.
Glenorchy Planning Authority	Monday	10 December	2018	3.00 p.m.
Council	December date to be confirmed			

Attachment 2 – Extract from 16 January 2012 Council Meeting (Item 16.1)

16.1. NOTICE OF MOTION - ALDERMAN LUKE MARTIN

File Reference: Notice of Motion

Reporting Brief:

To consider a notice of motion by Alderman L. Martin submitted in accordance with the requirements of Section 16 of the *Local Government (Meeting Procedures) Regulations 2005*.

Resolution:

MARTIN/BRANCH

That Glenorchy City Council meetings, workshops and Glenorchy Planning Authority meetings commence at 3.00 p.m.

Amendment

PEARCE/CARNES

That the GCC trial day time meetings beginning at 3.00 p.m. for a six month period.

The amendment was put.

FOR: Aldermen Pearce and Carnes.

AGAINST: Aldermen Martin, Nielsen, King, Slade, Johnston, Stevenson, Ridler, Lucas and Branch.

The amendment was LOST.

The motion was put.

FOR: Aldermen Martin, Nielsen, Slade, Johnston, Stevenson, Carnes and Branch.

AGAINST: Aldermen King, Ridler, Pearce and Lucas.

The motion was CARRIED BY ABSOLUTE MAJORITY.

Glenorchy City Council

Proposed Corporate Reporting Framework

Open and constructive dialogue for the benefit of the community.

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Introduction

Movement of information through an organisation is as critical to the delivery of the strategic objectives of governance and stakeholders as it is for the senior management and officers in undertaking their duties.

Identified as an area for improvement at Glenorchy City Council, a review of Council's progress reporting started in 2014. The review process met with a variety of challenges during the subsequent years, being such a large and complex body of work to undertake.

Information on the performance of the organisation was provided sporadically, belatedly and at times not at all, as documented in the Glenorchy City Council Board of Inquiry Report. This contributed to the aldermen having *limited ability to have reasonable, responsible input into the development of the Budget and Annual Plan*.¹ By way of example, in the financial year from 1 July 2015 to 30 June 2016 there were 98 Questions on Notice from Aldermen to the General Manager ranging from updates about the progress of by-law reviews, strategy development & implementation, updates from committees & workgroups of Council, through to updates on major projects.

The proposed Corporate Reporting Framework (**the Framework**) for Council is the mechanism by which both elected members and senior Council officers can agree to the guiding principles and key structural elements needed for appropriate, effective and predictable sharing of information.

The overall objective of both elected members and senior Council officers is the restoration of the community's trust in the efficiency and competency of Glenorchy City Council; achieved by being transparent, accountable and putting the community first.

The proposal is that the Framework; while not a panacea for our past challenges, is a foundation for development; an agreed partnership between senior officers and elected members. The Framework is deliberately broad; allowing to start a journey of refinement. The Framework is deliberately flexible; responsive to the needs of the day or the priority of the elected members.

The Framework is a carefully planned and sincere effort of senior officers to meaningfully collaborate with elected members to restore order; putting our best foot forward to encourage an open and constructive dialogue for the benefit of the community that we serve.

Current situation analysis

Many, though not all, of the issues documented in the Board of Inquiry report have played out in the public domain over the last twenty four months. This has been at great cost to the reputation of the Council, the image of the City of Glenorchy and our community.²

Council now has the challenging task of rebuilding community trust in its elected body and operational management. This will take concerted effort over a significant period of time. The provision of timely accurate information to Council and the community will play a key role in

¹ P.186 Glenorchy City Council Board of Inquiry Report, November 2017.

² P.11 Glenorchy City Council Board of Inquiry Report, November 2017.

restoring trust and demonstrating Council's commitment to 'Govern in the best interests of our communities'³.

Over the past four years, through a variety of means, Council officers, external consultants and elected members have attempted to develop and implement improvements to Council's progress reporting. The table below lists the key activities and events during that time:

DATE	ACTIVITY / EVENT
9 June 2015	Notice of Motion, Ald. M Stevenson requesting that a brief projects and major operational items summary be provided at each Council meeting.
18 Jan 2016	Council workshop – Quarterly Performance Report - This workshop looked at the newly introduced quarterly performance reporting and the current monthly financial Corporate Performance Indicators report. Feedback was sought from elected members on the proposed reporting elements via a survey.
25 Jan 2016	Update report requested on the Outstanding Actions Register "Corporate Performance Reporting · Management to provide a framework at February workshop. · Clarification as to reporting requirements of the Council."
10 Oct 2016	Blackadder workshop. Glenorchy Council Aldermen and senior staff attended a workshop with management consulting practitioner Stephen Blackadder, Executive Director of Blackadder and Associates with the aim of finding an agreed set of reporting KPI's for Council
27 Dec 2016	Blackadder draft findings report presented to Council management for review. Aldermen were advised that potential actions will be presented to Council in the future.
8 February 2017	Aldermen suspended by Minister Planning & Local Government
19 June	GCC Annual Plan 2017/18 endorsed, including the action - <i>Implement the performance reporting system for corporate strategic planning</i>
30 Aug 2017	Improving our Measures – workshop with Management Team Working from the basis of the endorsed Annual Plan, officers undertook a workshop to improve the performance measures associated with each Annual Plan action item.

³ Glenorchy City Council Strategic Plan 2016-25.

As outlined in the table above, the outcome of the earlier workshops and reviews were earmarked for implementation as an Annual Plan action; *Implement the performance reporting system for corporate strategic planning*.⁴

The interim Executive Leadership Team set the following objectives for the Framework to address;

- Orderly and predictable reporting
- Improved accountability and transparency
- Integration of Annual Plan and financial reporting
- Framing strategic (Annual Plan) actions with business as usual workload

The Framework will provide a schedule outlining the reporting requirements of the *Local Government Act 1993 (the Act)* and other supplementary reporting.

The Framework constitutes a commitment by senior officers to provide timely, appropriate reports and updates in a predictable manner. For the elected members, the Framework will provide the structure to anticipate, understand and prepare for information as it becomes available during their term on Council and when officers will report on Council's legislated responsibilities and significant activities.

A cross directorate team led by the Acting Manager City Strategy & Economic Development has undertaken a systematic review of past and current reporting, to drive the development of the new Corporate Reporting Framework.

Process for development

To ensure that the information provided by officers is efficient to collect and report, the first stage of development was to identify all of the data collection and reporting that occurs across Council's operations. A total of 140 data sets and reports were identified and then collated and analysed by officers. This provided the foundation for the development of improved Annual Plan reporting measures.

In parallel to this first stage; a team of officers, led by Council's Finance Reporting Officer, undertook a comprehensive review of financial reporting. Council's mechanism for reporting regular financial information, the monthly CPI Report was identified as an area for which improvement was essential; both in terms of process and output.

These stages are described in the following sections.

Improving existing Annual Plan reporting measures

A desktop review was undertaken to identify best practise in local government reporting and consider what mechanisms would be most appropriate for the activities of Glenorchy City Council. The first outcome of this review informed the improvement of the Annual Plan measures⁵.

The measures assigned to each of the Annual Plan actions were considered by Council's senior management in a facilitated workshop, with the objective to provide a much more rigorous basis for

⁴ Glenorchy City Council Annual Plan 2017/18 – 2020/21 (Adopted 19 June 2017)

⁵ Council Report - Monday 30 October 2017, Agenda Item 9. Annual Plan Progress Report as at 30 September 2017

assigning indicators to actions. Over the following five weeks officers developed indicators (and at times a suite of indicators) for each action, ensuring measures;

- Are understandable to a broad audience. They should be clear and unambiguous so that stakeholders can draw meaningful conclusions about the performance of Council.
- Are aligned with other reporting requirements. Adopting existing indicators to ensure consistency with other reporting frameworks; lowering the time required/ cost of data collection and avoiding delays in reporting.
- Benefit of collecting information, outweighs the collection costs.
- Allow for consistent comparisons of performance over time. Each indicator is ideally defined with a record detailing the counting rules and measurement standards established to facilitate a valid measure of performance and aid reasonable comparisons.

By following these principles for Annual Plan measures, officers build a balanced picture of performance against the Annual Plan. The measures were successfully reviewed, the evidence of which can be observed in the quarterly Annual Plan Progress Reports issued an example of which is [Appendix 2](#).

The data collected for the quarterly Annual Plan Progress Report is intended to integrate seamlessly with the Corporate Reporting Framework; providing outcome and output related indicators of progress against our services, governance/management and strategies/masterplans.

Improving Financial reporting

The existing monthly Corporate Performance Indicators Report with the “traffic light” format and content was first used in the 2000/01 financial year; known as the Quarterly Performance Statistics. This later became the Monthly Financial Performance Indicators before becoming the CPI Report we know today. The CPI Report has changed little over the seventeen year period and the format does not align with current-day contemporary reporting standards.

The existing CPI Report is compiled by extracting information from the various corporate databases and transposing that into spreadsheet formats to produce:

- twenty-seven graphs
- two profit & loss statements
- commentary
- capital works variances

Since the inception of the current report in 2000/01, it has been both time consuming and resource intensive to produce. The current report requires input from multiple staff and takes approximately one week to compile.

While the report could be said to have “stood the test of time”, it is now unaligned with the current activities of Council and it no longer reflects contemporary reporting practices presently used within local government. The format and content of the current Corporate Performance Indicators Report is far removed from what is commonly used today.

To determine what content and format is best practice for future financial reporting, an analysis of selected Councils was undertaken. The key attributes of these Councils were a combination of intrastate, interstate, larger, smaller and similar. The finance software being used was also a factor as reassurance was required that the proposed framework was programmatically possible within our software.

The analysis clearly showed common standardisation of financial reporting in terms of format and substantial standardisation in terms of content. It would be counter-productive for this Council to continue with the outdated CPI reporting format or to develop its own style when clearly there is an industry standard in place.

Reporting mechanisms

Existing reporting mechanisms

Through the Annual Plan reporting mechanism; robust data is collected on a wide variety of Council actions and reported to Council; however because this information is at the strategic level, contextual information and 'ongoing' Council activities are poorly communicated due to limitations of the software system.

Officers examined the existing reporting mechanisms available to Council and identified constraints to the flow of information from the operational area to the elected members and public. The existing mechanisms for reporting identified were limited to;

- One-off officers report,
- Annual Report,
- Annual Plan Quarterly Report,
- Monthly CPI Report,
- Questions on Notice, and
- Notice of Motion

Although these mechanisms provided for the basic functions of information movements; mechanisms for predictably communicating the strategic and significant operational activities and the monitoring of financial information were lacking. This impacted on the ability of elected members to access the information as per the objectives as set out by the Interim Executive Leadership Team.

The reporting mechanisms used by every Council in Tasmania and some mainland Councils were collated and benchmarked. Thus a range of mechanisms were investigated for delivery of business as usual, contextual, strategic and financial information to Council.

Improving reporting mechanisms

Starting at the highest level of reporting; those specifically required by the *Local Government Act 1993 (the Act)*, Council officers collated and examined all strategic and key operational legislated reports. These were identified, drafted and refined into an annualised schedule according to past occurrences. These reports identified in the Act provided the foundation to develop predictability and became the first element of the Framework; the **Calendar of Reports**.

With this draft calendar in place, officers across Directorates examined Council wide reporting, specifically looking at;

- Legislated requirements (aside from **the Act**),
- Reporting internally (management) or externally (Aldermen & public),
- Report's purpose (to inform, to note or to decide),
- Confidentiality,
- Existing reporting mechanism that the reporting is occurring through,
- Ease of understanding and level of detail required,
- Frequency,
- Ease of collation and collection of data, and
- Relevance to elected members and the community.

The outcome of this examination revealed a number of external reporting requirements for Council officers as required by a variety of State and Federal legislation. External reporting and compliance requirements of Council are reported on at a high level as the action '*Facilitate Council compliance with Commonwealth and State legislative requirements on matters of material importance*'⁶. This action identifies compliance reporting as a strategic priority of Council, but does not include any information about the frequency, nature or directorates responsible. An audit of Council's compliance requirements is earmarked for 2018 in order to prepare for the implementation of a compliance reporting management system, therefore an additional mechanism for reporting compliance is required in the interim.

Analysis of previous Council minutes, questions on notice, structures drawn from benchmarked Councils, the Blackadder draft findings report, findings of the Board of Inquiry and Tasmanian Audit Office recommendations provided further focus for reporting mechanism improvements. Specifically the provision of reports to Council on major projects and operational issues are required for elected members to monitor resources and assets, and aid assessment of Council performance against the Annual Plan and Budget.⁷

Given existing the governance structures in place (such as existing Special Committees and no Aldermanic portfolio holders) Council officers developed a streamlined approach to sharing information; bringing together external compliance, key operational items, monitoring of strategic actions, monitoring of financial trends and updates on major projects.

Within existing budgets and staffing levels the most suitable and efficient means was identified as a suite of reports every quarter providing a strategic snapshot. This suite consists of;

- **General Manager's Overview** (including more detailed financial performance information)
- **Three (3) Directorate Summaries** (including reporting compliance, submissions and policy updates)
- **Annual Plan Progress Report**

The final refinement focussed on changes to financial reporting. This is to provide reporting that enables the elected members to monitor and understand Council's financial position in relation to

⁶ Glenorchy City Council Annual Plan 2017/18 – 2020/21 (Adopted 19 June 2017)

⁷ P.215 Glenorchy City Council Board of Inquiry Report, November 2017.

agreed budget estimates using a standard format and to enable elected members to reconcile information against the Annual Report. Again, officers drew from previous reports and recommendations and developed and tested financial information for reporting in two distinct formats;

- **Monthly Statement of Financial Performance**, and
- A more detailed **Quarterly Statement of Financial Performance**.

The outcome of these individual improvements and additions to the reporting mechanisms is a set of elements that are mutually reinforcing and in sum, deliver on the objectives set out by the interim Executive Leadership Team namely;

- Orderly and predictable reporting (through the Calendar of Reports)
- Improved accountability and transparency (through Monthly and Quarterly Statement of Financial Performance)
- Integration of Annual Plan and financial reporting (through General Manager's Overview suite of reports)
- Framing strategic (Annual Plan) actions with business as usual workload (through General Manager's Overview suite of reports)

Integration with existing reporting mechanisms

The Framework's integration with existing governance mechanisms will avoid duplication and enable information sharing; the Framework elements become an integral part of the flow of information.

Existing methods of sharing information in the agenda relies primarily on ad-hoc one-off officer's reports, notices of motion from Aldermen, questions on notice and of course the annual report.

Without a reporting framework in place, the Aldermanic body and community are confined to information on a month by month basis as items are approved for each agenda. The current ad-hoc officer's reports include, but are not limited to the adoption of the budget, annual plan, annual plan progress reports and the financial management strategy. These are key strategic decisions for which preparation and predictability contributes to positive outcomes.

The proposed corporate reporting framework functions through the adoption of;

- The Calendar of Reports,
- General Manager's Overview Report, and
- Monthly Statement of Financial Performance.

These elements fit within the corporate reporting hierarchy that already exist within Council and enhance the responsiveness and efficiency of strategic and operational reporting, improves transparency and provides a predictable and orderly foundation through the Calendar. The hierarchy of corporate reporting that incorporates the elements of the Framework are described below in

Figure 1.



Figure 1 - Corporate Reporting Hierarchy

The following sections provide details on each element of the corporate reporting framework.

Corporate Calendar of Reports

The Calendar of Reports provides the over-arching schedule of reports over the medium to long term. This consists principally of reports required by the Act and regular reports to Council. Each element of the Framework is scheduled, as is key strategic information for Council. Importantly, the Calendar includes scheduled annual review of the General Manager's Overview content and an annual review of the Corporate Reporting Framework to ensure reporting remains relevant and responsive to elected member's roles and responsibilities.

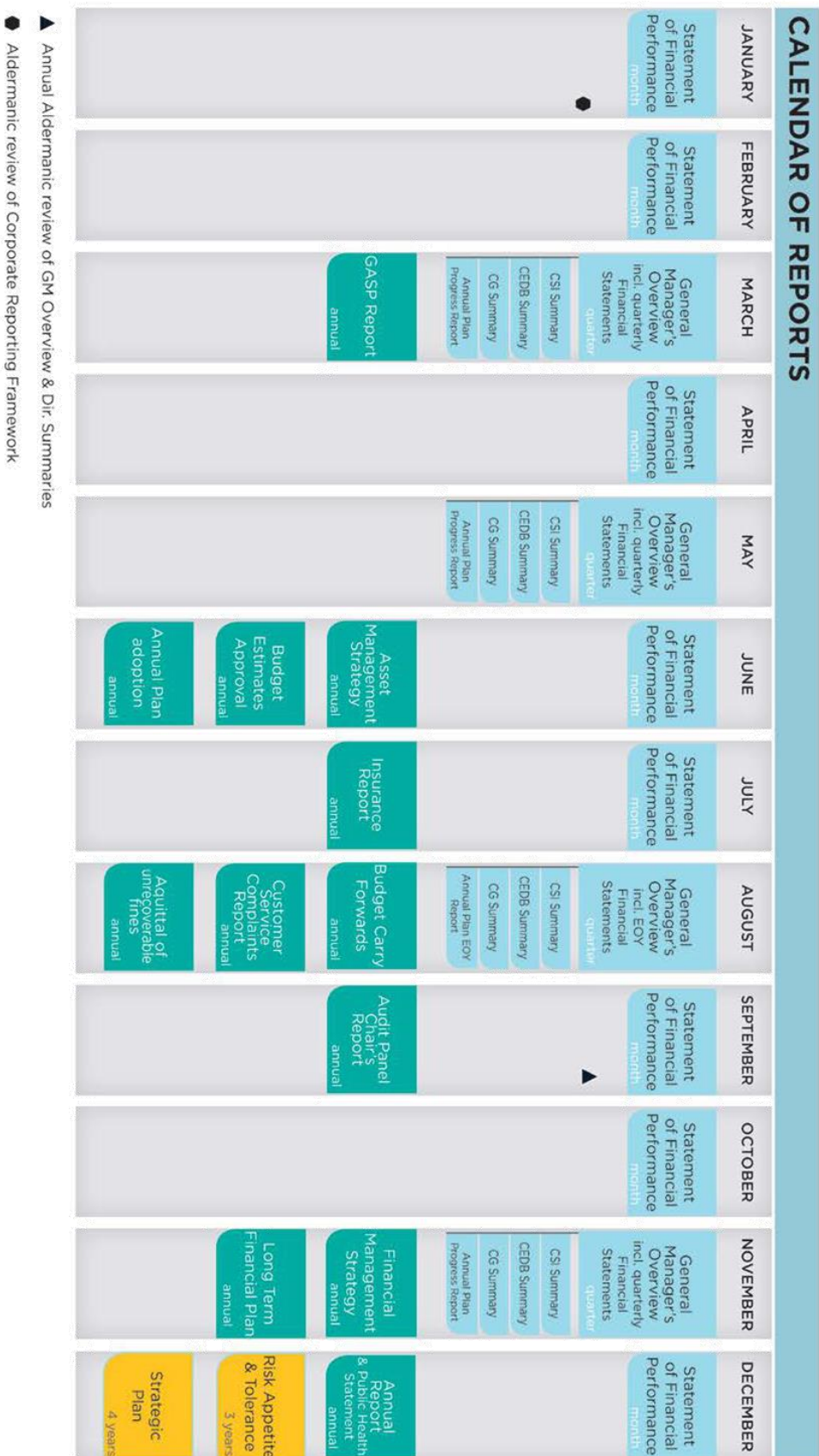


Figure 2 - Corporate Calendar of Reports

General Manager's Overview & Directorate Summaries

This part of the reporting framework integrates and improves on two current reporting processes; the quarterly Annual Plan Progress Report and the financial CPI Report.

The quarterly Annual Plan Progress Report collates high level information on the progress of the Annual Plan; providing a dashboard status across all actions and more detailed information on 'high priority' actions and those actions with a 'review required status'. While there is good information collected, there are limitations inherent in the software and form of this report. The information and format is set at the start of the financial year; lacking flexibility, the reporting does not allow for any in-depth exploration of issues or responsiveness.

The Directorate Summaries combine information and data from operational sections; providing analysis and commentary from each Director. The first part of the report is flexible and can change to meet the needs of the elected body and adjust to accommodate reporting on significant operational projects or processes as they arise. The final section of the report is standardised for each directorate to note;

- **Reports and Compliance.** A list of compliance reporting undertaken during the quarter, including the date and nature of the reporting; detailed for each Directorate
- **Policies developed/reviewed.** A list of policies reviewed, rescinded, expired or updated during the quarter for each Directorate
- **Submissions.** A list of submissions prepared on behalf of Council submitted to any external organisation.

By providing a summary under each heading, elected members can monitor key operational responsibilities of Council and request further information if they wish to examine specific details of compliance and reporting, policy review or submissions.

The summary of activities for each Directorate is completed by the final part of the report; Statement of Financial Performance by Directorate including trend data on year to date revenue and expenditure variances against year to date budget. Thus the significant strategic, operational and financial information is contained within each Directorate report.

The General Manager; drawing from these Directorate summaries, provides an overview of strategic and operational highlights, Council's risk environment and financial position against approved budget estimates.

These reports are flexible and can change – the summaries are a vehicle for information flows; not a strict reporting regime! The objective of this reporting is to frame the business as usual, strategic and financial information so that each component reconcilable, providing sufficiently broad information such that elected members understand the 'big picture'.

An example of the format of the General Manager's Overview & Directorate Summaries report is provided in [Appendix 1](#)

An example of the Annual Plan Progress Report format is provided in [Appendix 2](#)

Statement of Financial Performance

The financial reporting processes will be significantly improved. The existing monthly CPI Report does not present financial information that elected members can reconcile with the annual report provided at the end of the financial year. In the CPI Report form, information in the report is compiled and commented on by the finance staff, rather than by those responsible for the budget, revenue and expenditure.

The Statement of Financial Performance takes the current process and realigns reporting to provide Council with summarised information monthly and then provide more detailed information quarterly in conjunction with the Annual Plan update. Elected members will be able to understand and reconcile budget variances monthly on an organisational level and then quarterly consider each Directorate statement alongside more detailed financial indicators.

Officers will produce **monthly** and **quarterly** reports, and Directors and the General Manager will submit contextual information and commentary for each report, providing;

Monthly

- Statement of Comprehensive Income – YTD Whole of Council

This will be supplemented with additional information in graphical format with commentary:

- Revenue – Whole of Council – YTD by Month - Budget v Actual
- Expenditure – Whole of Council – YTD by Month - Budget v Actual
- Revenue – Whole of Council – Variance by Type
- Expenditure – Whole of Council – Variance by Type
- Capital Works – YTD Variance by Program – Budget v Actual with Forecast
- Explanatory Notes

This form of monthly reporting reduces the resources required to produce and improves both the efficiency and quality of information. The current process requires multiple staff members up to a week to produce the CPI Report, leaving only days for the Directors and General Manager to consider the content prior to inclusion on the agenda. The process for delivery of Statement of Financial Performance requires one finance officer resource for a single day to produce, allowing Directors and General Manager time to review the financial statements and provide quality commentary and information.

Quarterly

- All of the monthly content; plus
- Statement of Financial Position – YTD Whole of Council
- Statement of Comprehensive Income – YTD by Directorate
- Revenue – YTD by Month by Directorate - Budget v Actual
- Expenditure – YTD by Month by Directorate - Budget v Actual
- Revenue – Variance by Type by Directorate
- Expenditure – Variance by Type by Directorate
- Capital Works – YTD Update by Project – Major Works
- Rates Collections - YTD v Target
- Cash & Investments – Total YTD by Month
- Staffing Year to Date – statistical information

This level of quarterly reporting will be more resource intensive than the monthly Statement of Financial Performance, however it is manageable given there are only four reports per year.

The Statements of Comprehensive Income and Financial Position are prescribed by Australian Accounting Standards and are independently audited by the Tasmanian Audit Office annually. It follows that when Council is briefed on the financial position of the organisation, it must be in a format that is:

- considered best practice,
- precise in its representation of the financial position,
- comparable to the format published in the annual report,
- justifiable in its use and explainable in its content, and
- able to withstand scrutiny.

The additional information by way of graphs, charts and commentary present the information directly from the statements in a graphical format for ease of understanding.

An example of the Statement of Financial Performance format of this report as at 31 December 2017 is provided in [Appendix 3](#).

Delivery & implementation

Embedded in the Framework through the Calendar of Reports are two scheduled reviews;

- Aldermanic review of General Manager's Overview and Directorate Summary content. Council officers are committed to consultation with the elected members regarding the suitability of content and format of reports. As major projects commence it would be expected that project updates would become a part of the quarterly reporting summaries until completion and a close out report is provided.
- Aldermanic review of the Corporate Reporting Framework. Recognising the constantly evolving environment in which all Local Government operates; an annual review of the Framework is included to ensure the mechanisms are up to date and reflective of the needs of the day.

The proposal is that the Framework is the foundation for developing a cycle of improvement; an agreed partnership between senior officers and elected members. Deliberately broad; allowing the start of a journey of refinement. Deliberately flexible; responsive to the needs of the day or the priority of the elected members.

The monthly Statement of Financial Performance will be included on the Council agenda every month commencing March 2018; reporting on the January financial period. The General Managers Overview and Directorate Summaries will be included on the May and August Council agendas. All report formats will be reviewed during September with elected members for relevance and improvement opportunities.

Iterative process; measuring our success

The success of the Framework is the shared responsibility of elected members and Council officers, both sharing ownership of positive outcomes if implemented with transparency, accountability and mutual respect. By committing to constructively working together, guided by the principles and key

structural elements of the Framework, the community of Glenorchy will gain a solid foundation to enjoy appropriate, effective and predictable sharing of information.

Appendix 1 – General Manager’s Overview & Directorate Summaries.

The following appendix is an example of the format and structure of the quarterly General Manager’s Overview & Directorate Summaries.

The following reports contain EXAMPLE CONTENT ONLY

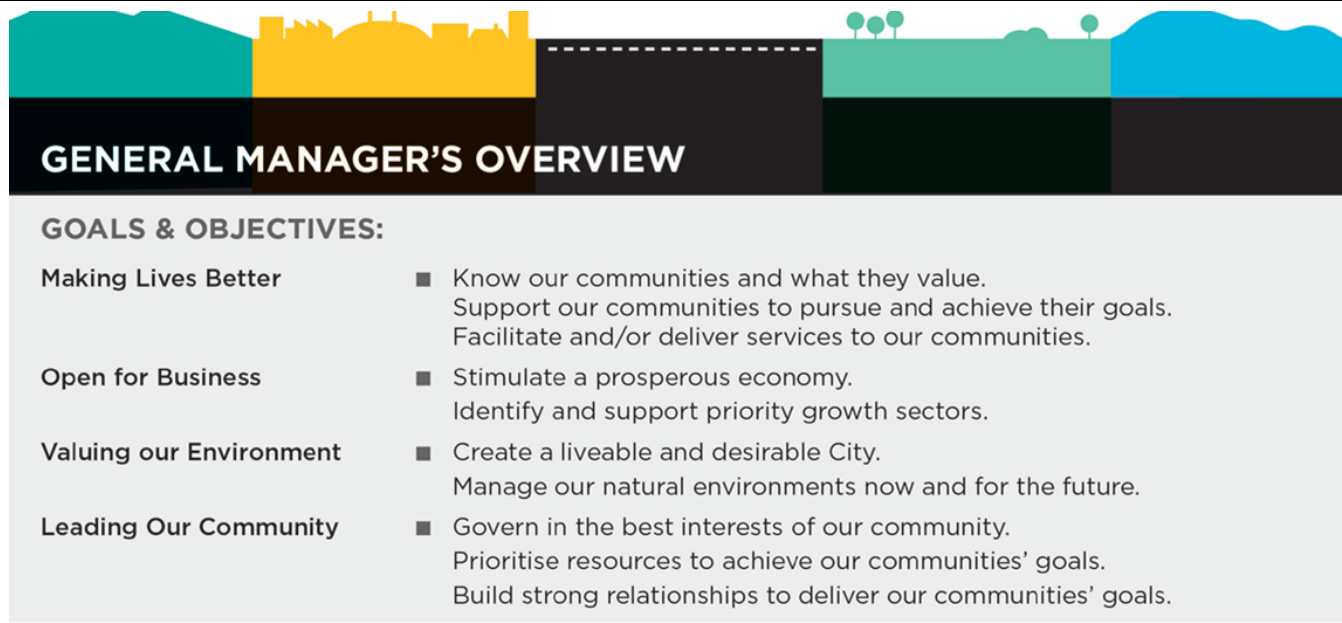
The content will vary depending on the strategic and key activities of the time for each directorate.

General Manager's Overview

Directorate Summaries & quarterly Financial Statements.

For the quarter ending 30 September 2017





Strategic and Operational highlights

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Financial Position

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Current strategic Risks

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Major Projects

CBD Revitalisation

- Phase One construction planned for March 2018. Project management team reporting to CBD Revitalisation Steering Committee (refer to minutes 19.10.2017, 23.11.2017)
- Tender documentation prepared and submissions will open in early 2018

Committees and partnerships

- STCA quarterly meeting 12.10.2017
- TasWater Regional briefing 24.10.2017
- Wellington Park Trust meeting 20.12.2017

Communication

Current consultations or engagements

- Draft Parking Strategy feedback 01.10.2017 – 31.10.2017
- Draft Wombat Sanctuary Masterplan Community consultation 15.10.2017 – 15.11.2017

Media Mentions

Media	Q1	Q2	Q3	Q4
Print	52	60		
Radio	16	15		
Television	2	60		

- Unusually high level of television coverage due to popularity of the Tolosa Park Carols event on 9 December 2018.

Media Interviews

Date	Topic	Published
12.12.2017	Car collectors club receives support from Council funds (Ald. E Lephant)	Mercury, ABC Radio
04.12.2017	Carols By Candlelight promotional interview: (Ald. E Lephant)	ABC Radio
26.12.2017	Carols By Candlelight success: Ald. E Lephant	ABC Radio, WIN TV, Ten Network, BuzzFeed, ABC TV, Fox News, CNN, BBC, SBS

GCC Website

	Q1	Q2	Q3	Q4
Unique visitors	2300	60		
Top search term	16	15		
Television	2	60		

Top three Traffic Site Visitation pages:

- Animal Control
- Rates and Rebates
- Waste Management

Top search terms – “animal control dogs”

Reports & Compliance

- Glenorchy City Council, Annual Report 20.12.2017 submitted to Director of Local Govt.

Policies developed/reviewed

- Nil.

Submissions

- Provided submission to LGAT 12.12.2017 – Elected member and community reporting best practise.

**Glenorchy City Council
Financial Report**

Statement of Comprehensive Income to 31 December 2017

	Note	2018 Budget \$'000	2018 Actual \$'000	00 Actual \$'000
Income				
Recurrent Income				
Rates	4	35,400	35,412	34,327
User charges and licences	5	8,304	8,043	7,568
Interest		204	188	221
Grants	7	857	974	1,512
Contributions - cash	8a	185	197	184
Investment income from TasWater	9	505	417	535
Other income	10	201	369	232
		45,657	45,600	44,577
Capital Income				
Contributions - non-monetary assets	8b	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	6	147	181	70
Capital gains received specifically for new or upgraded assets	7	760	359	700
Fair value recognition of land under roads	27q	-	-	-
		907	541	770
Total Income		46,564	46,141	45,347
Expenses				
Employment costs	11	10,649	10,810	9,778
Material and services	12	7,461	7,154	6,814
Depreciation and amortisation	13a	7,185	6,852	6,925
State Fire Commission contribution	13b	2,666	2,666	2,528
Finance costs	4	125	123	157
Assets written off	14	227	-	(30)
Bad and doubtful debts	15	1	1	1
Other expenses	16	295	264	303
Total Expenses		28,609	27,870	26,475
Surplus/(deficit)		17,955	18,271	18,872
Other comprehensive income				
Items that wil not be reclassified to surplus or deficit				
Net gain/(loss) on revaluation of property, plant and equipment	40	-	-	-
		-	-	-
Items that may be reclassified subsequently to surplus or deficit				
Financial assets available for sale reserve				
-Fair value adju stment on available for sale assets	40	-	-	-
		-	-	-
Total other comprehensive income		-	-	-
Total comprehensive result		17,955	18,271	18,872

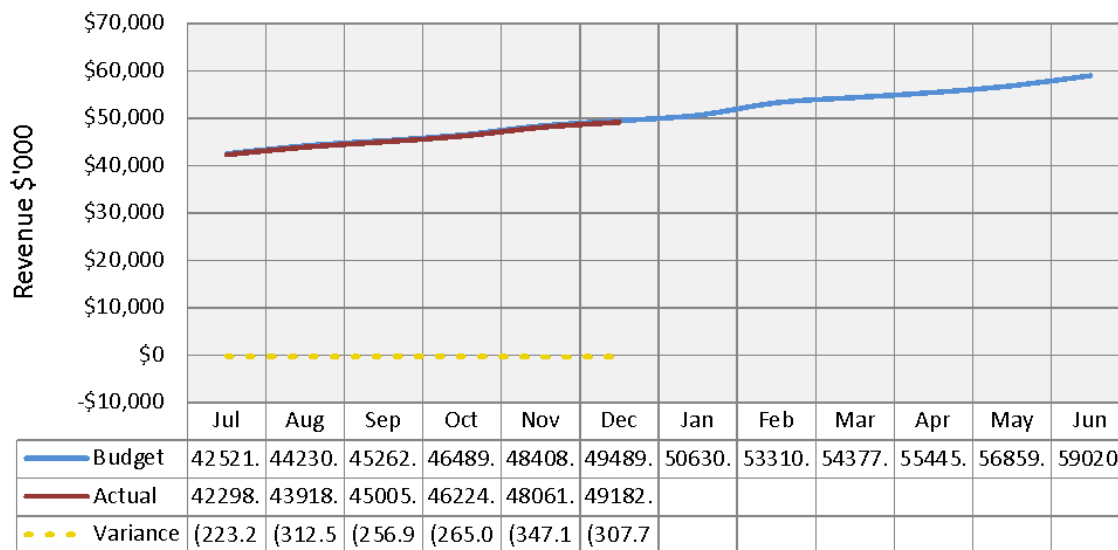
Glenorchy City Council
Financial Report
Statement of Financial Position to 31 December 2017

	Note	2016 \$'000	2017 \$'000
Assets			
Current assets			
Cash and cash equivalents	17	15,705	10,275
Trade and other receivables	18	13,228	649
Inventories	19	115	107
Non-current assets classified as held for sale	20	-	1,157
Other current assets	21	-	-
Total current assets		29,049	12,188
Non-current assets			
Investment in TasWater	26	165,003	163,927
Property, infrastructure, plant and equipment	27	669,378	685,650
Investment properties	36	-	9,326
Other non-current assets	35	20,633	21,184
Total non-current assets		855,013	880,086
Total Assets		884,062	892,274
Liabilities			
Current liabilities			
Trade and other payables	22	(1,052)	(73)
Provisions	23c	(3,985)	(1,262)
Borrowings	24	(929)	(852)
Other current liabilities	25	(1,665)	(1,593)
Total current liabilities		(7,631)	(3,779)
Non-current liabilities			
Provisions	23c	(5,756)	(5,533)
Borrowings	24	(3,790)	(4,317)
Total non-current liabilities		(9,546)	(9,849)
Total liabilities		(17,176)	(13,629)
Net Assets		901,238	905,903
Equity			
Accumulated surpluses		(532,883)	(531,474)
Reserves		(316,536)	(342,156)
Total equity		(849,419)	(873,630)

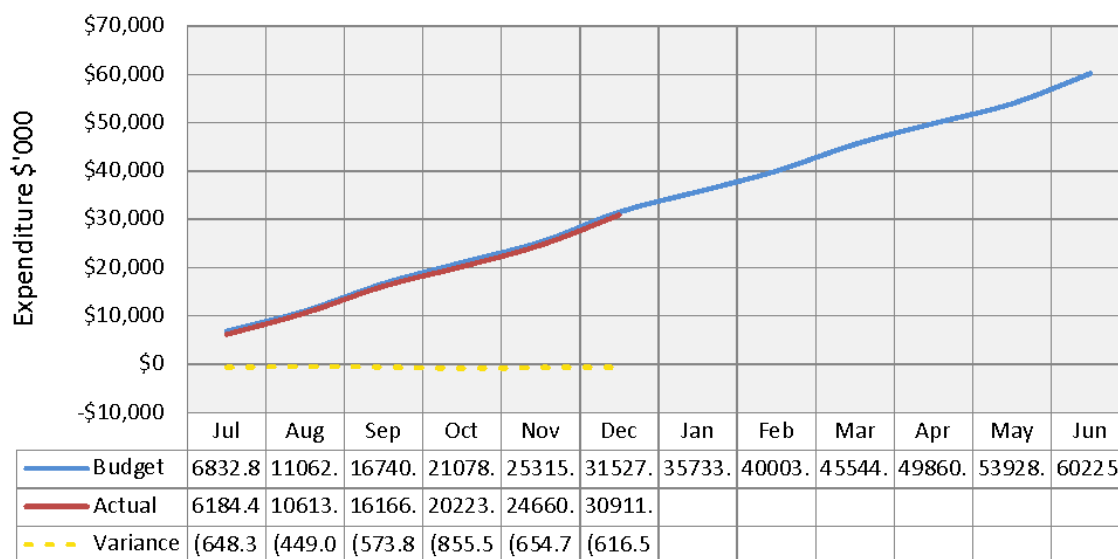
Explanatory Notes:

Ref.	Comment:
4	Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna. Nunc viverra imperdiet enim.
5	Revenue from Operating Activities - Statutory Fees and Fines Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna. Nunc viverra imperdiet enim.
7	Revenue from Operating Activities - Grants Operating (non-recurrent) Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna. Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus.
8a	Revenue from Operating Activities - Contributions Monetary Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna. Nunc viverra imperdiet enim.
10	Revenue from Operating Activities - Net Gain/Loss on sale of assets Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna.
8b	Contributions - non-monetary assets - Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna.
6	Net gain/(loss) on disposal of property, infrastructure, plant and equipment - Nunc viverra imperdiet enim. Fusce est. Vivamus a tellus
7	Capital gains received specifically for new or upgraded assets - Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna.
27q	Fair value recognition of land under roads - Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa.

Revenue - Whole of Council YTD Budget v Actual \$'000



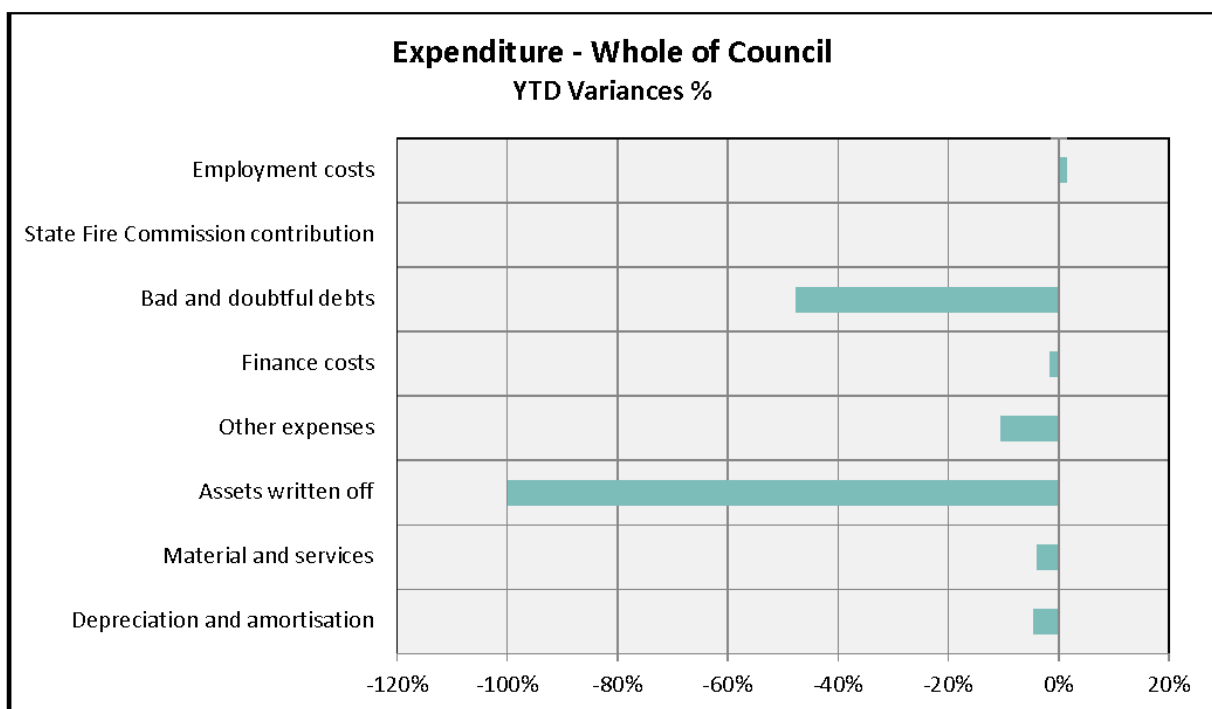
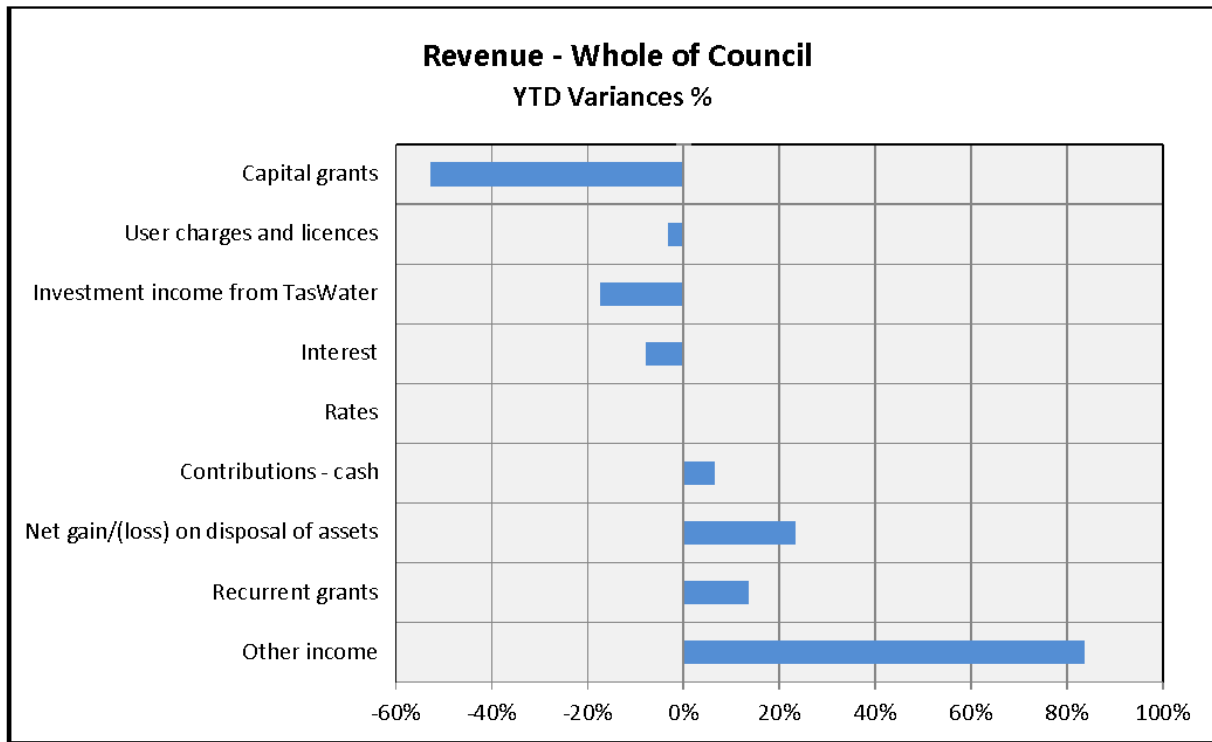
Expenditure - Whole of Council YTD Budget v Actual \$'000



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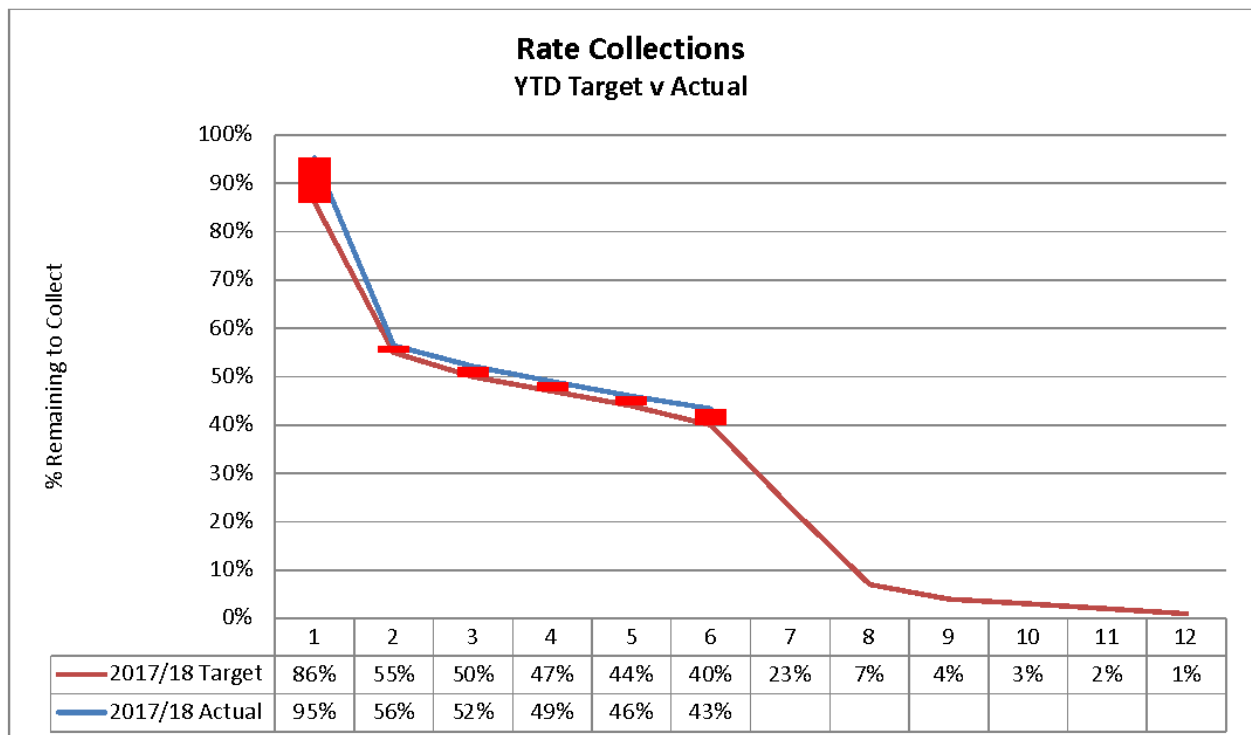
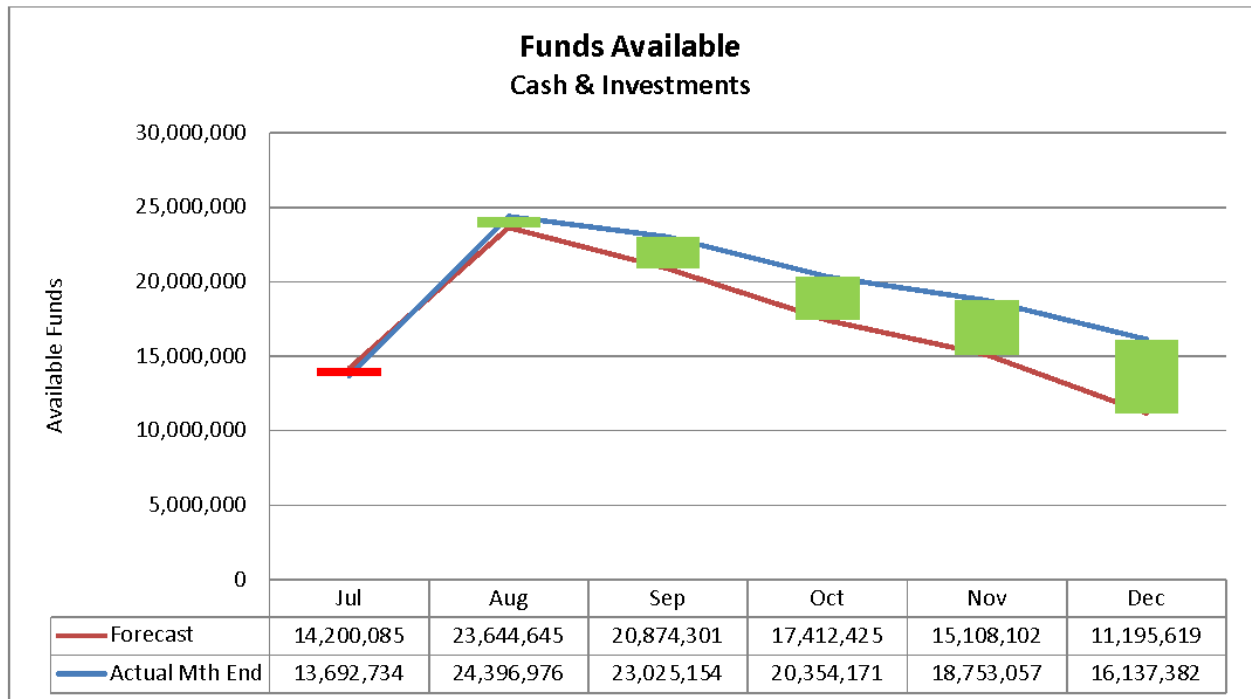
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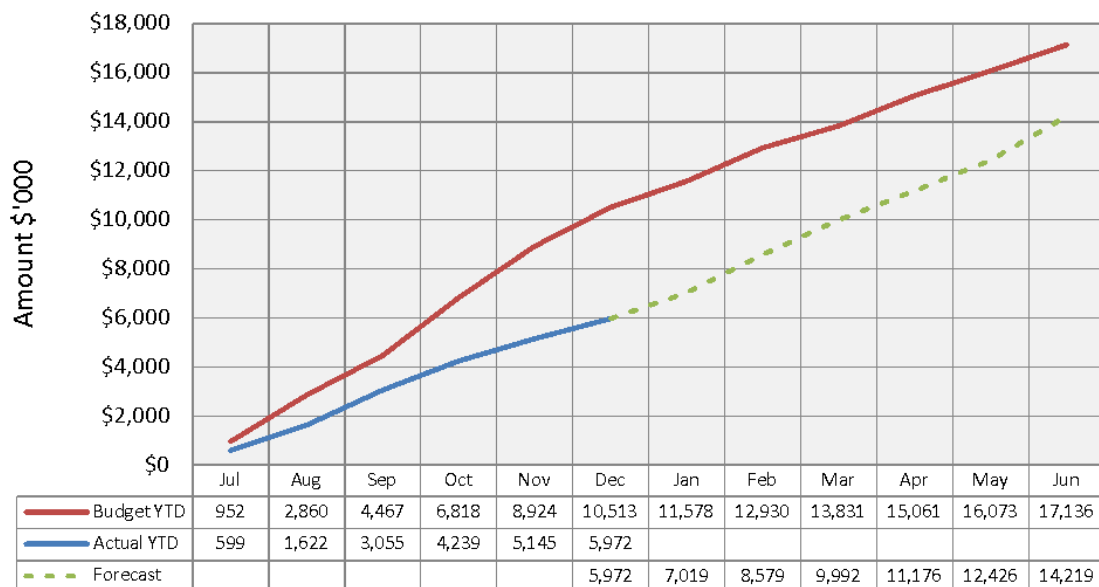
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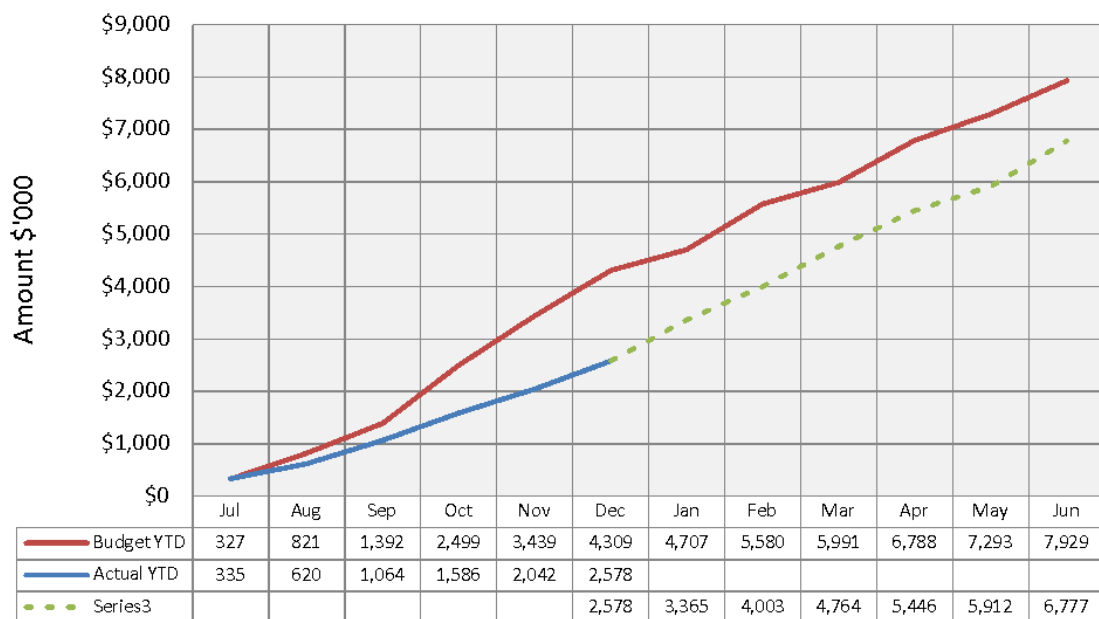
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Capital Works All Programs
YTD - Budget v Actual v Forecast
\$'000



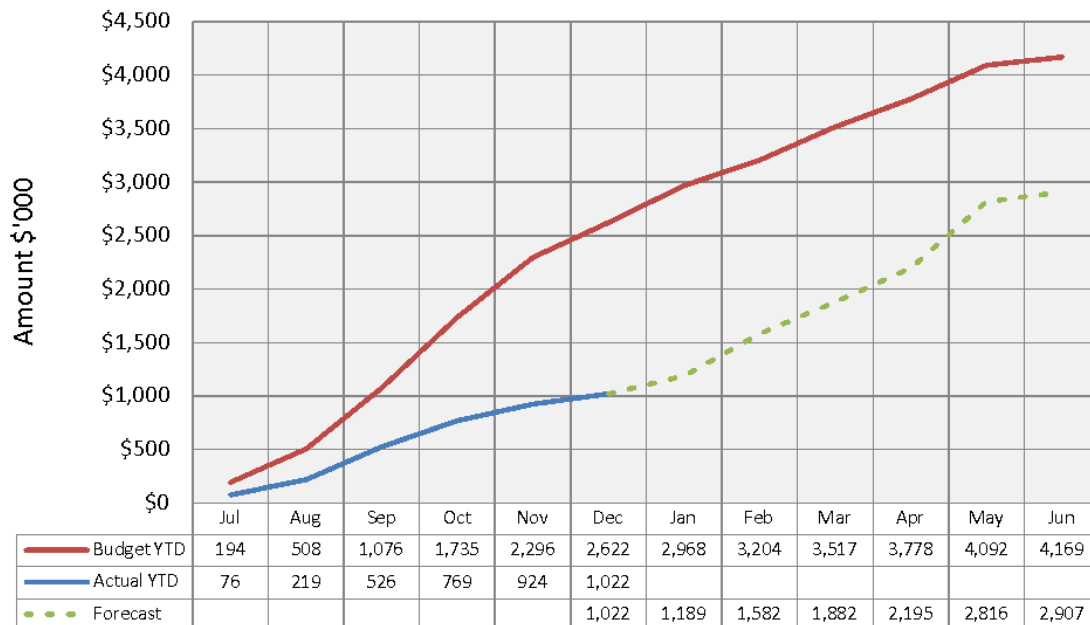
Capital Works ROADS
YTD - Budget v Actual v Forecast
\$'000



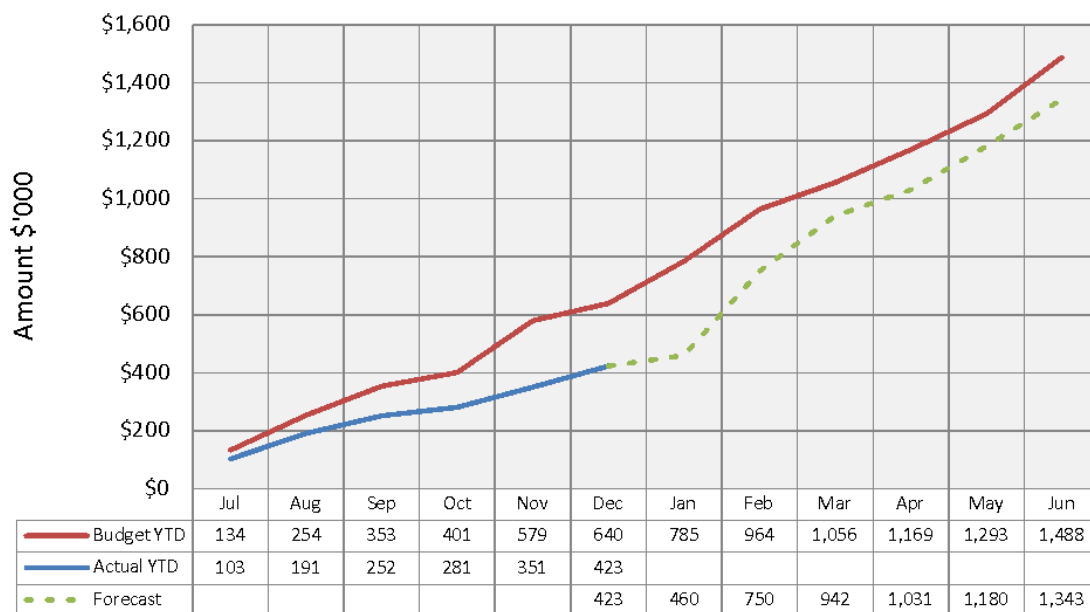
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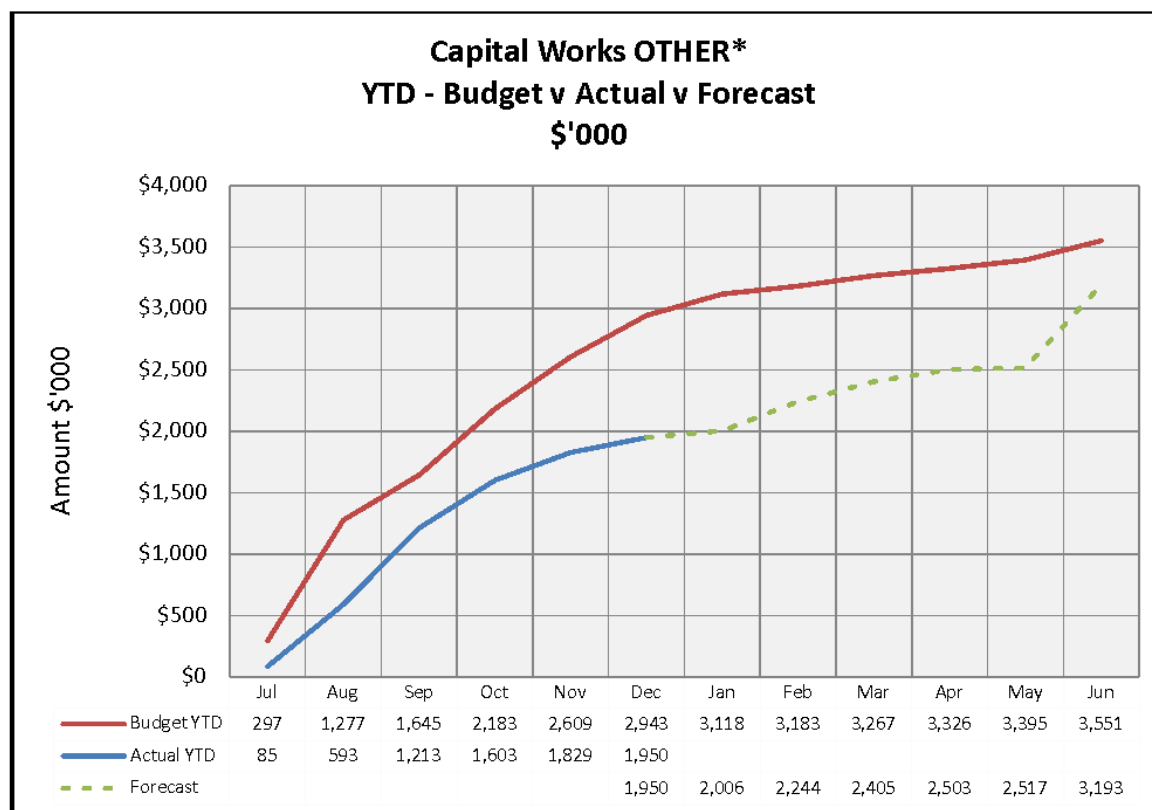
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Capital Works PROPERTY YTD - Budget v Actual v Forecast \$'000



Capital Works STORMWATER YTD - Budget v Actual v Forecast \$'000





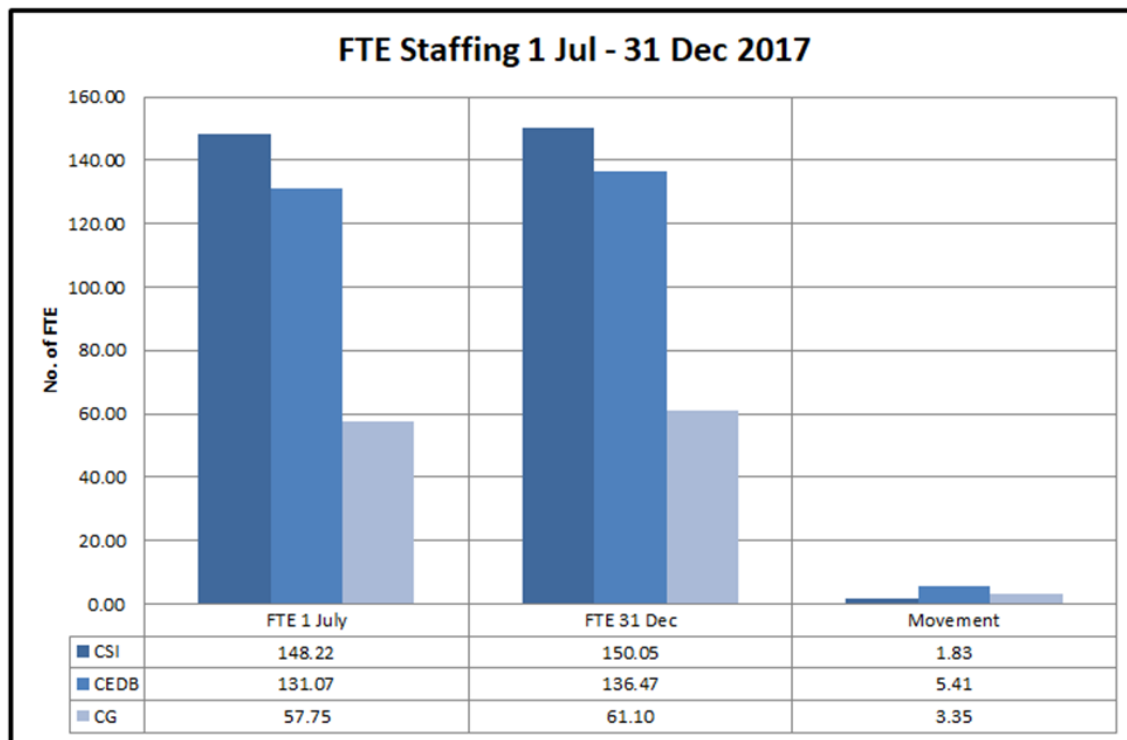
* Other Capital projects include; ICT, fleet, plant and equipment.

While carrying out regular or programmed capital works, Council also undertakes reactive maintenance or works which address issues that have been reported by the public and require rectification.

Each individual job or activity has been scheduled across the four financial quarters of the year. It is possible that under certain circumstances jobs may be brought forward or delayed in the notional program. Circumstances which impact upon the timeframe for delivery of capital or programmed maintenance works include:

- weather conditions
- identification of high priority unplanned works
- road does not require grading
- seasonal demands
- flooding or storm damage
- equipment breakdowns
- special events.

The scheduling of works across the municipality in accordance with defined localities; combined with the adoption of treatment and inspection cycles identified within Council's Asset Management Plan, provides for a comprehensive and consistent approach towards capital works delivery and optimises the use of Council staff and equipment.



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CORPORATE GOVERNANCE DIRECTORATE SUMMARY

GOALS & OBJECTIVES

- | | |
|--------------------------------|---|
| Making Lives Better | ■ Support our communities to pursue and achieve their goals. |
| Open for Business | ■ Identify and support priority growth sectors. |
| Valuing Our Environment | ■ Create a liveable and desirable City. |
| Leading Our Community | ■ Govern in the best interests of our community.
Prioritise resources to achieve our communities' goals. |

Governance Risk Management

- Aldermen undertook LGAT training 25.10.2017

Public Compliance

Animal Management

	Q1	Q2	Q3	Q4	Forecast YTD	Actual YTD
Dog Registrations	23	45				
Dog Complaints	5	11				
Dogs at Large						
Incidents (livestock, snakes, etc.)						
Animal Management By-Law infringements						

- Officers responded to 35 customer requests for animals at large including 3 reports of snake incidents.

Parking Enforcement

	Q1	Q2	Q3	Q4	Forecast YTD	Actual YTD
Infringements issued	23	45				
Infringements withdrawn	5	11				
Infringements referred to Monetary Penalty Enforcement						
Abandoned vehicles						
Tickets issued						
Tickets issued per Officer						

People and Safety

Workplace Health & Safety (note reporting on WH&S issues is for all of Council)

Item / Activity	Target	Results Reported	Notes	
Near Misses Reported	Industry Standard 100 near misses for every single incident	2		
Hazard Reports	Industry Standard 5 per week	0	Once again this information is required so that we can improve our work practices, safety issues and potential injuries.	
Safety Committee Meetings	4 per month	0		
Workplace Inspections	1 worksite inspection per month	1		
Lost Time Injury (LTI) A lost-time injury is defined as an occurrence that resulted in a fatality, permanent disability or time lost from work of one day/shift or more.	Zero	3	1 x 1 day back to full duties 1 x 6 days back to full hours of work 1 x 5 days – yet to return to work	
Medical Treatment When an employee requires medical treatment after an incident	Zero	2	Minor injuries both workers returned to work.	
Property / Plant Damage Damage to any Council Property	Zero	0	Property Plant	

Vehicle Damage	Zero	1		
Personal Injury or Incident	Zero Harm	0		

On track  Further Action Required  Urgent Action Required 

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Insurance

- 2 vehicle related incidents claimed

Reports & Compliance

- Provided annual report to Department of Health and Human Services – Snake ownership 2016/17; Glenorchy municipality survey (15.11.2017)
- Claremont bi-annual parking survey report published on GCC website www.gcc.tas.gov.au/parking_surveys

Policies developed/reviewed

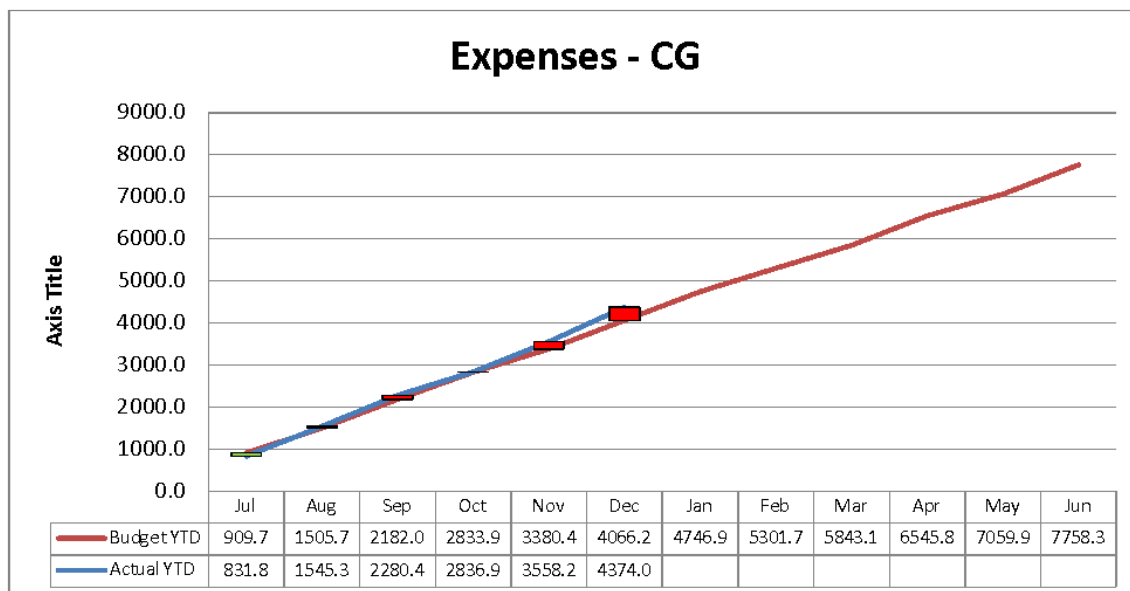
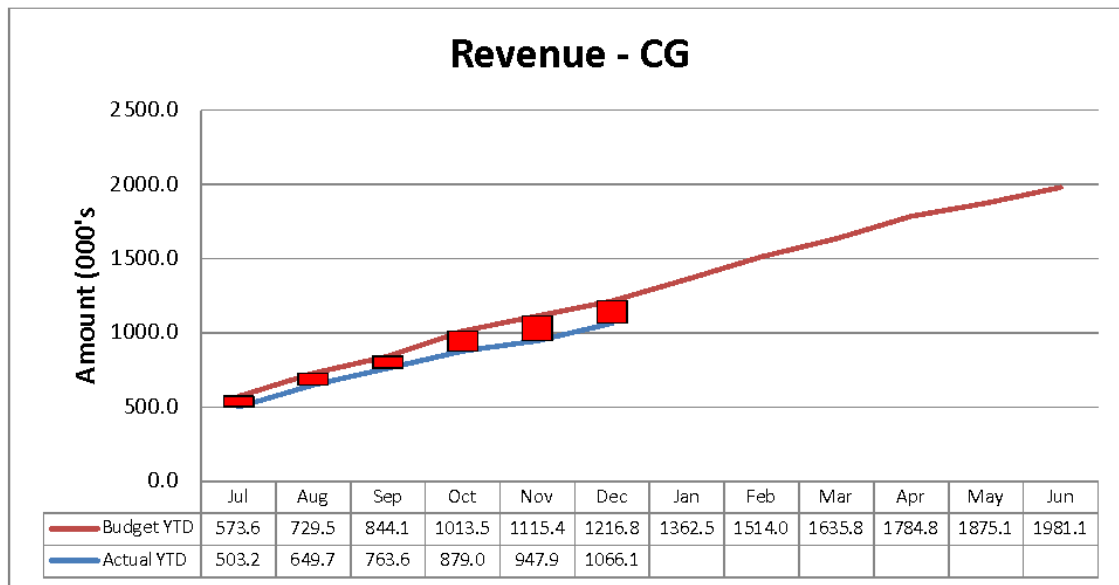
- Adopted Risk Management Policy (02.10.2017 Item 9.)

Submissions

- Provided submission to LGAT 12.12.2017 – Annual reporting of compliance issues, data security and public access.

**Corporate Governance
Financial Report
Statement of Comprehensive Income to 31 December 2017**

	Note	2018 Budget \$'000	2018 Actual \$'000	00 Actual \$'000
Income				
Recurrent Income				
Rates	4	35,400	35,412	34,327
User charges and licences	5	8,304	8,043	7,568
Interest		204	188	221
Grants	7	857	974	1,512
Contributions - cash	8a	185	197	184
Investment income from TasWater	9	505	417	535
Other income	10	201	369	232
		45,657	45,600	44,577
Capital Income				
Contributions - non-monetary assets	8b	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	6	147	181	70
Capital gains received specifically for new or upgraded assets	7	760	359	700
Fair value recognition of land under roads	27q	-	-	-
		907	541	770
Total Income		46,564	46,141	45,347
Expenses				
Employment costs	11	10,649	10,810	9,778
Material and services	12	7,461	7,154	6,814
Depreciation and amortisation	13a	7,185	6,852	6,925
State Fire Commission contribution	13b	2,666	2,666	2,528
Finance costs	4	125	123	157
Assets written off	14	227	-	(30)
Bad and doubtful debts	15	1	1	1
Other expenses	16	295	264	303
Total Expenses		28,609	27,870	26,475
Surplus/(deficit)		17,955	18,271	18,872
Other comprehensive income				
Items that will not be reclassified to surplus or deficit				
Net gain/(loss) on revaluation of property, plant and equipment	40	-	-	-
		-	-	-
Items that may be reclassified subsequently to surplus or deficit				
Financial assets available for sale reserve				
-Fair value adjustment on available for sale assets	40	-	-	-
		-	-	-
Total other comprehensive income		-	-	-
Total comprehensive result		17,955	18,271	18,872



Corporate Governance Comments:

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COMMUNITY ECONOMIC DEVELOPMENT & BUSINESS

GOALS & OBJECTIVES

Making Lives Better

- Know our communities and what they value. Support our communities to pursue and achieve their goals. Facilitate and/or deliver services to our communities.

Open for Business

- Stimulate a prosperous economy. Identify and support priority growth sectors.

Valuing Our Environment

- Create a liveable and desirable City.

Leading Our Community

- Govern in the best interests of our community. Prioritise resources to achieve our communities' goals.

Finance

- LGAT and ABS data collation underway
- Issue of overdue rates notices 01.10.2017
- Draft schedule for 2017/18 budget development developed

ICT

- Project PAM; payroll, finance and HR modules successfully rolled out. User acceptance testing will occur in Nov.
- Project BARRY; rolled out in December with 100% success rate across all departments
- Records management processed 4 Freedom of information requests during the quarter
- ICT Helpdesk support survey responses reported 98% satisfaction with services for the quarter

Derwent Entertainment Centre

Main Arena:

- Hobart Primary School Bands 6.10.2017 – 4896 attendees
- James Brown 15.10.2017 – 3589 attendees
- Led Zeppelin 27.11.2017 – 7132 attendees

Astley Room:

Event	Attendees
Smith Wedding	160
Pastry Association Awards	50

Boardroom/Other:

Event	Attendees
Training Sessions	160
Meeting	50

Customer Service

Month	Customer Enquiries (counter)	Customer Enquiries (phone)	Customer Enquiries (via website)
October	321	476	6
November	45	189	86
December	29	311	133

The decrease in in-person enquiries at the customer service counter is attributable to the launch of the new GCC webpage in early October.

City Strategy

Annual plan reporting improvements developed lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas porttitor congue massa. Fusce posuere, magna sed pulvinar ultricies, purus lectus malesuada libero, sit amet commodo magna eros quis urna.

- Draft schedule for 2018/19 Annual Plan developed

Economic Development

- Attendance at Public Transit Corridor meeting on 12.11.2017; public forum scheduled for 20.12.2017, Council publicised through the GCC website and Gazette article.
- Three economic development enquiries fielded from various business sectors.
- Destination Southern Tasmania conducted a Tourism for Small Businesses workshop in Moonah 15.12.2017

Community Planning & Engagement

Engagement	Impact Level	Engagement activities	#People eng.
Tolosa Park masterplan	1	2	35
CBD Playground	1	3	350

Road resurfacing (Eady Street, Glenorchy)	4	1	5
Recycle Bin rollout	1	20	55

Community Development

Youth:

- RUOK Day Event saw eight schools and 250 children participate 15.10.2017.
- Staff are preparing for the annual Gig in the Gardens event on 12.12.2017

Community Safety:

- CPTED Training of three Council officers updated and registered 30.11.2017
- Safer Communities Committee recently convened the Wave Action Community Gathering and is currently planning for the Snapping Perception youth photographic competition and Youth Week event – Safer Communities Young People Awards.

Childcare Connections

Berriedale Centre 100 families attended Christmas afternoon tea and enjoyed a visit from Santa. Children were gifted books from the Glenorchy Municipal Lions Club.

Benjafield Centre 56 families attended Christmas afternoon tea and enjoyed a visit from Santa. were gifted books from the Glenorchy Municipal Lions Club.

Arts & Cultural Development

MAC

- The MAC will its 2017 Exhibition Program in mid-January with the Glenorchy Open. March featured a major exhibition as part of Ten Days on the Island, 'Crossroads'. The MAC has been extremely busy, workshops have been hosted by SBS Street Art, Tasmanian Writers Centre & Stitching & Beyond amongst others. Performance seasons by local companies including Loud Mouth Theatre, Tasdance as well as Colourfest film screening for Harmony Week. The Centre was busy with community celebrations for International Women's Day & casual bookings for meetings, seminars and presentations. Over 8,080 people visited the Centre during the quarter, with 229.5 days of activity across all the Centre's spaces.

GASP

- *Night Lights* performance scheduled for late January.

Reports & Compliance

- Provided annual report to Australian Bureau of Statistics (15.11.2017)

Policies developed/reviewed

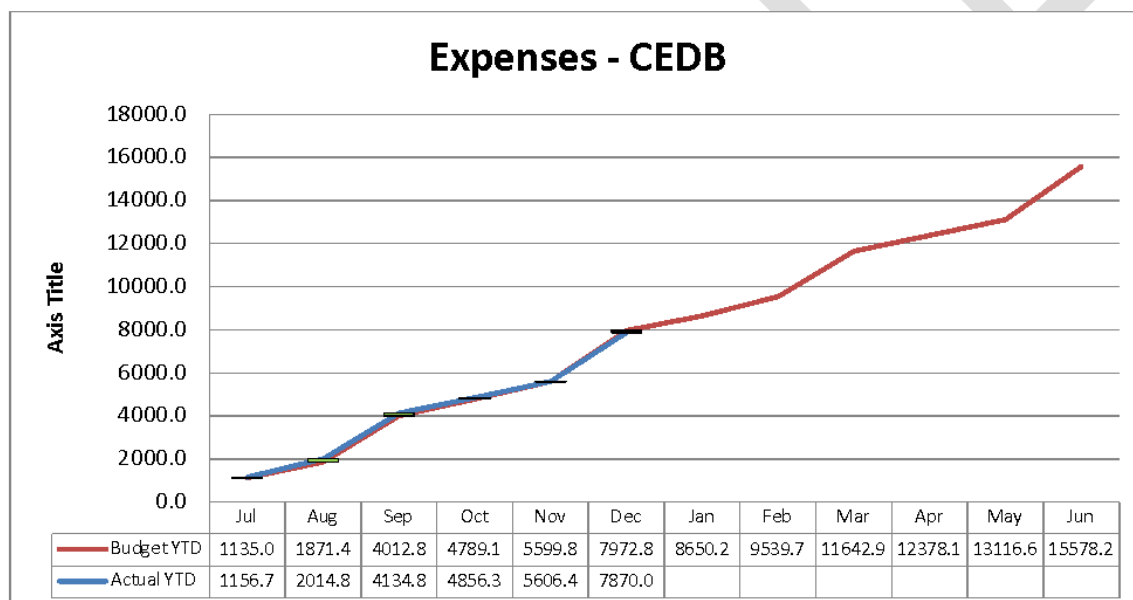
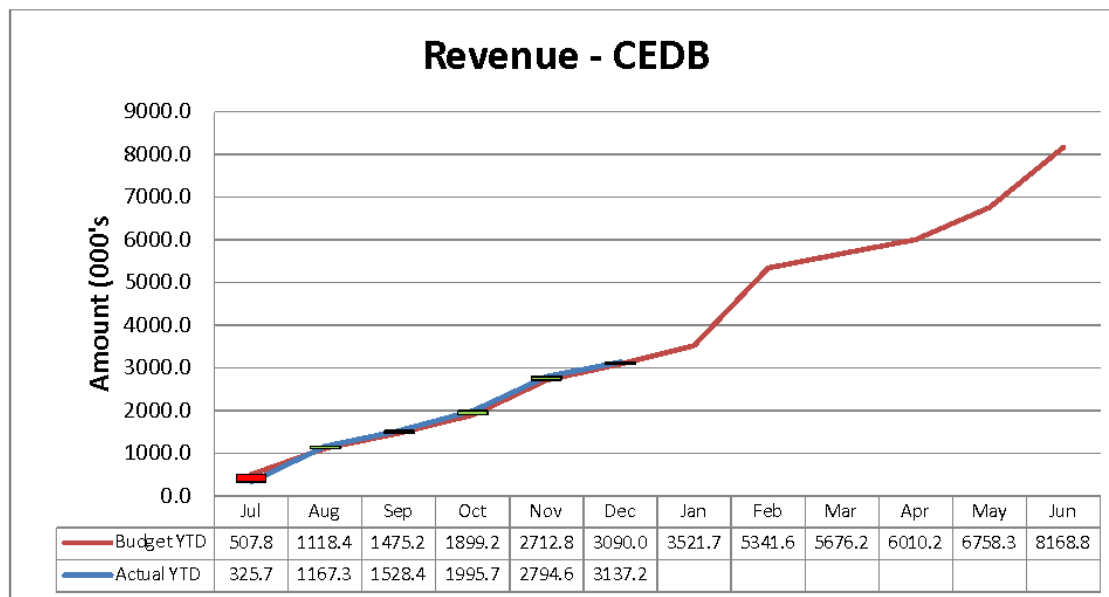
- Adopted Postponement of Rates Policy (02.10.2017 Item 9, Decision 2.)

Submissions

- Provided submission to LGAT 12.12.2017 – Financial accounting shared services in greater Hobart analysis
- Provided submission to Federal Government 20.10.2017 - Social Housing Analysis, local and state government challenges.
- Provided letter of support to MGBA 21.12.2017 – application to Tas Community Fund for Christmas decorations.

Community Economic Development & Business
Financial Report
Statement of Comprehensive Income to 31 December 2017

	Note	2018 Budget \$'000	2018 Actual \$'000	00 Actual \$'000
Income				
Recurrent Income				
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Capital Income				
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Depreciation and amortisation	13a	7,185	6,852	6,925
State Fire Commission contribution	13b	2,666	2,666	2,528
Finance costs	4	125	123	157
Assets written off	14	227	-	(30)
Bad and doubtful debts	15	1	1	1
Other expenses	16	295	264	303
Total Expenses		28,609	27,870	26,475
Surplus/(deficit)		17,955	18,271	18,872
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Items that may be reclassified subsequently to surplus or deficit				
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		-	-	-
Total other comprehensive income		-	-	-
Total comprehensive result		17,955	18,271	18,872



Community Economic Development & Business Comments:

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CITY SERVICES & INFRASTRUCTURE DIRECTORATE SUMMARY

GOALS & OBJECTIVES

Making Lives Better	■ Facilitate and/or deliver services to our communities.
Open for Business	■ Stimulate a prosperous economy.
Valuing Our Environment	■ Create a liveable and desirable City. Manage our natural environments now and for the future.
Leading Our Community	■ Govern in the best interests of our community.

Statutory, Strategic Planning & Heritage

	Q1	Q2	Q3	Q4
Development applications	23 (100% within statutory timeframes)	45 (100% within statutory timeframes)		
Heritage assessments	5 (100% within statutory timeframes)	11 (98% within statutory timeframes due to staff illness)		

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Building & Plumbing

	Q1	Q2	Q3	Q4
Building applications	110 (100% within statutory timeframes)	97 (100% within statutory timeframes)		
Plumbing applications	60 (100% within statutory timeframes)	10 (100% within statutory timeframes)		

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Environmental Health

	Q1	Q2	Q3	Q4
Premises & activities licenced	110 (100% within statutory timeframes)	97 (100% within statutory timeframes)		
Public Health inspections undertaken	60 (100% within statutory timeframes)	10 (100% within statutory timeframes)		

Waste Services, Landfill, Recycling & Education

	Q1	Q2	Q3	Q4
Kerbside - Missed bins				
Kerbside - Participation rate (bins issued/bins collected)				
Landfill - Diversion rate %				

Jackson street waste management centre – landfill.

High wind events had significant impacts on operations at the Jackson Street site during the quarter. All debris was successfully cleared from the surrounding area within 24 hours.

Waste Education Activities

	Q1	Q2	Q3	Q4
Waste education - schools attended				
Waste education - students attended				

Waste services officers visited three schools and facilitated the Garage Sale Trail with Community Development staff during October. This was a collaborative project with Clarence, Huon and Hobart Councils.

Council Property

Property	Update
Patsy Street Centre	New 5 year lease in place
Claredale Swimming Pool	New 2 year lease in place
Smith Street Reserve	To be disposed of/ released to open market
Peter Street Drainage upgrade	Complete*

*Complete – indicates 'Practical Completion' whereby the works are finished, but final contractual and financial factors are yet to be finalised.

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Infrastructure Asset Management & Capital Program

Major detailed design project completed for project handover for this quarter are:

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Construction projects undertaken during the quarter are progressing according to schedule despite rainfall higher than monthly averages. Projects complete* include:

*Complete – indicates 'Practical Completion' whereby the works are finished, but final contractual and financial factors are yet to be finalised.

Stormwater upgrade	Footpath reconstruction
- Eastoon Avenue	- Boden Road
- Milparam Street	- Smith Street
Road reconstruction	Other
- Bayswater Steet	- Tenoy Street carpark extension
- Croak Road	- Cadmium Sportsground carpark renewal
Cycleway lanes	

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Environment & Natural Areas Management

Council is collaborating with Sustainable Living Tasmania and all southern councils to deliver the Home Energy Bulk Buy for quality energy products

Bushfire Management activities for the quarter included controlled burns in the lower altitude areas of Wellington Park over the week beginning 15.11.2017

Traffic & Transport Network Planning

Blackspot funding application is successful for improvements to the Smith Street and Jones Road intersection. This area was identified for improvements to pedestrian safety.

Council officers have undertaken four (4) Access Projects during the quarter; all within the Moonah CBD area.

As an action of the Glenorchy City Council Parking Strategy, officers have commenced preliminary study to explore the options for parking facilities for electric cars and bikes.

Emergency Management

- Emergency Management Group meeting 12.12.2017
- Flood event planning underway, revised draft to be considered by EMG 15.2.2018

Reports & Compliance

- Provided annual report to Environmental Protection Authority (15.11.2017) Waste and Recycling
- Provided annual report to Environmental Health Unit 12.12.2017

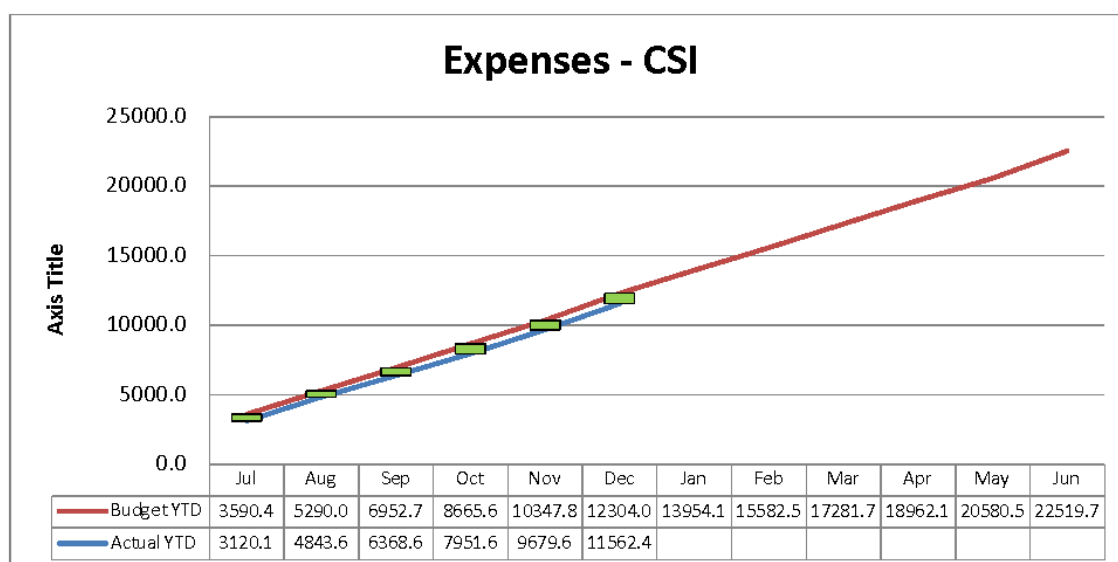
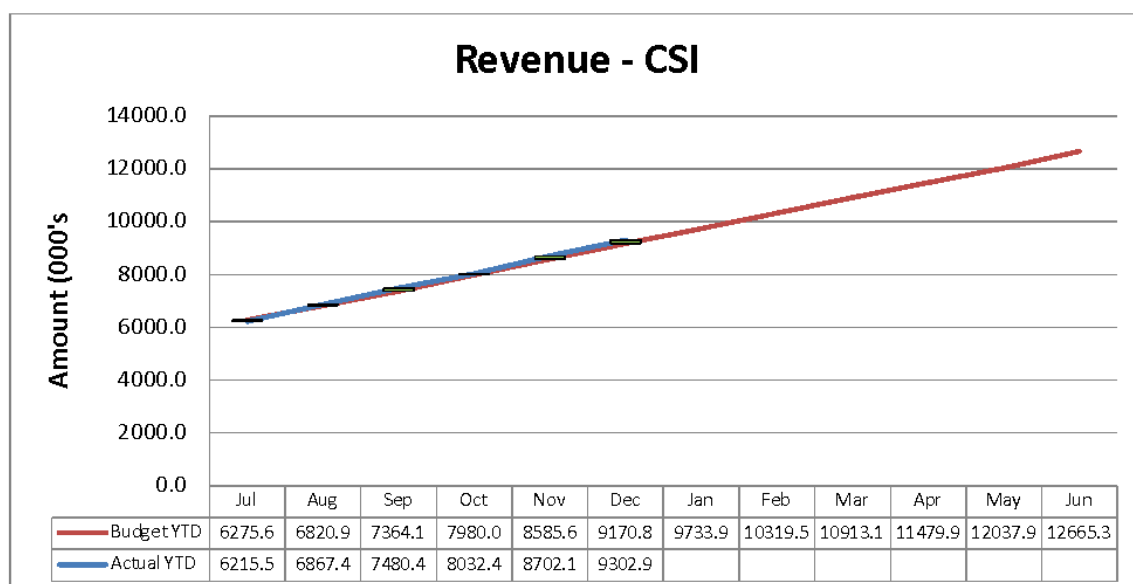
Policies developed/reviewed

- Adopted Public Open Space Subdivisions Policy (02.10.2017 Item 9, Decision 2.)

Submissions

- Provided submission to LGAT 12.12.2017 – Bushfire mitigation utilising local water supply report.
- Provided submission to Federal Government 20.10.2017
- Waste management; transfer station and recycling networks supply and demand in Australia.

City Services & Infrastructure Financial Report				
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Surplus/(deficit)		17,955	18,271	18,872
Other comprehensive income				
Items that wil not be reclassified to surplus or deficit				
Net gain/(loss) on revaluation of property, plant and equipment	40	-	-	-
		-	-	-
Items that may be reclassified subsequently to surplus or deficit				
Financial assets available for sale reserve		-	-	-
-Fair value adjustment on available for sale assets	40	-	-	-
		-	-	-
Total other comprehensive income		-	-	-
Total comprehensive result		17,955	18,271	18,872



While carrying out regular or programmed capital works, Council also undertakes reactive maintenance or works which address issues that have been reported by the public and require rectification.

Each individual job or activity has been scheduled across the four financial quarters of the year. It is possible that under certain circumstances jobs may be brought forward or delayed in the notional program. Circumstances which impact upon the timeframe for delivery of capital or programmed maintenance works include:

- weather conditions,
- identification of high priority unplanned works,
- road does not require grading,
- seasonal demands,
- flooding or storm damage,
- equipment breakdowns, or
- special events.

The scheduling of works across the municipality in accordance with defined localities; combined with the adoption of treatment and inspection cycles identified within Council's Asset Management Plan, provides for a comprehensive and consistent approach towards capital works delivery and optimises the use of Council staff and equipment.

Appendix 2 Annual Plan Progress Report

Annual Plan Progress Report is provided as an example of the quarterly reporting mechanism on the actions identified in the Annual Plan of Council.

Annual Plan Progress Report 2017/18 – 2020/21

For the quarter ending 30 September 2017



Introduction

This report provides information on Glenorchy City Council's Annual Plan performance for the quarter ending 30 September 2017, the first of the financial and planning year.

Annual Plan Performance

The Council's Annual Plan sets out the actions intended to be undertaken each financial year. All actions are aligned to the community outcomes from the Glenorchy Community Plan 2015-2040 and the objectives and strategies from the Council's Strategic Plan.

This report shows:

- Business rules applied when assessing each action measure and status
 - The status, description and comments on 'high priority' actions are given. (High, Medium and Low priority allocations are determined for each action by the Executive Management Team; referencing Council's Risk Register and Community Plan Priorities)
- Performance for all actions in the Annual Plan at the end of the quarter with action status
- For all actions marked 'review required', the status chart, description and comments are provided. It should be noted that a 'review required' status is assigned to those actions for which there are internal or external factors that present a foreseeable risk to project completion by the deadline set in the annual plan.



Business Rules - Action status

Action Status		Business rule for application of descriptor
Ongoing		For business as usual tasks (not for use with project tasks).
On schedule		The task is on track to meet the target set in the Annual Plan.
Review required		There are internal or external factors that present a foreseeable risk to project completion by the deadline set in the Annual Plan.
Completed		The task has been completed.
Task for Future Year		The task is identified in the Financial Year as commencing in an "out year".

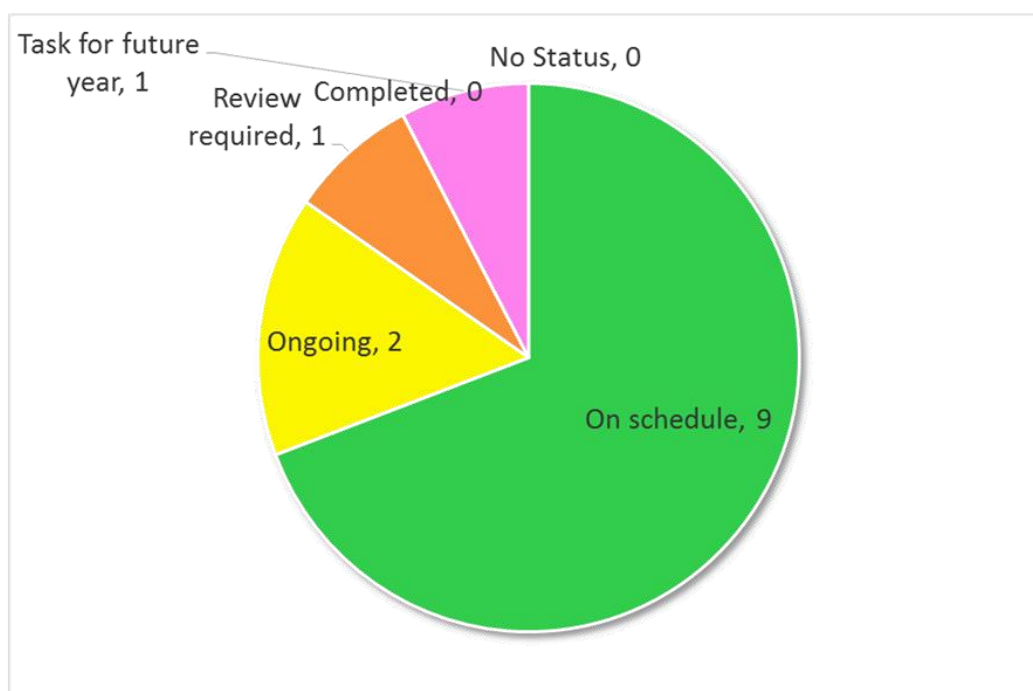
Business Rules - Measure status

Measure Status		Business rule for application of descriptor
Achieved		The measure has been met.
Likely to meet		Task performance is on track to meet the measure and target in the Annual Plan.
Not likely to meet		Task performance is not likely to meet the measure and target in the Annual Plan due to internal or external factors.
Assessment premature		It is not possible at the time of reporting to determine task performance against the measure or target because the task has not yet reached its scheduled commencement date; or the task is scheduled to be commenced and undertaken in an out year.

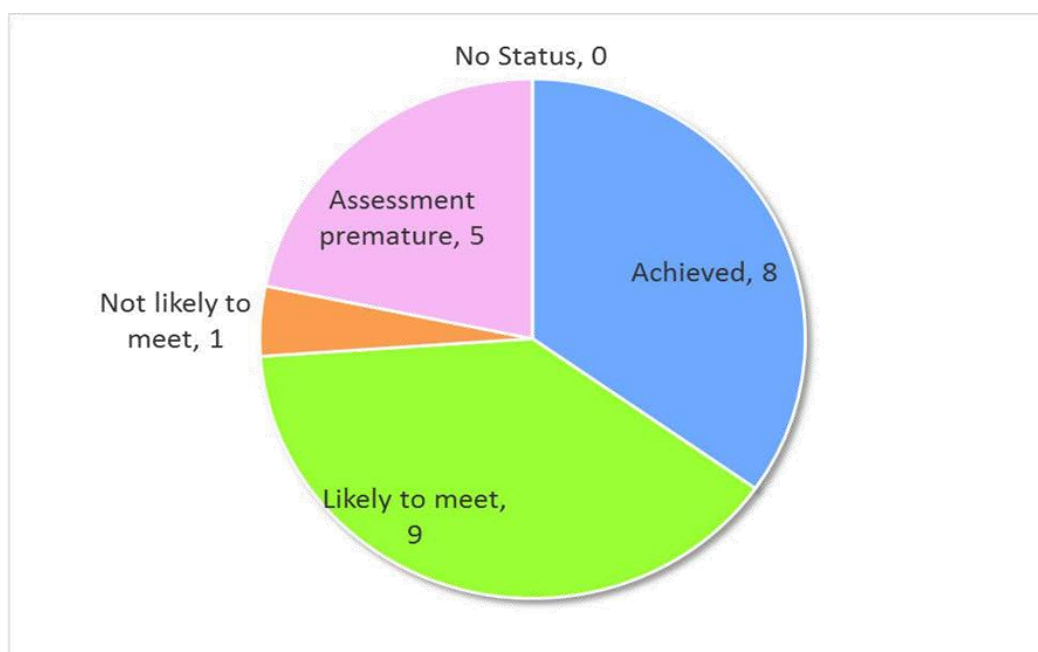


HIGH PRIORITY ACTIONS - Status Report

Status Chart of High Priority Actions



Measure Chart of High Priority Actions



HIGH PRIORITY ACTIONS – Action Status and Comments

COMMUNITY GOAL: MAKING LIVES BETTER

OBJECTIVE: 1.1 Know our communities and what they value.

STRATEGY: 1.1.2 Encourage diversity in our community by facilitating opportunities and connections.

Code	Description	Lead	Target Date	Status	Comment
1.1.2.01	Deliver the annual Moonah Taste of the World Festival.	CEDB	31-Mar-2018		Quarter 1: Council received annual report on 2017 Festival at the August meeting. Date for 2018 Festival confirmed as 25th March. Preparation for the 2018 festival underway.
1.1.2.02	Foster and support community cultural events and projects that celebrate Glenorchy's cultural diversity and build identity, inclusion and City pride	CEDB	30-Jun-2018		Q1 Planning for annual Hear our Voices forum has commenced and liaison with key stakeholders on the development of a Glenorchy Muslims Women's Association underway. Final selection and agreements signed for manager of Glenorchy Multicultural Hub complete with MCOT (Multicultural Council of Tasmania) moving into venue in September. Announcements with State government complete. Planning for Community Open Day in Second quarter underway.



OBJECTIVE: 1.3 Facilitate and/or deliver services to our communities.

STRATEGY: 1.3.1 Directly deliver defined service levels to our communities.

Code	Description	Lead	Target Date	Status	Comment
1.3.1.01	Operate Council's Child Care Centres in accordance with the Education and Care Services National Law and Regulations.	CEDB	30-Jun-2018		Q1 Both centres continue to focus on providing high quality compliant care for children. . Over the past quarter Berriedale CCC has averaged 36 enrolled children per day of a possible 53 & Benjafield CCC has averaged 24.5 enrolled children per day of a possible 25 in the first quarter.
1.3.1.02	Maintain, renew and replace Council's infrastructure in accordance with Council's asset management framework.	CSI	30-Jun-2018		Q1. The 10 year Capital Plans for Transport and Drainage assets were reviewed in May 2017 and will be reviewed again in May 2018. A program for submission and evaluation of budget bids will be prepared and budget bids will be sought from Nov 2017 for forming the Draft 2018/19 Capital Budget by end Feb 2018.



COMMUNITY GOAL: VALUING OUR ENVIRONMENT

OBJECTIVE: 3.1 Create a liveable and desirable City.

STRATEGY: 3.1.2 Enhance our parks and public spaces with public art and contemporary design.

Code	Description	Lead	Target Date	Status	Comment
3.1.2.01	Develop a Master Plan for Tolosa Park.	CG	31-Dec-2017		Consultant has been engaged to assist with the development of a Master Plan for Tolosa Park. It is anticipated that public consultation will occur in early 2018.

Code	Description	Lead	Target Date	Status	Comment
3.1.2.02	Implement the Tolosa Park Master Plan.	CG	30-Jun-2019		Implementation contingent on endorsement of the Masterplan.

STRATEGY: 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.

Code	Description	Lead	Target Date	Status	Comment
3.1.3.01	Manage the City's transport network to promote sustainability, accessibility, choice, safety and amenity.	CSI	30-Jun-2018		Q1. Nominated Black Spot projects submitted to Dept State Growth 31 Aug 2017. Designs in progress for 2017/18 Transport Capital Works. Design issued for Creek Road Footpath - Aug 2017.



STRATEGY: 3.1.4 Deliver new and existing services to improve the City's liveability.

Code	Description	Lead	Target Date	Status	Comment
3.1.4.11	Promote, implement and monitor public health standards.	CSI	30-Jun-2018		Q1. Annual Environmental Health Report submitted to Director of Public Health in September 2017. Total number of Public Health Risk Activities - 7, total number of Public Health Risk Activity Operators - 20. Registered Water Carters - 2. Sites with Regulated Systems - 7. Places of Assembly Special Events - 1.

OBJECTIVE: 3.2 Manage our natural environments now and for the future.

STRATEGY: 3.2.1 Identify and protect areas of high natural values.

Code	Description	Lead	Target Date	Status	Comment
3.2.1.02	Manage the fire risk in the city's bushland reserves	CSI	30-Jun-2018		Q1. 3 Fuel reduction burns for Montrose, Goat Hills and Oak Hill planned for Spring 2017. 2 of 3 burn plans completed. 4km of fire trail re-establishment complete. Bushfire mitigation GIS context complete. Second FTE bushfire resource recruitment planning done and position set to be advertised beginning 7 Oct.



COMMUNITY GOAL: 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

Code	Description	Lead	Target Date	Status	Comment
4.1.1.02	Develop a communications strategy	GM	31-Mar-2018		An Interim Communications Strategy has been drafted by consultants for review by the new Communications and Marketing Advisor. This officer has been recruited and is scheduled to commence in early October 2017. This will necessitate a delay in finalising the communications strategy until Q3.
4.1.1.03	Implement the communications strategy	GM	30-Jun-2018		Implementation will commence upon adoption of the Strategy - scheduled for end of quarter 3.

STRATEGY: 4.1.2 Manage the City's assets soundly for the long term benefit of the Community.

Code	Description	Lead	Target Date	Status	Comment
4.1.2.06	Ensure preparedness for disaster by maintaining and continually reviewing the City's Emergency Management Strategies.	CSI	30-Jun-2018		Q1. Works Centre has continued involvement with the greater Hobart emergency management group. Preparations in place in place as per current recommendations.



OBJECTIVE: 4.3 Build strong relationships to deliver our communities' goals.

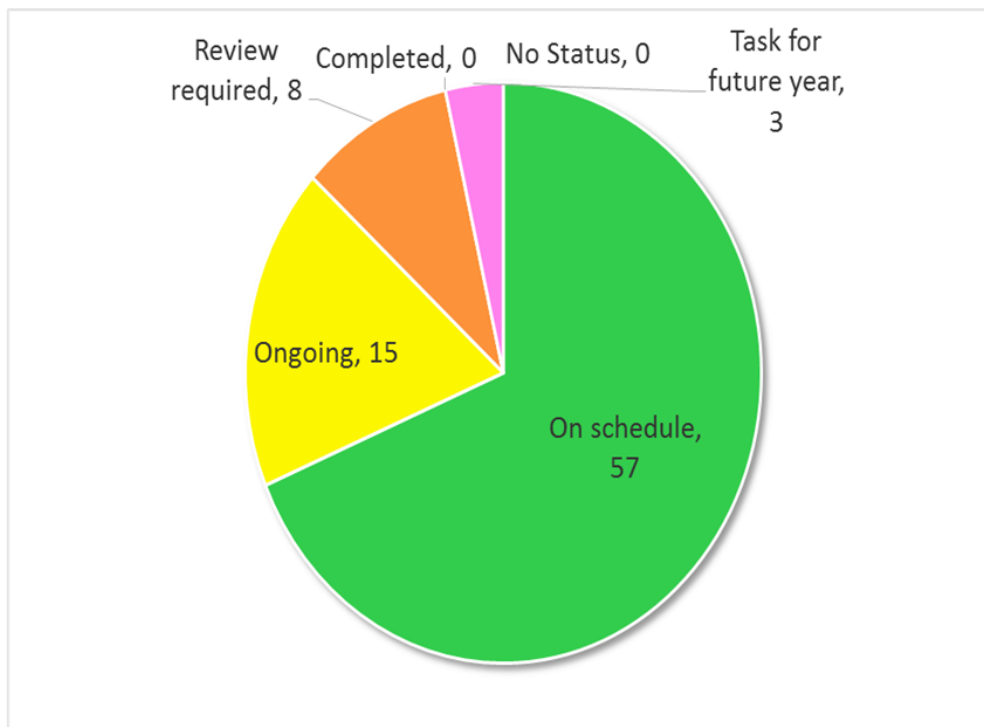
STRATEGY: 4.3.1 Foster productive relationships with other levels of government, other Councils and peak bodies to achieve community outcomes.

Code	Description	Lead	Target Date	Status	Comment
4.3.1.04	Actively participate in peak local government bodies (LGAT & the STCA) to advance community priorities.	ALL	30-Jun-2018		Council participated in the LGAT Conference and the LG General Manager's Workshop over the period. Council made submissions over the period to the planning reforms, TASWater, and cat management. Council also engaged with stakeholders with respect to the Glenorchy to Hobart Public Transit Corridor, Derwent River Ferry Transportation, Wellington Park Management Trust and Greater Hobart Congestion.

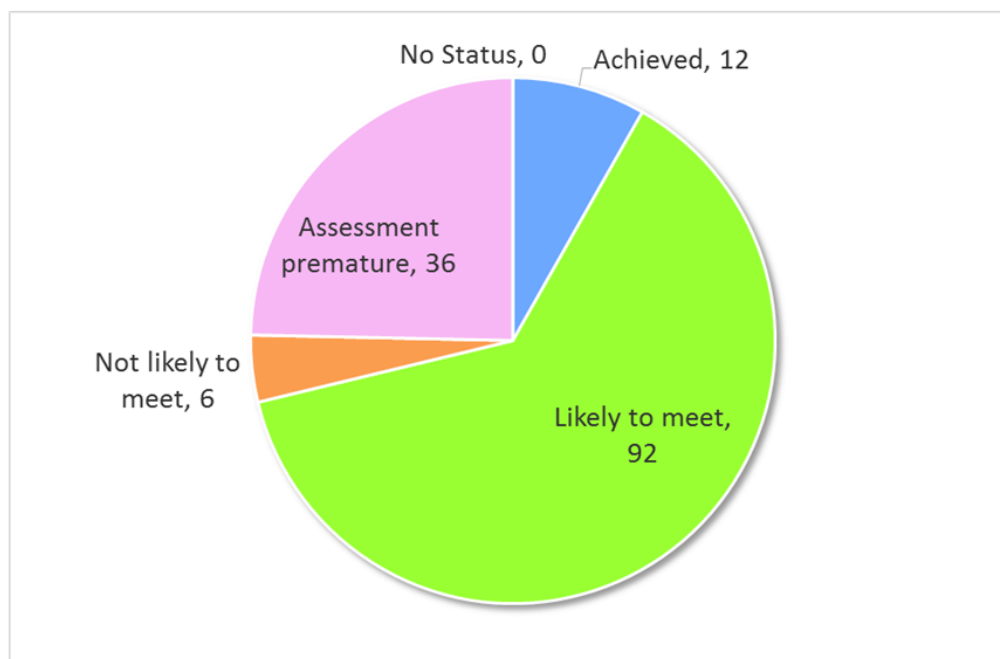


ALL ANNUAL PLAN ACTIONS - *Status Report*

Status Chart of All Annual Plan Actions



Measure Chart of All Annual Plan Actions



ALL ANNUAL PLAN ACTIONS - *Dashboard*

COMMUNITY GOAL: MAKING LIVES BETTER

OBJECTIVE: 1.1.1 Know our communities and what they value.

STRATEGY: 1.1.1 Guide decision making through continued community engagement based on our Community Plan.

Code	Description	Lead	Priority	Target Date	Status
1.1.1.01	Engage with our communities to guide our decision-making using the Community Engagement Strategy.	ALL	M	30-Jun-2018	
1.1.1.02	Analyse the 2016 ABS Census data and distribute this knowledge across Council to enable operational planning based on community need.	CEDB	L	30-Jun-2018	

STRATEGY: 1.1.2 Encourage diversity in our community by facilitating opportunities and connections.

Code	Description	Lead	Priority	Target Date	Status
1.1.2.01	Deliver the annual Moonah Taste of the World Festival.	CEDB	H	31-Mar-2018	
1.1.2.02	Foster and support community cultural events and projects that celebrate Glenorchy's cultural diversity and build identity, inclusion and City pride	CEDB	H	30-Jun-2018	

OBJECTIVE: 1.2 Support our communities to pursue and achieve their goals.

STRATEGY: 1.2.1 Encourage and support communities to express and achieve their aspirations.

Code	Description	Lead	Priority	Target Date	Status
1.2.1.01	Support the operation of Council's Special Committees.	CEDB	M	30-Jun-2018	
1.2.1.02	Review the Positive Ageing Strategy	CEDB	M	30-Jun-2018	



STRATEGY: 1.2.2 Build relationships and networks that create opportunities for our communities.

Code	Description	Lead	Priority	Target Date	Status
1.2.2.01	Implement the Children and Families Strategy.	CEDB	L	30-Jun-2018	
1.2.2.02	Promote volunteerism through the Glenorchy Volunteer Program and the Annual Volunteer Awards.	CEDB	L	30-Jun-2018	
1.2.2.03	Implement the Healthy Communities Plan.	CEDB	L	30-Jun-2018	
1.2.2.04	Implement Council's Youth Strategy.	CEDB	L	30-Jun-2018	
1.2.2.05	Review the Community Safety Framework.	CEDB	L	30-Jun-2018	
1.2.2.07	Deliver the externally funded KGV Sports and Community Precinct Project.	CG	M	31-Dec-2017	
1.2.2.08	Partner with other stakeholders to support priority initiatives which address social disadvantage.	CEDB	L	30-Jun-2018	
1.2.2.09	Convene inter-agency groups to address gaps in services for children under 12 (GAIN*), Youth 12 - 25 (YANG*) and older adults (Linkages).	CEDB	L	30-Jun-2018	

STRATEGY: 1.2.3 Promote creative expression and participation and life-long learning as priorities for our communities.

Code	Description	Lead	Priority	Target Date	Status
1.2.3.01	Plan, promote & deliver activities that address community learning opportunities, in conjunction with the LEARN network.	CEDB	L	30-Jun-2018	
1.2.3.03	Plan, promote and present an annual program of arts and cultural exhibitions, workshops, concerts and events	CEDB	M	30-Jun-2018	



OBJECTIVE: 1.3 Facilitate and/or deliver services to our communities.

STRATEGY: 1.3.1 Directly deliver defined service levels to our communities.

Code	Description	Lead	Priority	Target Date	Status
1.3.1.01	Operate Council's Child Care Centres in accordance with the Education and Care Services National Law and Regulations.	CEDB	H	30-Jun-2018	
1.3.1.02	Maintain, renew and replace Council's infrastructure in accordance with Council's asset management framework.	CSI	H	30-Jun-2018	
1.3.1.03	Implement the Customer Experience Strategy.	CEDB	L	30-Jun-2018	
1.3.1.04	Review current maintenance service levels.	CSI	L	30-Jun-2018	
1.3.1.05	Conduct waste education and promotion	CSI	L	30-Jun-2018	
1.3.1.06	Administer kerbside waste collection and landfill services.	CSI	L	30-Jun-2018	

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

Code	Description	Lead	Priority	Target Date	Status
1.3.2.01	Undertake an Operational Service Level Review.	ALL	M	30-Jun-2018	
1.3.2.02	Undertake a strategic review of services to ensure services are value for money and meet the expectations of the community.	ALL	M	30-Jun-2018	



COMMUNITY GOAL: OPEN FOR BUSINESS

OBJECTIVE: 2.1 Stimulate a prosperous economy.

STRATEGY: 2.1.1 Foster an environment that encourages investment and jobs.

Code	Description	Lead	Priority	Target Date	Status
2.1.1.01	Progress the Interim Planning Scheme to a Single State-wide Planning Scheme.	CSI	L	28-Feb-2018	
2.1.1.02	Deliver a program of events at the Derwent Entertainment Centre.	CEDB	L	30-Jun-2018	
2.1.1.03	Review the business & marketing plan for the Derwent Entertainment Centre.	CEDB	M	31-Dec-2017	
2.1.1.04	Partner with the Glenorchy Arts and Sculpture Partnership.	CEDB	M	30-Jun-2018	

OBJECTIVE: 2.2 Identify and support priority growth sectors.

STRATEGY: 2.2.1 Target growth sectors based on our understanding of the City's competitive advantages

Code	Description	Lead	Priority	Target Date	Status
2.2.1.01	Partner with Destination Southern Tasmania.	CEDB	M	30-Jun-2018	
2.2.1.02	Develop a Property Strategy.	CG	M	30-Jun-2018	



COMMUNITY GOAL: VALUING OUR ENVIRONMENT

OBJECTIVE: 3.1 Create a liveable and desirable City.

STRATEGY: 3.1.1 Revitalise our CBD areas through infrastructure improvements.

Code	Description	Lead	Priority	Target Date	Status
3.1.1.01	Implement the Glenorchy CBD Strategic Framework.	CSI	M	30-Jun-2019	
3.1.1.02	Implement the Public Space Enhancement Grant Project for a Children's Playground in the Glenorchy CBD.	CEDB	L	30-Jun-2018	

STRATEGY: 3.1.2 Enhance our parks and public spaces with public art and contemporary design.

Code	Description	Lead	Priority	Target Date	Status
3.1.2.01	Develop a Master Plan for Tolosa Park.	CG	H	31-Dec-2017	
3.1.2.02	Implement the Tolosa Park Master Plan.	CG	H	30-Jun-2019	
3.1.2.04	Implement the Berriedale Peninsula Master Plan.	CG	M	30-Jun-2019	
3.1.2.05	Update the KGV Master Plan.	CG	M	31-Dec-2019	

STRATEGY: 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.

Code	Description	Lead	Priority	Target Date	Status
3.1.3.01	Manage the City's transport network to promote sustainability, accessibility, choice, safety and amenity.	CSI	H	30-Jun-2018	
3.1.3.02	Cooperatively pursue opportunities to progress the Hobart/Glenorchy public transit (former rail) corridor	CEDB	L	30-Jun-2018	



STRATEGY: 3.1.4 Deliver new and existing services to improve the City's liveability.

Code	Description	Lead	Priority	Target Date	Status
3.1.4.01	Develop a nature strip management policy and procedure.	CSI	L	30-Jun-2018	
3.1.4.03	Implement a tree management policy and guideline.	CSI	L	30-Jun-2018	
3.1.4.04	Implement the Access Action Plan 2016-2021.	CEDB	M	30-Jun-2018	
3.1.4.05	Ensure the construction and maintenance of safe and healthy buildings through compliance with building and plumbing codes.	CSI	M	30-Jun-2018	
3.1.4.06	Plan for the sustainable development of the City, ensuring compliance with the planning scheme and community involvement in the planning process.	CSI	M	30-Jun-2018	
3.1.4.07	Protect the City's heritage through planning scheme listing and assessment processes.	CSI	M	30-Jun-2018	
3.1.4.08	Implement the Council's Graffiti Action Plan.	CSI	L	30-Jun-2018	
3.1.4.09	Deliver the capital works program for roads and stormwater	CSI	L	30-Jun-2018	
3.1.4.10	Deliver 10 year capital program for Council owned property	CG	M	30-Jun-2018	
3.1.4.11	Promote, implement and monitor public health standards.	CSI	H	30-Jun-2018	
3.1.4.12	Implement the Waste Management Strategy	CSI	M	30-Jun-2018	



OBJECTIVE: 3.2 Manage our natural environments now and for the future.

STRATEGY: 3.2.1 Identify and protect areas of high natural values.

Code	Description	Lead	Priority	Target Date	Status
3.2.1.02	Manage the fire risk in the city's bushland reserves	CSI	H	30-Jun-2018	
3.2.1.03	Protect the City's natural values through planning processes, enforcement, on-ground activities and community NRM support.	CSI	L	30-Jun-2018	

STRATEGY: 3.2.2 Encourage access to and appreciation of natural areas through the development of trail networks and environmental education

Code	Description	Lead	Priority	Target Date	Status
3.2.2.01	Promote Council's natural areas through websites, media, interpretation and education programs and collaborations	CSI	L	30-Jun-2018	

STRATEGY: 3.2.3 Enhance, protect and celebrate the Derwent Foreshore.

Code	Description	Lead	Priority	Target Date	Status
3.2.3.01	Participate in the Derwent Estuary Program.	CSI	M	30-Jun-2018	
3.2.3.02	Monitor recreational water quality.	CSI	M	30-Sep-2018	



COMMUNITY GOAL: 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

Code	Description	Lead	Priority	Target Date	Status
4.1.1.01	Submit Council's operations to regular internal and external audit under the advisory supervision of the Audit Panel.	CG	M	30-Jun-2018	
4.1.1.02	Develop a communications strategy	GM	H	31-Mar-2018	
4.1.1.03	Implement the communications strategy	GM	H	30-Jun-2018	
4.1.1.04	Implement the performance reporting system for corporate strategic planning.	CEDB	M	30-Jun-2018	

STRATEGY: 4.1.2 Manage the City's assets soundly for the long term benefit of the Community.

Code	Description	Lead	Priority	Target Date	Status
4.1.2.01	Manage the operation and maintenance of the Derwent Park Stormwater Re-use scheme.	CSI	M	30-Jun-2018	
4.1.2.02	Develop an Accommodation Strategy.	CG	M	30-Jun-2018	
4.1.2.03	Deliver the maintenance program for Council in accordance with agreed service levels.	CSI	M	30-Jun-2018	
4.1.2.04	Undertake a Plant and Fleet Review.	CSI	L	31-Dec-2017	
4.1.2.05	Implement the Plant and Fleet Review recommendations.	CSI	L	30-Jun-2018	
4.1.2.06	Ensure preparedness for disaster by maintaining and continually reviewing the City's Emergency Management Strategies.	CSI	H	30-Jun-2018	



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

Code	Description	Lead	Priority	Target Date	Status
4.1.3.01	Ensure community compliance with legislative requirements on matters of material importance within Council's jurisdiction.	CSI	M	30-Jun-2018	
4.1.3.02	Ensure community compliance with legislative requirements on matters of material importance within Council's jurisdiction.	CG	M	30-Jun-2018	
4.1.3.03	Facilitate Council compliance with Commonwealth and State legislative requirements on matters of material importance.	CSI	M	31-May-2018	
4.1.3.04	Implement the Governance Framework compliance Action Plan.	CG	M	30-Jun-2018	

OBJECTIVE: 4.2 Prioritise resources to achieve our communities' goals.

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

Code	Description	Lead	Priority	Target Date	Status
4.2.1.01	Coordinate development and production of Council's 2018/19 - 2021/22 Annual Plan.	CEDB	L	30-Jun-2018	
4.2.1.02	Review the information and communications technology (ICT) Strategy.	CEDB	L	30-Jun-2018	
4.2.1.03	Implement the information and communications technology (ICT) strategy.	CEDB	M	31-Dec-2017	
4.2.1.04	Complete the Annual Financial Report compliant with Australian Accounting Standards	CEDB	M	30-Jun-2018	
4.2.1.05	Develop the Corporate Risk Management Action Plan	CG	M	30-Jun-2018	
4.2.1.06	Implement the Corporate Risk Management Action Plan	CG	M	30-Jun-2018	
4.2.1.07	Develop the annual budget estimates in line with the Financial Management Strategy and provide regular reporting of actuals to budget.	CEDB	M	30-Jun-2018	

4.2.1.08	Scope GCC Project Management coordination	CG	L	31-Dec-2017	
4.2.1.09	Develop the Procurement Strategy action plan.	CG	M	30-Jun-2018	

STRATEGY: 4.2.2 Ensure that we have a skilled, capable and safety-focused workforce.

Code	Description	Lead	Priority	Target Date	Status
4.2.2.01	Implement the People and Safety Strategy	CG	M	30-Jun-2018	
4.2.2.02	Implement the enterprise agreement	CG	M	30-Jun-2018	

OBJECTIVE: 4.3 Build strong relationships to deliver our communities' goals.

STRATEGY: 4.3.1 Foster productive relationships with other levels of government, other Councils and peak bodies to achieve community outcomes.

Code	Description	Lead	Priority	Target Date	Status
4.2.2.01	Implement the People and Safety Strategy	CG	M	30-Jun-2018	
4.2.2.02	Implement the enterprise agreement	CG	M	30-Jun-2018	



'REVIEW REQUIRED' ACTIONS - Report detail

(There are internal or external factors that present a foreseeable risk to project completion by the deadline set in the Annual Plan.)

Action: 3.1.2.01 Develop a Master Plan for Tolosa Park.				
Lead: CG	Priority: H	Target Date: 31-Dec-2017		
Consultant has been engaged to assist with the development of a Master Plan for Tolosa Park. It is anticipated that public consultation will occur in early 2018.				
	YEAR	2017/18	2018/19	2019/20
		Y		

MEASURE		Status	Comments
	Council adoption of the Master Plan	 Not likely to meet	Council has engaged a project manager to progress the Master Plan, pending the appointment of a new Manager Property Assets. It is expected that the Master Plan will be adopted prior to the end of the 2017/2018 financial year and not prior to 31 December 2017.

Action: 3.1.4.10 Deliver 10 year capital program for Council owned property				
Lead: CG	Priority: M	Target Date: 30-Jun-2018		
Council has commenced a number of capital projects including the lighting upgrade at the North Chigwell sports ground and upgrade of the CBD CCTV cameras which is nearing completion. Council has completed construction of the external storage facility at the Derwent Entertainment Centre, the new sports field drainage upgrade at the Eady Street sports ground and the new public toilet block at Benjafield Park. Council is also actively reviewing options for the Montrose Bay Pontoon. It is expected that once a new Manager Property Assets is appointed (anticipated before the end of the 2017 calendar year) appropriate actions and time frames will be considered and commenced for other capital projects.				
	YEAR	2017/18	2018/19	2019/20
		Y	Y	Y

MEASURE		Status	Comments
	Complete a review of the property 10 year capital plan	 Not likely to meet	Council is in the process of appointing a new Manager Property Assets. This will be a key task for the new Manager to undertake.

Action: 4.1.1.04 Implement the performance reporting system for corporate strategic planning.

Lead: CEDB **Priority:** M **Target Date:** 30-Jun-2018

Q1. Quarterly reporting continues via Cambron and officers developed more robust measures/indicators for each Annual Plan action. Development of a corporate reporting calendar and framework is still underway by

YEAR	2017/18	2018/19	2019/20	2020/21
	Y	Y	Y	Y

Council management to improve and clarify delivery and monitoring of corporate performance across the organisation; this was previously reported to be complete by Q1 but improvement of Cambron measures/indicators was identified as a requirement prior to progressing with Reporting Framework development.

MEASURE		Status	Comments
	Annual strategic environment report presented to Council	 Likely to meet	Scheduled for December 2017
	Quarterly corporate reporting received by Council (acceptable range: within 6 weeks of Quarter end)	 Not likely to meet	Improvements to measures/indicators have delayed implementation of Reporting Framework

Action: 4.1.2.01 Manage the operation and maintenance of the Derwent Park Stormwater Re-use scheme.

Lead: CSI **Priority:** M **Target Date:** 30-Jun-2018

Q1. Operational cost including depreciation is \$4.71 per kilolitre. Income is \$0.82 per kilolitre. Therefore operational cost (less income) is \$3.89 per kilolitre.

YEAR	2017/18	2018/19	2019/20	2020/21
	Y	Y	Y	Y

The conversion rate is 630 litres treated water per 1,000 litres processed.

MEASURE		Status	Comments
	Operational Cost (less income) per kilolitre - Conversion rate: average kilolitres of water processed / kilolitre of water collected	 Not likely to meet	Operational cost including depreciation is \$4.71 per kilolitre. Income is \$0.82 per kilolitre. Therefore operational cost (less income) is \$3.89 per kilolitre. The conversion rate is 630 litres treated water per 1,000 litres processed.

Action: 4.1.2.04 Undertake a Plant and Fleet Review.

Lead: CSI **Priority:** L **Target Date:** 31-Dec-2017

Q1. Review has partially been completed, final review to occur once restructure of Works Centre is implemented.

YEAR	2017/18	2018/19	2019/20	2020/21
	Y			

MEASURE		Status	Comments
	Review completed	 Likely to meet	Review to be finalised when restructure is implemented.

Action: 4.1.2.05 Implement the Plant and Fleet Review recommendations.

Lead: CSI **Priority:** L **Target Date:** 30-Jun-2018

Q1: Recommendations to be reviewed to suit final Works Centre structure. Organisational structure to be reviewed and in place prior to fleet review.

YEAR	2017/18	2018/19	2019/20	2020/21
	Y	Y		

MEASURE		Status	Comments
	Recommendations actioned	 Likely to meet	Organisational structure to be reviewed and in place prior to fleet review.

Action: 4.2.1.03 Implement the information and communications technology (ICT) strategy.

Lead: CEDB **Priority:** M **Target Date:** 31-Dec-2017

Q1: The ICT team have continued to focus their efforts on delivery of a number of organisational significant projects over the past period, including ToM, Telephony and Councils new website.

YEAR	2017/18	2018/19	2019/20	2020/21
	Y	Y	Y	Y

We have had a successful 'go-live' with the Tech1 Finance module and phase 1 of the ToM project with Property & Rating, ECM (Records Management) and ECR (Cash Receipting) to follow as phase 2. We have reported to the project steering committee that we continue to be concerned with Tech1's ability to deliver are product on time and the delay in product delivery has created a backlog of testing and acceptance work on the P&R and ECM modules which also raises concerns about our ability to now complete the volume of work with limited resources in time for the proposed go-live date of Nov 17. The Acting General Manager has opened discussions with Tech1 about these specific concerns and a delayed go-live (at the least) is likely.

Also during the period we have confirmed cessation to of Cloud Desktop, Email and Mobile Device (DaaS, MDM) with Tasmanet via negotiation and agreed terms of release. The ICT team are now engaged to ensure transition to an alternative email service (via office 365) is established and to set-up VPN access to staff requiring remote access. Telephone project is progressing on schedule with some challenges around getting service providers to the same table and to the same understanding. Go-live is planned for completion around Jan-Feb 2018.

Web-Site project, once final hosting contracts are executed, aims for a December Go-live.

MEASURE		Status	Comments
	Project TOM finalised and technology in use	 Assessment premature	Phase one complete - Phase two in progress
	Telephony Project complete and technology in use	 Likely to meet	Project well underway

Action: 4.2.1.08 Scope GCC Project Management coordination

Lead: CG **Priority:** L **Target Date:** 31-Dec-2017

Investigation and research for the development of a project management methodology for Council is underway. Examples of policies and frameworks from other Councils have been sought and a draft

YEAR	2017/18	2018/19	2019/20	2020/21
	Y			

project plan is yet to be established to scope out the coordination of works required. As part of this review, revision of Council's approach holistically in relation to areas of Work Health and Safety, Insurance, Legal and Procurement and contractor and project management has commenced. It is expected that a presentation can be made to ELT by January/February 2018.

MEASURE		Status	Comments
	Scope complete and recommendation presented to ELT for consideration	 Not likely to meet	The scope of the GCC Project Management coordination is not expected to be able to be completed prior to the end of December 2017. Work has commenced and it is expected that a recommendation will be presented to ELT by January/February 2018.

Annual Plan Progress Report – as at Q1 30 September 2017.

Compiled by Acting Manager City Strategy & Economic Development using Cambron corporate reporting software.

Appendix 3 – Monthly Financial Performance Report

The following appendix is an example of the format and structure of the Monthly Financial Performance Report

**The following report contains
EXAMPLE CONTENT ONLY**



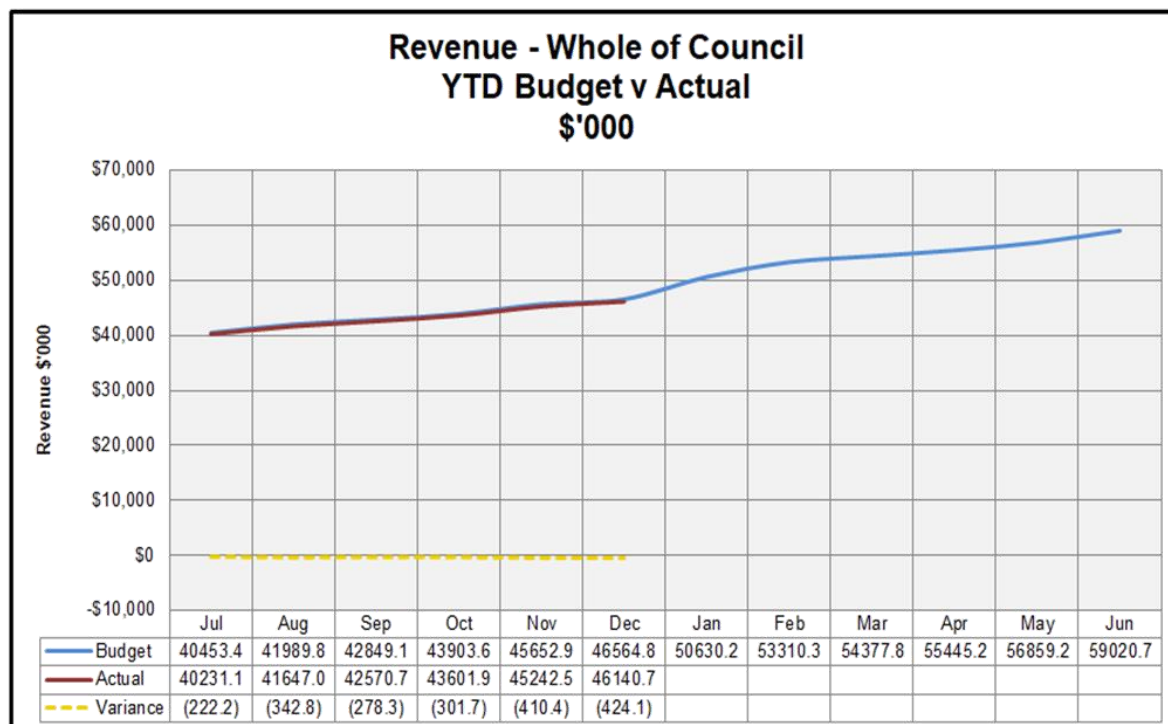
Monthly Financial Performance Report

For the month ending 31 December 2017

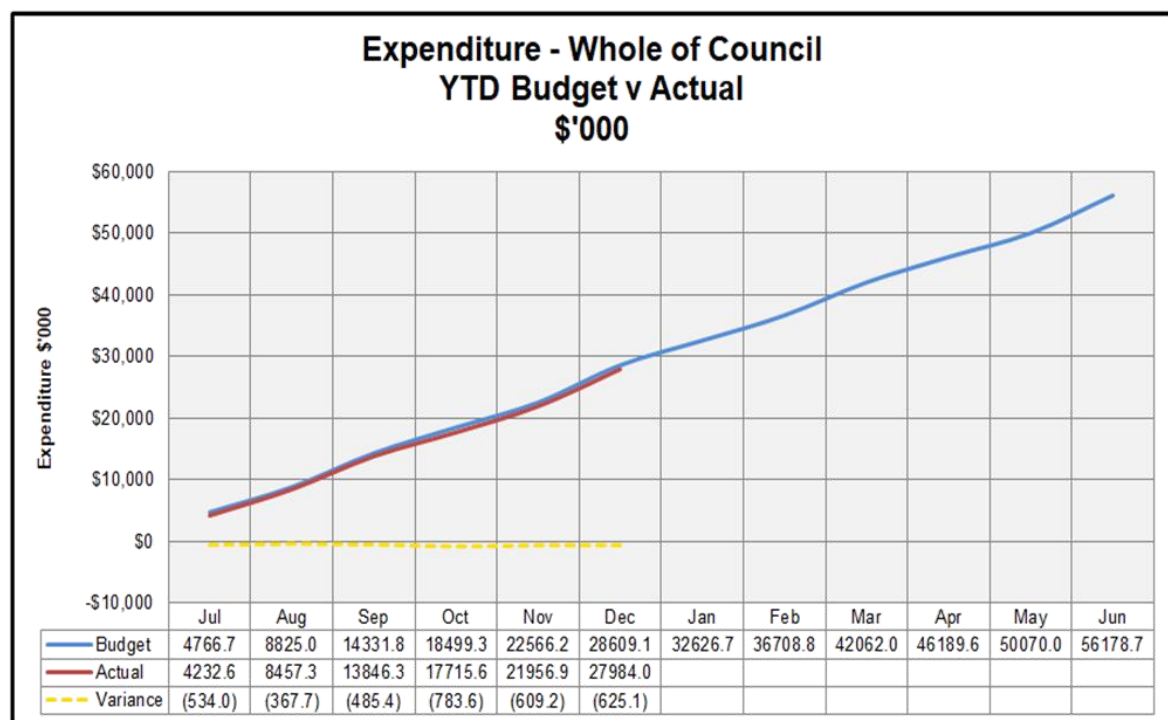
Statement of Comprehensive Income

Glenorchy City Council Financial Report Statement of Comprehensive Income to 31 December 2017			
	Explanatory Note	2018 Budget \$'000	2018 Actual \$'000
Income			
Recurrent Income			
Rates		35,400	35,412
User charges and licences	1	8,305	8,043
Interest		204	188
Grants		857	974
Contributions - cash		185	197
Investment income from TasWater	2	505	417
Other income		201	369
		45,658	45,600
Capital Income			
Contributions - non-monetary assets		-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		147	181
Capital grants received specifically for new or upgraded assets	3	760	359
Fair value recognition of land under roads		-	-
		907	541
Total Income	4	46,565	46,141
Expenses			
Employment costs	5	10,649	10,924
Material and services		7,461	7,154
Depreciation and amortisation		7,185	6,852
State Fire Commission contribution		2,666	2,666
Finance costs		125	123
Assets written off	6	227	-
Bad and doubtful debts		1	1
Other expenses		295	264
Total Expenses	7	28,609	27,984
Surplus/(deficit)	8	17,956	18,157
Other comprehensive income			
Items that will not be reclassified to surplus or deficit			
Net gain/(loss) on revaluation of property, plant and equipment		-	-
		-	-
Items that may be reclassified subsequently to surplus or deficit			
Financial assets available for sale reserve		-	-
-Fair value adjustment on available for sale assets		-	-
		-	-
Total other comprehensive income		-	-
Total comprehensive result	8	17,956	18,157

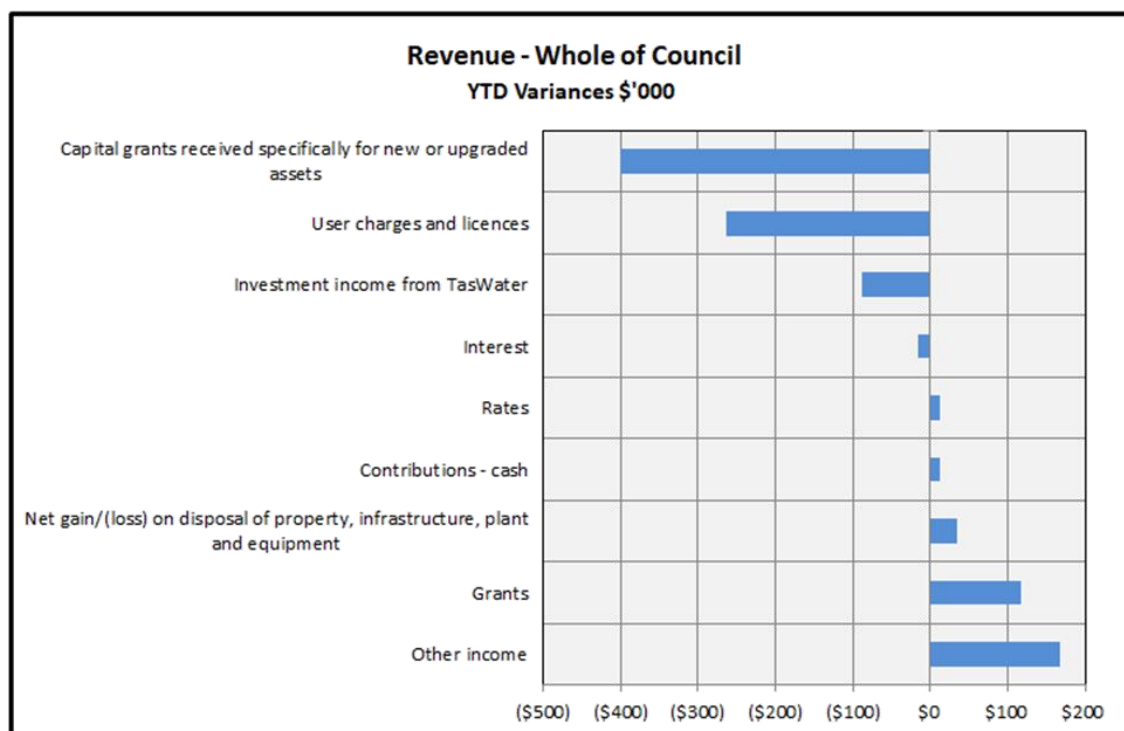
Revenue - Whole of Council - \$ YTD by Month



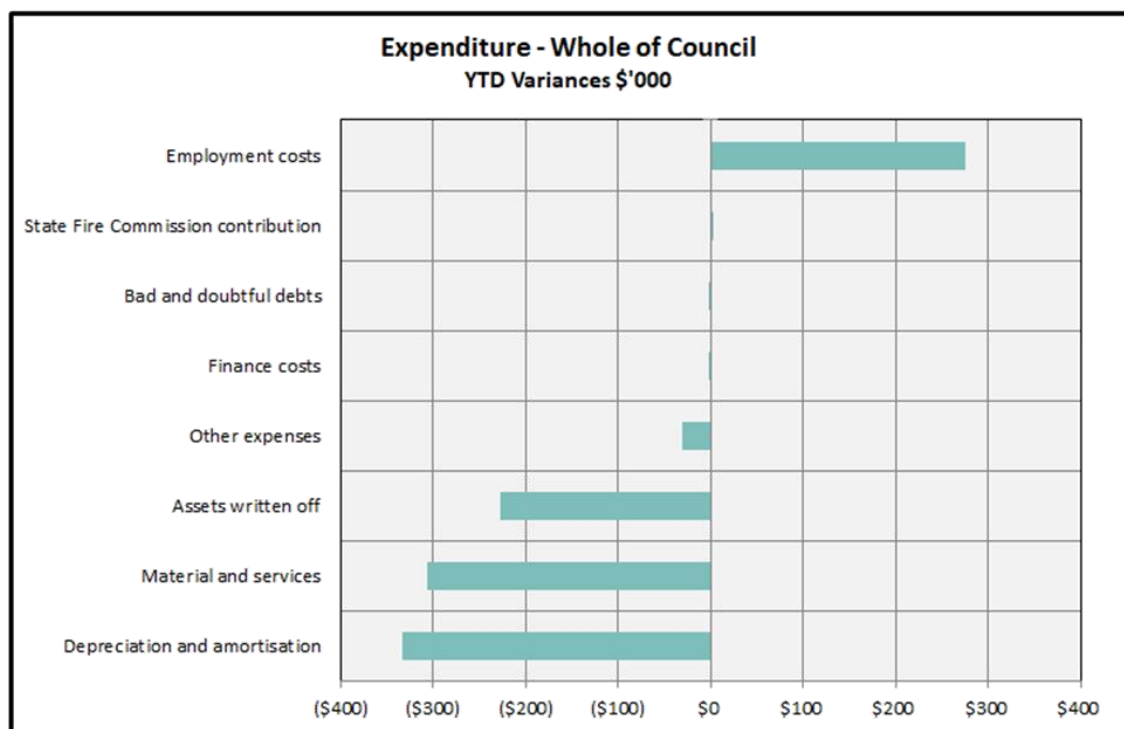
Expenditure - Whole of Council - \$ YTD by Month



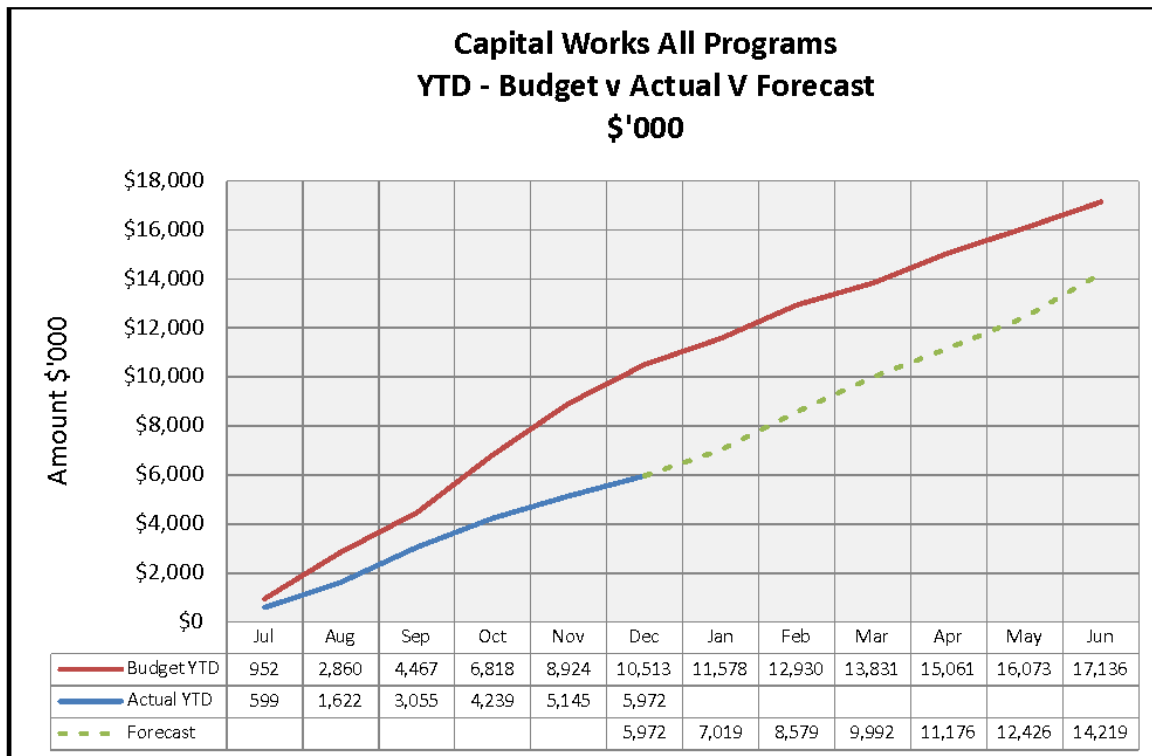
Revenue - Whole of Council - \$ Variance by Type



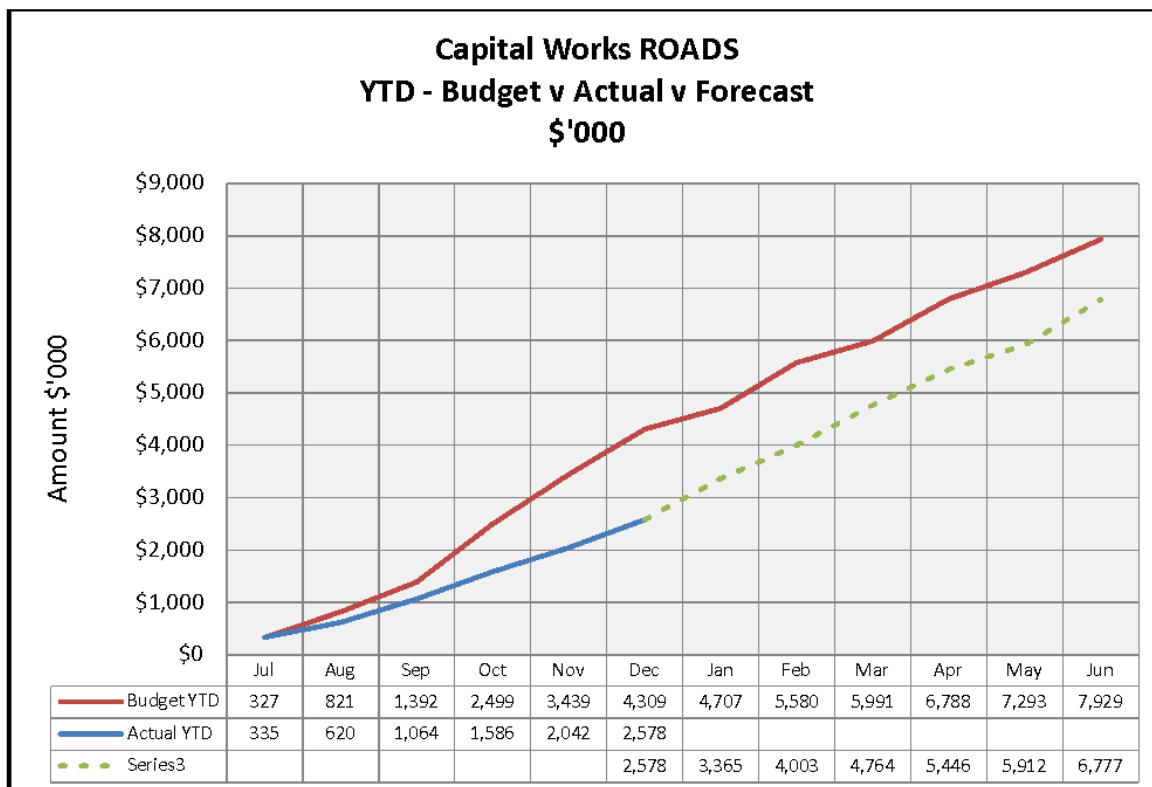
Expenditure - Whole of Council - \$ Variance by Type



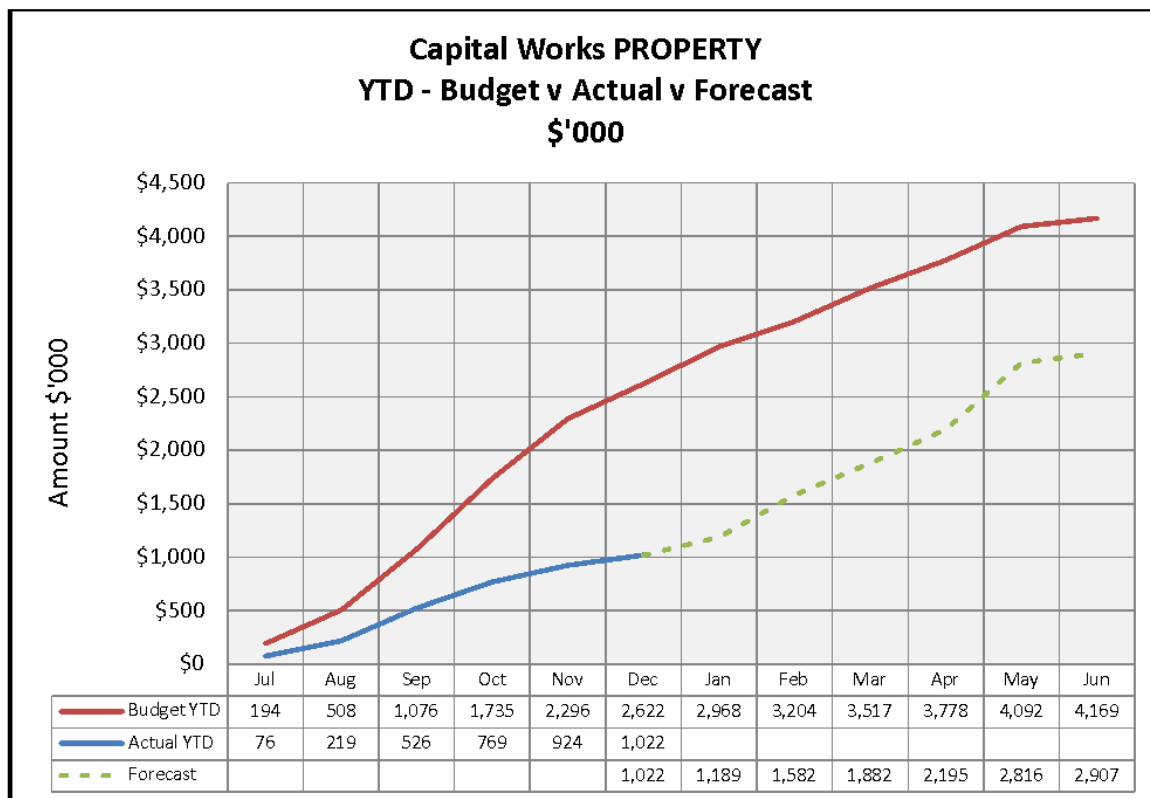
Capital Works Budget v Actual v Forecast- \$ YTD All Programs



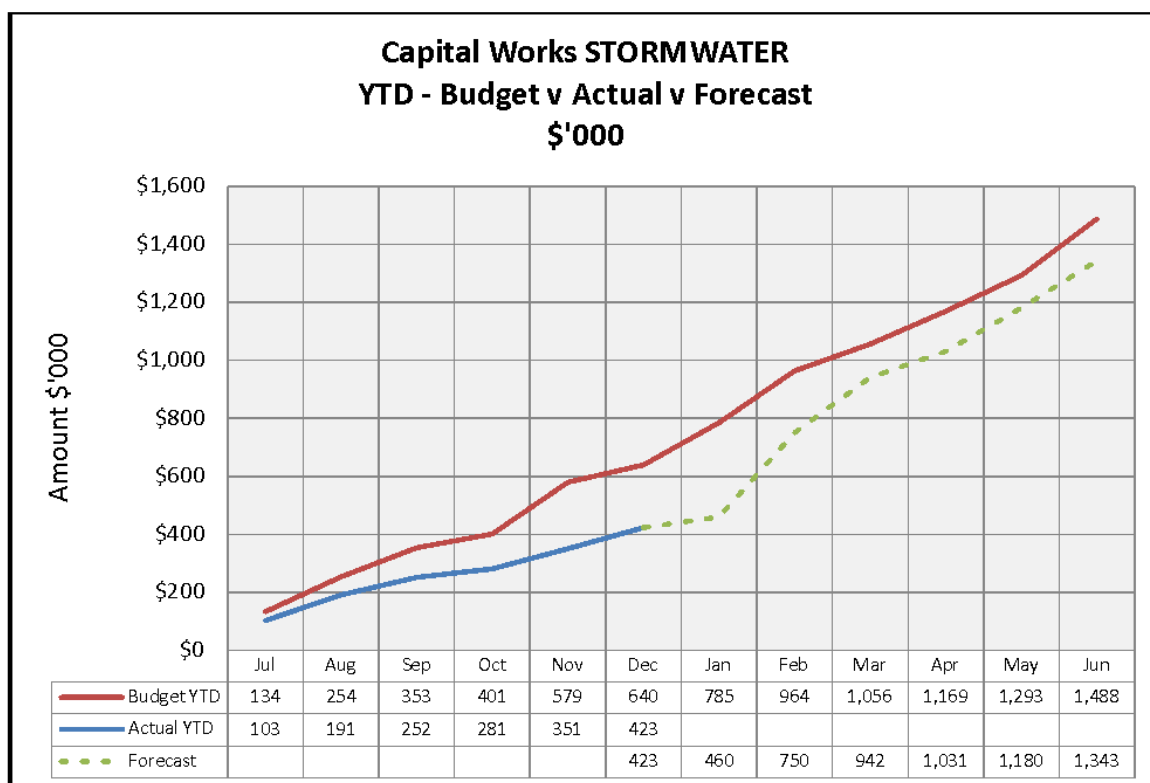
Capital Works Budget v Actual v Forecast- \$ YTD Roads Program



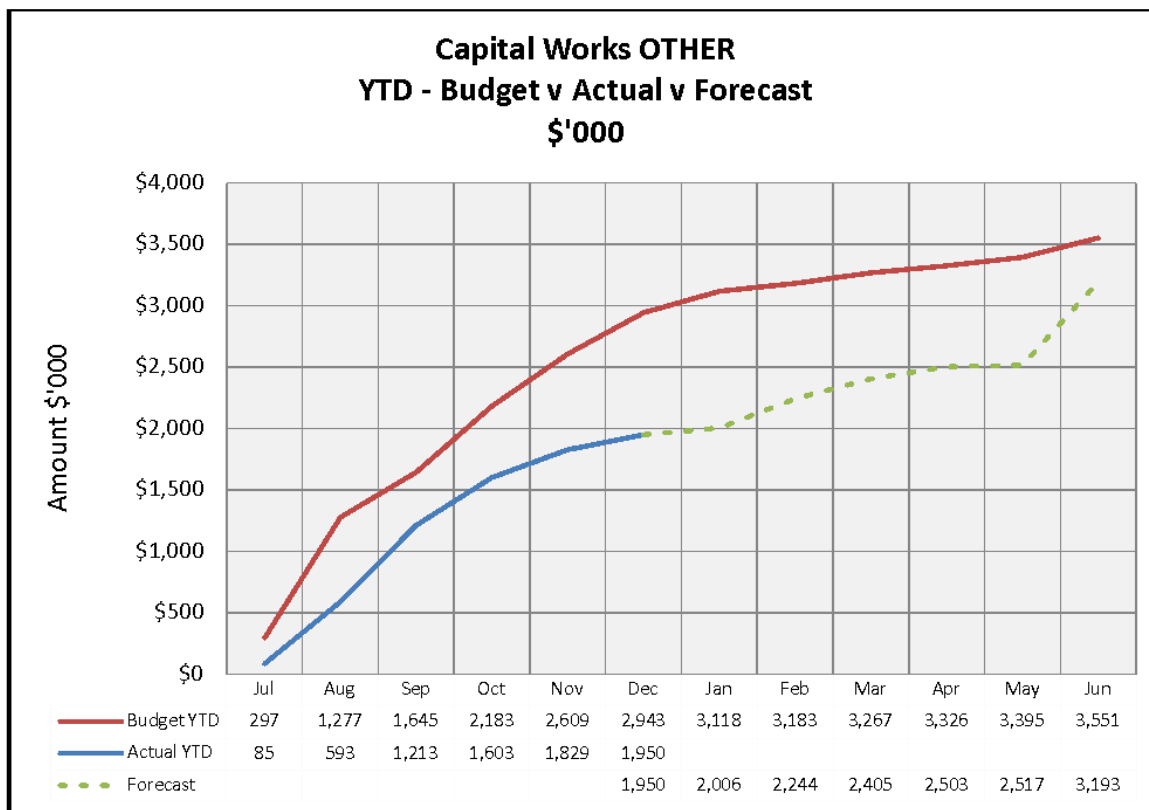
Capital Works Budget v Actual v Forecast- \$ YTD Property Program



Capital Works Budget v Actual v Forecast- \$ YTD Stormwater Program



Capital Works Budget v Actual v Forecast- \$ YTD Other Program



While carrying out regular or programmed capital works, Council also undertakes reactive maintenance or works which address issues that have been reported by the public and require rectification.

Each individual job or activity has been scheduled across the four financial quarters of the year. It is possible that under certain circumstances jobs may be brought forward or delayed in the notional program. Circumstances which impact upon the timeframe for delivery of capital or programmed maintenance works include:

- weather conditions
- identification of high priority unplanned works
- road does not require grading
- seasonal demands
- flooding or storm damage
- equipment breakdowns
- special events

The scheduling of works across the municipality in accordance with defined localities; combined with the adoption of treatment and inspection cycles identified within Council's Asset Management Plan, provides for a comprehensive and consistent approach towards capital works delivery and optimises the use of Council staff and equipment. This may sometimes result in a temporary budget-to-actual variance in YTD financial reporting that will resolve itself as the year progresses.

Explanatory Notes

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

To enable \$ variances to be contextualised, it is also expressed as a % variance.

Note	Comment
1	User charges and licences Favourable Planning revenue from applications is tracking well above budget at (\$89k / 82%) as is revenue from Building applications at (\$82k / 22%). The Moonah Arts Centre is reporting excellent event results at (\$19k / 71%) revenue above budget. Unfavourable Landfill revenue continues to track below budget at (\$200k / 13%) however there are employee expenditure savings that substantially offset the shortfall. Property revenue from commercial activities is below budget at (\$110k / 25%) pending finalisation of the KGV tenancy agreements. Dog registrations are below budget at (\$68k / 15%) which will be countered in the next renewal period.
2	Investment income from TasWater Unfavourable At the time of reporting, the December dividend had not yet been received (\$84k / 17%).
3	Capital grants received specifically for new or upgraded assets Unfavourable The second instalment of the Roads-to-Recovery grant was budgeted for in November but is now due to be received in March (\$440k / 58%).
4	Total Income The net unfavourable result (\$424k / 0.1%) is primarily due to the timing of the Roads-to-Recovery grant payment. Revenue from all other cost centres is contributing to a balanced result.
5	Employment costs Unfavourable This includes salaries/wages, employer superannuation, on-costs (payroll tax and workers compensation) and leave accruals (sick, annual and long service). The unfavourable result (\$275k / 3%) is reflective of recent events that have disrupted work environments across all areas of Council. The unfavourable result will trend for the remainder of the financial year however will be offset by expenditure savings elsewhere.

6	Assets written off Favourable As at the reporting date, no transactions have been allocated to this expenditure budget (\$227k / 100%)
7	Total Expenses The net favourable result (\$625k / 2%) is primarily attributable to tolerable variances of +/- 4% across the major expenditure categories.
8	Surplus/(Deficit) The favourable result of (\$201k / 1%) is a good indicator that overall, the budget is on track year to date. However the above explanatory notes do emphasis the need to manage individual variances closely.
9	Total Comprehensive Result There are no other transactions that affect the Surplus/(Deficit) year to date result.

Prepared by Allan Wise; Finance Reporting Officer using Technology One software.

COMMITTEE DETAIL SHEET

Committee Name:

General Manager Performance Review Committee

Type of Committee:

Special Committee (Section 24 of *Local Government Act 1993*)

Organisation details if "External Committee"

Council Officer / Key contact name/details

Name: Mayor

Phone:

Mobile:

Fax:

e-mail:

Purpose of Committee

To review the performance of the General Manager on an annual basis and make recommendations to Council.

Extent of Delegated Authority

No delegated authority

Membership of Committee

Mayor

3 Aldermen

Council Representation

As above

Term of Appointment

2 years from each Council election.

Office Bearers Required (And method of Appointment)

Chairperson – Mayor

Quorum Requirements

3 members

Circulation of Minutes

To committee members

Reporting Requirements (to Council)

Mayor to submit committee's report to Council

Frequency of Meetings

As required - at least annually

Audit Requirements

None

Any other Requirements

- Aldermen other than those appointed to the General Manager's Performance review committee may not participate in, or observe, meetings of that committee.
- Secretarial support for the General Manager's Performance Review Committee may be contracted by the Chairman of the committee provided that:
 - a) Secretarial support is not provided by a Glenorchy City Council employee or Alderman.
 - b) There is a reasonable expectation that the information available to the support person will remain confidential.
- Council's solicitor(s) may be present if the chairman considers that legal advice may be needed during the meeting.
- The chairperson may permit others to be present during meetings of the committee for the purpose of providing additional information about the General Manager's performance.

COMMITTEE DETAIL SHEET

Committee Name:

General Manager Performance Review Committee

Type of Committee:

~~Special~~ Council Committee (Section ~~24~~ 23 of *Local Government Act 1993*)

For

Organisation details if "External Committee"

Council Officer / Key contact name/details

Name: Mayor

Phone:

Mobile:

Fax:

e-mail:

Purpose of Committee

To co-ordinate the conduct of performance review ~~the performance~~ of the General Manager and prepare Key Performance Indicators on at least an annual basis and make recommendations to Council for their consideration.

Extent of Delegated Authority

~~No delegated authority~~ Authorised to engage and coordinate with a Council approved independent and external consultant in the performance of their professional services and within the budget parameters determined by Council.

For
line
Not

Membership of Committee

Mayor

~~3~~ 2 Aldermen

Council Representation

As above

Term of Appointment

~~2 years from each Council election.~~ For the term of the Council

Office Bearers Required (And method of Appointment)

Chairperson – Mayor

Quorum Requirements

~~3~~ 2 members

Circulation of Minutes

To ~~committee members~~ all aldermen

Reporting Requirements (to Council)

Mayor to submit committee's report to Council

Frequency of Meetings

As required - at least annually

Audit Requirements

None

Any other Requirements

- a) All Aldermen have the right to attend a committee meeting as an observer~~Aldermen other than those appointed to the General Manager's Performance review committee may not participate in, or observe, meetings of that committee.~~
- b) Secretarial support for the General Manager's Performance Review Committee may be provided by a committee member on a rotational basis or may be contracted by the Chairman of the committee provided that:
 - a) i) Secretarial support is not provided by a Glenorchy City Council employee or ~~Alderman, and~~
 - b) ii) There is a reasonable expectation that the information available to the support person will remain confidential.
- c) ~~Council's solicitor(s) may be present if the chairman considers that legal advice may be needed during the meeting.~~
- ~~d) c)~~ The Chairperson may permit others to be present during meetings of the committee for the purpose of providing additional information about the General Manager's performance.

For
Har
nun
Not

COMMITTEE DETAIL SHEET

Committee Name:

General Manager Performance Review Committee

Type of Committee:

Council Committee (Section 23 of *Local Government Act 1993*)

Organisation details if "External Committee"

Council Officer / Key contact name/details

Name: Mayor

Phone:

Mobile:

Fax:

e-mail:

Purpose of Committee

To co-ordinate the conduct of performance review of the General Manager and prepare Key Performance Indicators on at least an annual basis and make recommendations to Council for their consideration.

Extent of Delegated Authority

Authorised to engage and coordinate with a Council approved independent and external consultant in the performance of their professional services and within the budget parameters determined by Council.

Membership of Committee

Mayor

2 Aldermen

Council Representation

As above

Term of Appointment

For the term of the Council

Office Bearers Required (And method of Appointment)

Chairperson – Mayor

Quorum Requirements

2 members

Circulation of Minutes

To all aldermen

Reporting Requirements (to Council)

Mayor to submit committee's report to Council

Frequency of Meetings

As required - at least annually

Audit Requirements

None

Any other Requirements

- a) All aldermen have the right to attend a committee meeting as an observer
- b) Secretarial support for the General Manager's Performance Review Committee may be provided by a committee member on a rotational basis or may be contracted by the Chair of the committee provided that:
 - i) Secretarial support is not provided by a Glenorchy City Council employee, and
 - ii) There is a reasonable expectation that the information available to the support person will remain confidential, and
- c) The Chair may permit others to be present during meetings of the committee for the purpose of providing additional information about the General Manager's performance.



Council Policy: Grievances Involving the General Manager

Title	Grievances Involving the General Manager
Council Resolution	Item XX (DD MMM YYYY) as per Council Minutes
Responsible Directorate	Corporate Governance
Due for Review	Four (4) years from Council Resolution Date
Strategic Plan Reference	<u>Leading our Community</u> 4.1 Govern in the best interests of our community 4.1.1 Manage Council for maximum efficiency, accountability and transparency 4.2 Prioritise resources to achieve our communities' goals 4.2.2 Ensure we have a skilled, capable and safety-focused workforce.
ECM	Council Policy

PURPOSE

The purpose of this Policy is to set out the principles and procedures for dealing with a formal Grievance where the position of General Manager is named as a Respondent.

SCOPE

This policy applies to all employees, including the General Manager.

This policy does not apply when a complaint against the General Manager is lodged under the Public Information Disclosure policy.

STATUTORY REQUIREMENTS

Acts	<i>Anti-Discrimination Act 1998</i> <i>Work Health & Safety Act 2012</i> <i>Workers Rehabilitation Compensation Act 1988</i> <i>Local Government Act 1993</i> <i>Human Rights & Equal Opportunity Commission Act 1986 (Cth)</i> <i>Racial Discrimination Act 1975 (Cth)</i> <i>Sex Discrimination Act 1984 (Cth)</i> <i>Disability Discrimination Act 1992 (Cth)</i> <i>Age Discrimination Act 2004 (Cth)</i> <i>Fair Work Act 2009 (Cth)</i>
Regulations	N/A
Australian/International Standards	N/A

DEFINITIONS

Complainant	The person making the complaint.
Complaint	Complaint means a complaint made under this Policy.
Contact Officer	A trained employee whose role is to inform and support either the person

[Date of Approval]

Corporate Governance

Page 1 of 5



Council Policy: Grievances Involving the General Manager

	making a complaint or a person who has a complaint made against them.
EAP	Employee Assistance Programme
Grievance	Behaviour or action of another employee or employees, which has or is likely to have an unreasonable negative impact on the ability of an employee to undertake their duties or creates an unsafe working environment.
Mayor	Includes the Mayor's delegate.
Respondent	The person or persons who have had a complaint made against them.

POLICY STATEMENT

1. Objective

Council recognises its obligations under Commonwealth and State legislation as set out above and will comply with that legislation.

All formal Grievances where the position of General Manager is a named Respondent are to be managed in accordance with the processes and procedures set out in this Policy.

2. Types of Complaints

2.1 Formal Complaint

- A formal complaint involves matters of a serious nature, or where the parties are unable through discussion to resolve the complaint or concern.
- Formal complaints must be kept confidential at all times. All employees involved in the resolution of a complaint will be required to agree to confidentiality during the process.

3. Making a Formal Complaint

A formal complaint:

- must be in writing
- should identify all of the parties involved
- should include full details of the grounds of the complaint
- should include all relevant documents, and
- should be addressed to the Mayor.

4. Handling a Formal Complaint

- the Mayor will acknowledge receipt of a formal complaint within five (5) working days of receiving that complaint
- if the Complainant is an employee of Council, the Mayor will offer them the assistance of a Council Contact Officer



Council Policy: Grievances Involving the General Manager

- the Mayor will, as a first step, determine if the complaint is of a sufficient gravity to constitute a formal complaint. The Complainant may be requested to provide further information, and
- if it is determined that the complaint is not of sufficient gravity to constitute a formal complaint, a direction will be made that it be dealt with informally in accordance with a process determined by the Mayor.

4.1 Preliminary Investigation

The Mayor will conduct an initial assessment of the formal complaint. They will:

- advise the Complainant how the process will be managed. This may include interviewing the Complainant to clarify any matters. EAP will be offered and information on Council Contact Officers will be provided
- notify the Respondent and advise them of the substance of the complaint and obtain their response to it. EAP is offered
- decide whether further information is required from the Complainant
- decide whether the formal complaint warrants any further investigation and if so, how and by whom that investigation will be conducted (**Full Investigation**)
- decide whether it is appropriate to refer the parties to the complaint to mediation, and
- decide if the complaint is frivolous or vexatious or without foundation and dismiss it.

4.2 Full Investigation

If a full investigation is necessary the following principles and procedures will apply:

- the Mayor will appoint an independent person or organisation to undertake the investigation.
- the Respondent will be provided with full details of the complaint and given fourteen (14) calendar days to respond to it. This includes being given copies of all documents relied on by the Complainant where appropriate.
- the Complainant will be provided with full details of the Respondent's response to it and will be given seven (7) calendar days to respond to any new and relevant matters raised in response. This includes seeing copies of all documents relied on by the Respondent to the formal complaint where appropriate.
- time frames can be extended by the Mayor.
- both parties will be entitled to have a support person present during any meetings or discussions about the complaint.
- other persons who are witnesses or have relevant knowledge related to the complaint may be interviewed.
- all parties will be offered support through the EAP throughout the process.
- if the formal complaint involves credible allegations of serious criminal conduct, it will be referred to Tasmania Police for investigation. If the formal complaint becomes the subject of a criminal investigation by Police, the formal complaint handling process will be suspended until that investigation has been completed and Council has been notified of the outcome.



Council Policy: Grievances Involving the General Manager

5. Resolution

The Mayor will consider all the evidence and make a decision in writing. The Complainant and Respondent will be provided with a copy of the written decision as soon as reasonably practicable following the investigation of the complaint.

The decision will specify:

- whether the formal complaint is substantiated
- what further action will be taken, and
- whether the formal complaint has not been substantiated and is dismissed.

In some cases, the parties may be required to participate in mediation even though the formal complaint has not been substantiated.

6. Natural Justice and Procedural Fairness

Natural justice, procedural and substantive fairness will be afforded at all stages of the process. Both parties will be kept informed of progress throughout the process.

Respondents will be treated in accordance with the following principles of procedural fairness:

- they will be fully informed of any allegations against them
- they will be given the opportunity to respond, and
- they will be afforded fair decision making that is without bias.

Natural justice will be afforded to all persons whose rights or interests may be affected. Natural justice means the person affected must have the opportunity to:

- show cause why a particular action should not be taken
- put forward arguments supporting their position
- deny any adverse allegations and provide evidence in support
- present alternative explanations for particular matters, and
- request that a decision or determination is reviewed

The standard of proof adopted in this area will be based on the civil standard (the balance of probabilities).

7. Outcomes

If the complaint is substantiated the following may occur:

- the parties may be required to attend mediation
- the Respondent may be required to apologise
- the Respondent may be counselled
- the Respondent may be given a written or verbal warning
- the Respondent may be required to undertake training, or
- the Respondent's employment may be terminated.



Council Policy: Grievances Involving the General Manager

8. If a Complaint is Withdrawn

If a complaint is withdrawn either the Mayor may do any of the following:

- conduct a meeting with the Complainant to ascertain why the complaint has been withdrawn
- ask that the Complainant apologise for lodging a complaint against the Respondent
- require the parties to attend mediation;
- continue to investigate if deemed to be in the public interest, or
- conclude that the complaint was vexatious, frivolous or malicious.

9. Policy Review

This Policy is to be reviewed every four (4) years unless there is a significant legislative or organisational change that may prompt an earlier review.

Strategic and Key Operational Risk Register (2018)



Rank	Risk Type	Risk Category	Risk Statement	Likelihood Score	Consequence Score	Net Risk Score	Net Risk Rating
1	Key Operational	Work Health and Safety	Lack of consistent stakeholder (internal and external) accountability and application of consequences increases Council's risk of non-compliance, leading to injury, loss and legislative penalties	4.50	4.66	20.97	HIGH
2	Strategic	Organisational Structure	Unstable organisational structure reduces our operational effectiveness, adversely impacting staff morale, behaviour and efficiency	4.16	4.66	19.39	HIGH
3	Strategic	Brand and Reputation	Damaged brand and reputation promotes stakeholder disengagement and mistrust that adversely impacts our financial sustainability and service delivery	4.33	4.33	18.75	HIGH
4	Key Operational	Resource Management	Poor choice, scoping, planning, monitoring and review of major projects (external and internal) diverts resource, restricting our ability to make progressive and positive changes to our core business operations	4.16	4.33	18.01	HIGH
5	Strategic	Culture	Poor organisational culture leads to long term uncertainty and the 'silo effect', excessive pressure and guarded communication, with negative effects on Council's workforce	4.00	4.33	17.32	HIGH
6	Key Operational	Process Control	Inconsistent oversight and monitoring, and a lack of adequate and consistent council-wide processes and procedures to manage key operations and projects (including ready access to information), adversely impacts council's productivity	3.66	4.66	17.06	HIGH
7	Key Operational	Contractor Management	Inadequate contractor management results in the mismanagement of contractor's, leading to inconsistent practices and decisions, and adverse claims and liabilities	3.83	4.16	15.93	SIGNIFICANT
8	Key Operational	Contract Management	Lack of staff accountability and mismanagement of contracts results in inconsistent practices and decisions leading to adverse claims and liabilities	3.50	4.33	15.16	SIGNIFICANT
9	Key Operational	Emergency Management	limited understanding and resources to mitigate loss of life, impact to human settlements and natural and cultural values, resulting from adverse events causes an inadequate emergency response	3.16	4.67	14.76	SIGNIFICANT
10	Strategic	Financial Sustainability	Unrealistic strategy setting, poor prioritisation and a lack of conscious organisation-wide focus on the management of financial performance, causes Council to cease to be a going concern, leading to loss of community services	3.13	4.67	14.59	SIGNIFICANT

Rank	Risk Type	Risk Category	Risk Statement	Likelihood Score	Consequence Score	Net Risk Score	Net Risk Rating
11	Strategic	Council Dysfunction	Continuing dysfunction among Aldermen leads to unsound decision making (cost, churn, brand damage, uncertainty and breach of community trust) and potentially brings forward local government reform	3.00	4.83	14.49	SIGNIFICANT
12	Strategic	Leadership	Lack of stable and trusted leadership leads to loss of corporate knowledge, unclear direction and strategy, resulting in poor decisions, unexpected delays and cost, impacting our ability to efficiently discharge our functions and service the community and adverse effects on the workforce	3.66	3.83	14.02	SIGNIFICANT
13	Key Operational	ICT	Poor design and inflexibility of ICT Strategy leads to inability to adjust priorities jeopardising effective ICT operational functions	3.58	3.83	13.71	SIGNIFICANT
14	Strategic	ICT Cyber	Lack of ICT strategic actions and resource leads to vulnerabilities to cyber-attack leading to significant disruption to Council's operations	3.16	4.33	13.68	SIGNIFICANT
15	Key Operational	Compliance	Lack of appropriate and effective controls in place that are regularly monitored and enforced to ensure accountability and transparency, leads to dysfunction, lack of compliance and adverse consequences	3.16	4.16	13.15	SIGNIFICANT

Council's Risk Matrix (net)

Rating		Level of management	
HIGH		Requires action to be taken urgently	
SIGNIFICANT		Requires action and active monitoring	

Consequence	Likelihood				
	L1	L2	L3	L4	L5
C5 Severe	Moderate	Notable	Significant	High	High
C4 Major	Low	Moderate	Notable	Significant	High
C3 Moderate	Low	Moderate	Moderate	Notable	Significant
C2 Minor	Low	Low	Moderate	Moderate	Notable
C1 Insignificant	Low	Low	Low	Low	Moderate



Risk Management Directive

Title	Risk Management Directive
Approval Date	28 September 2017 (Acting General Manager)
Responsible Directorate	Corporate Governance
Due for Review	Four (4) years from Council Resolution Date
Strategic Plan Reference	<u>Leading our Community</u> 4.1 Govern in the best interests of our community 4.1.1 Manage Council for maximum efficiency, accountability and transparency 4.1.2 Manage the City's assets soundly for the long term benefit of the Community 4.1.3 Maximise Regulatory Compliance in Council and the Community through our systems and processes.
ECM	Council Policies

PURPOSE

The purpose of this directive is to articulate Council's commitment to establishing a robust risk management framework. It provides direction on Council's risk management culture, principles, guidelines and responsibilities to promote awareness of risk management systems within the organisation.

Council's risk management framework (of which this directive is a key element) aims to:

- incorporate risk management into Council's decision making processes at strategic, operational and major project levels
- build a strong culture of risk awareness, and to set clear responsibilities and procedures for the management of risk which will be integrated into council's day-to-day operations
- provide the tools and procedures to identify, assess, control and report on any risk faced by Council that may impact on Council's ability to carry out its functions, or achieve its objectives and priorities, and
- enable management and elected representatives to capitalise on opportunities to achieve Council's objectives by embracing risk up to acceptable levels.

SCOPE

This directive applies to Aldermen, all Council employees (including the General Manager, Directors and Managers, and temporary employees), all volunteers and any external party assigned to a clearly defined project or program (including contractors, consultants, outsourced service providers and suppliers).

STATUTORY REQUIREMENTS

Council's Audit Panel is established as required under section 85 of the *Local Government Act 1993*.

Part 4 of the Audit Panel Charter provides that one of the Audit Panel's functions is to consider in a review of Council's performance the accounting, internal control, anti-fraud, anti-corruption and risk management policies, systems and controls that Council has in relation to safeguarding its long-term financial position.

Acts	<i>Local Government Act 1993</i>
Regulations	Not Applicable
Australian/International Standards	AS/NZS ISO 31000:2009 Risk management – Principles and guidelines



Risk Management Directive

DIRECTIVE

Part 1: Council's Approach to Risk Management

Introduction

Council is committed to achieving the aims defined in Council's Community Plan and Annual Plan. In pursuing those aims, Council recognises that it faces a variety of risks.

Risk is regarded as a quantifiable level of exposure to the threat of an event or action that could adversely affect our ability to achieve our objectives successfully. The task of Council's management is to respond to risks in an effective manner in order to maximise the likelihood of Council achieving its objectives while ensuring the best use of our limited resources.

This directive forms an integral part of Council's 'Risk Framework'. It sets out the high-level internal policy that will guide and influence all risk management activities undertaken by Council.

Risk Management Standard

Council's risk management framework is based on the principles and procedures set out in *AS/NZS ISO 31000:2009 Risk management – Principles and guidelines (the Standard)*.

Risk Management Principles

The Standard sets out the following eleven (11) principles that are required for effective risk management. The principles are that risk management:

- creates and protects value
- is an integral part of all Council's organisational processes
- is part of decision making
- explicitly addresses uncertainty
- is systematic, structured and timely
- is based on the best available information
- is tailored
- takes human and cultural factors into account
- is transparent and inclusive
- is dynamic, iterative and responsive to change, and
- facilitates the continual improvement of Council.

Council will recognise and observe the above principles whenever it undertakes any risk management activities.

Risk Management Statements

The following statements define and underpin Council's approach to risk management:

1. Council is committed to ensuring that the management of risk underpins our activities and that robust risk management procedures are in place. The application of this directive enables us to identify, assess and respond to a changing risk profile.
2. Council has a responsibility to manage risks and support a systematic approach to risk management, including the promotion of a risk aware culture.
3. Council will:
 - use risk management to systematically identify, record, monitor and report risks to meet our objectives, and to implement effective plans and actions to treat and mitigate risk, and
 - identify risks and their causes at the earliest opportunity, assess their potential impacts, and put in place controls to mitigate and/or actively monitor them.
4. Council recognises that the application of risk management practices will not eliminate all risk exposure. Through the application of the risk management approach identified in this directive,

*Risk Management Directive*

Council aims to achieve a better understanding of the risks it faces, and use that understanding to improve Council's decision making.

5. Council recognises that risk may also present opportunities for developing innovative ways of working.
6. Council expects management to take action to manage and mitigate the effects of any risks considered to be in excess of Council's defined risk appetite. Risks that are significant and/or in excess of Council's risk appetite will be included in Council's Headline Risk Register. Project and operational risks will be included in General Risk Register.
7. Management will ensure that effective mechanisms are in place for assessing, monitoring and responding to any risks. Management is expected to have a good understanding of the 'nature of risk' within Council and Council's risk appetite.
8. Council's risk management procedures will be embedded within the Council's Risk Registers systems, which are to be maintained by staff assigned to strategic; program; or major project levels (see Part 3), as appropriate.

Management Risk Workshop

Council will periodically hold a management risk workshop. The role of the workshop will be to undertake a comprehensive review Council's risk registers to ensure that they adequately capture and rate the risks that Council faces.

It is expected that workshops will be held approximately every two (2) years. The workshop will review and challenge existing risks and identify new, emerging and future risks.

A key aim of each workshop is to update Council's Strategic and Key Operational Risk Register (see part 3, below) which is a key strategic document that is referred to by the Council's internal auditors. It is critical that all internal audit activities consider the risks captured in that register when assessing Council's operations in accordance with audit terms of reference.

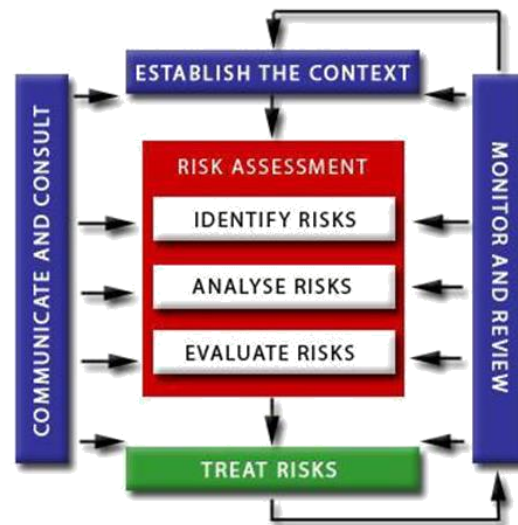
Risk Appetite and Tolerance

Council will consider and adopt the following:

1. a Risk Appetite Statement which will identify the amount and types of risk that Council is willing to pursue or retain, and
2. a Risk Tolerance Statement which will identify Council's readiness to bear the risk after risk treatments have been applied in order to achieve Council's objectives.

Part 2: Risk Management Process

Council adopts the risk management process outlined in the Standard's, which is illustrated below:



Source: Risk Management Process (AS/NZS ISO 31 000: 2009)

In accordance with the risk management process, Council will, as far as practicable, manage risk by:

1. establishing the context of risk management through the articulation and definition of the Council's objectives and operating environment
2. assess the risks it faces by:
 - a) identifying sources of risk, their potential causes and impacts
 - b) analysing levels of risks in terms of potential consequences and likelihood
 - c) evaluating risks to determine whether or not treatment is required to mitigate them,
3. establishing and implementing ongoing risk treatment plans
4. monitoring and reviewing the effectiveness of the risk management process, and
5. ensuring appropriate stakeholder consultation, co-operation and co-ordination of risk management activities.

Risk Assessment

Identify Risks

Risk identification is the process of determining what risks might prevent us from delivering our objectives, whether these are strategic or operational. For the purposes of identifying risks, the following broad risk categories will be used:

- Financial loss (funds and assets)
- Staff resources loss
- Reputation
- Work health and safety
- Business continuity
- Public safety
- Local economic growth
- Environment and sustainability, and
- Legal.



Risk Management Directive

Risk identification is an ongoing activity, with individual risks and the impact and/or likelihood of risks materialising and/or changing regularly.

It is important that risk features as a standing agenda item on management team meetings and drives the performance evaluation of staff.

Analyse and Evaluate Risks

Once a risk is identified, the risk is assessed. Risks should be assessed consistently across Council considering two factors:

- **Likelihood:** The likelihood of the identified risk occurring, and
- **Consequence:** If the identified risk were to occur, the consequences for Council.

Risk Likelihood Criteria

Council classifies risk likelihood into the following five levels

Likelihood		General Definition
L5	Almost Certain	Very likely. The event is expected to occur in most circumstances as there is evidence that predicts regular occurrence.
L4	Likely	There is a strong possibility that the event will occur as there is evidence that predicts frequent occurrence.
L3	Possible	The event might occur at some time as there is evidence that predicts causal occurrence
L2	Unlikely	The event is not expected to occur but there is a slight possibility that it may occur at some time.
L1	Rare	Highly unlikely but may occur in exceptional circumstances. The event could happen, but probably never will.

Refer to [Appendix 1 \(Risk Likelihood Criteria\)](#) for further particulars of the risk likelihood criteria.

The assessed likelihood for a risk is usually based on known evidence, including past experience, predictions, trends, indicators, standards, and/or various factors that may be collectively considered.

Risk Consequence Criteria

Council classifies risk consequence into the following five levels

Consequence		General Definition
C5	Severe	Prevents achievement of Council objectives
C4	Major	Would threaten Council's objectives
C3	Moderate	Requires moderate adjustment to activity to achieve Council's objectives
C2	Minor	Requires some adjustment to activity to achieve Council's objectives
C1	Insignificant	Small adjustment to activity to achieve Council's objectives

Definitions of the above consequence levels by reference to each of the risk categories that Council has adopted are contained in [Appendix 2 \(Risk Consequence Criteria\)](#).

Qualitative Risk Analysis: Likelihood and Consequence

The following process to analyse and evaluate risks will be followed:

1. Likelihood will be categorised on a scale of L1 to L5, with L1 being rare and L5 almost certain, and



Risk Management Directive

- Consequence will also be assessed on a scale of C1 to C5, with C1 being insignificant and C5 being severe.
- Likelihood and Consequence are multiplied together to obtain a total a 'gross risk score' (GRS).

The following table illustrates the GRS calculation, overlaid with Council's adopted risk classifications:

	LIKELIHOOD	Rare	Unlikely	Possible	Likely	Almost Certain
CONSEQUENCE	Level	L1	L2	L3	L4	L5
Severe	C5	5	10	15	20	25
Major	C4	4	8	12	16	20
Moderate	C3	3	6	9	12	15
Minor	C2	2	4	6	8	10
Insignificant	C1	1	2	3	4	5

Gross Risk vs Net Risk

Risk assessment undertaken for both Gross Risk and Net Risk.

'Gross risk' (or inherent risk) is the risk that applies in the absence of any measures and controls (or where all measures and controls have failed).

'Net risk' (or residual risk) is the risk that applies after considering the treatments and controls put in place to mitigate the gross risk.

Appendix 3 (Net Risk Matrix) rates risks according to their 'net risk score' (NRS).

Risk Treatment

The appropriate treatment or mitigation strategy for each risk will be guided by the levels of risk that are deemed to be acceptable to Council through Council's adopted risk appetite and tolerance statements (see Part 1, above).

A risk's net risk rating is determined after considering the internal controls to be applied to its gross risk to arrive at its net risk score (Council will develop a Risk Management Procedure to provide direction on this process). In the absence of an adopted Risk Appetite Statement, the appropriate response to be adopted by the each risk owner for each net risk rating are follows:

Net Risk Score (NRS)	Net Risk Rating	Description
17 - 25	High	Action to be taken urgently High (red) risks indicate an unacceptable level of risk exposure, and must be escalated to the top levels of management and added to Council's Strategic and Key Operational Risk Register
10 - 16	Notable to Significant	Requires action and active monitoring This is an acceptable level of risk, but one which should be actioned and monitored to ensure Council's risk exposure is reduced.
1 - 9	Low to Moderate	Normal controls acceptable This is an acceptable level of risk, provided normal controls are applied. In some cases it may be acceptable for no mitigating action to be taken (for example, if the NRS was less than 4).



Where a risk (due to its NRS) could fall into two different risk rating categories, a conservative approach should ordinarily be taken and the higher risk rating applied, unless there is a sound reason not to (for example, the consequences may be insignificant).

Similarly, where a single risk falls within more than one category of risk (i.e. financial loss and reputational), the consequences should be assessed separately and the higher NRS adopted for the purpose of determining the risk's overall NRR.

Risk response

Based on risk scores there are four response options that may be taken:

1. **Terminate:** In this situation, the risk is terminated by deciding not to proceed with the activity. For example, if a particular project is very high risk and the risk cannot be mitigated, it might be decided to cancel the project. Alternatively, the decision may be made to carry out the activity in a different way.
2. **Transfer:** in this option, another party bears or shares all or part of the risk. Examples, may include engaging specialised external contractors to carry out the work, or taking out appropriate insurance coverage.
3. **Treat:** This involves identifying mitigating actions or controls to reduce risk. Controls should be monitored on a regular basis to ensure that they are effective.
4. **Tolerate:** It may not always be necessary (or appropriate) to take action to treat risks (for example, where the cost of treating the risk is considered to outweigh the potential benefits). If the risk is shown as 'green' after mitigating actions are applied, it is likely that the risk can be tolerated.

Risk mitigation

Risk mitigation is the process of putting controls and actions put in place to reduce the likelihood of the risk occurring, or to minimise the impact of the risk if it does occur.

An internal control system incorporating policies, processes, business continuity arrangements and other aspects of Council's operations should, when taken together:

- enable Council to respond appropriately to risks
- help ensure the quality of internal and external reporting. This requires the maintenance of proper records and processes that generate the flow of timely, relevant and reliable information, and
- help ensure compliance with applicable laws and regulations, and also with internal policies. This would include, for example, having formal written procedures and policies applied consistently across the organisation supported by training for staff.

As noted above, the residual risk which remains after taking account of the relevant mitigations is the net risk. It is also good practice to define 'target' risk which, in simple terms, is the tolerable level of risk that council should aim for (i.e. where no further mitigating actions are required).

Monitor and Review

Management is expected to regularly monitor and review identified risks relevant to their department or program/project. Appendix 4 (Net Risk Management Responsibility) sets out who assumes responsibility for each level of net risk and also the level of risk management that is required.

In addition to the Management Risk Workshop, risks will be periodically scrutinised by Council's Audit Panel, and also during Council's Annual Planning and annual insurance renewal processes.

Communicate and Consult

Communication and consultation about risk will be regular and effective, and will be to both internal and external stakeholders.



The outcomes of the Management Risk Workshop will be communicated to staff after they are adopted, and periodic risk management training and awareness will also be undertaken to help build a risk aware culture within Council.

Documentation

The risk management process must be documented at each stage from initial concept, design or planning stage right through to the project or operational component, including strategic objectives, with any review or changes continually documented.

Adequate documentation will ensure the integrity of the process, and an adequate audit trail of a structured approach to risk identification and treatment options, including the recording of decision making and continuously developing a positive risk profile for Council. The risk management process will be covered within the Risk Management Procedures.

Part 3 Risk Management Structure

Risk Types

To ensure that Council fully documents all of the risks that it faces and their implications, risks will be identified and assessed as one the following three (3) types:

1. Strategic risks

Strategic risks are external and internal risks that, if realised, could have a significant detrimental effect on Council's key business processes and activities. Strategic risks have the potential to prevent Council from delivering the objectives set out in its Annual Plan.

2. Operational risks

Operational risks are risks relating to capital and operational projects and programs that, if realised, could have a significant detrimental effect on a project or program's key objectives and activities.

3. Major Project risks

Major project risks are risks that, if realised, could have a significant detrimental effect on the outcome or deliverable of one of Council's major projects.

For the purposes of Council's risk framework, a 'major project' is any capital or operational project which has:

- a total value of \$4,000,000 or greater, or
- multiple external stakeholders (other than ratepayers), or
- senior management oversight and the General Manager otherwise determines that the project is a major project because of its strategic importance or other influential factors.

Risk registers

Council will establish and maintain the following two (2) risk registers:

Strategic and Key Operational Risk Register

The Strategic and Key Operational Risk Register will capture the most significant risks that Council faces. Strategic and key operational risks are sometimes referred to as "headline risks" because, if realised they may be a newsworthy event (i.e. they would result in a headline).

A risk will be elevated to the Strategic and Key Operational Risk Register where an internal or external review has determined that the risk:

1. has a 'High' or 'Significant' risk rating, and
2. poses a significant strategic or operational risk to Council.



Not all 'High' or 'Significant' risks will require escalation, only those where the risk (if realised) would have a significant detrimental impact on Council's ability to carry out its functions.

An escalation of a risk to the Strategic and Key Operational Risk Register will ordinarily require the support of the Executive Leadership Team (ELT) and the endorsement of Council's Audit Panel.

Operational Risk Register

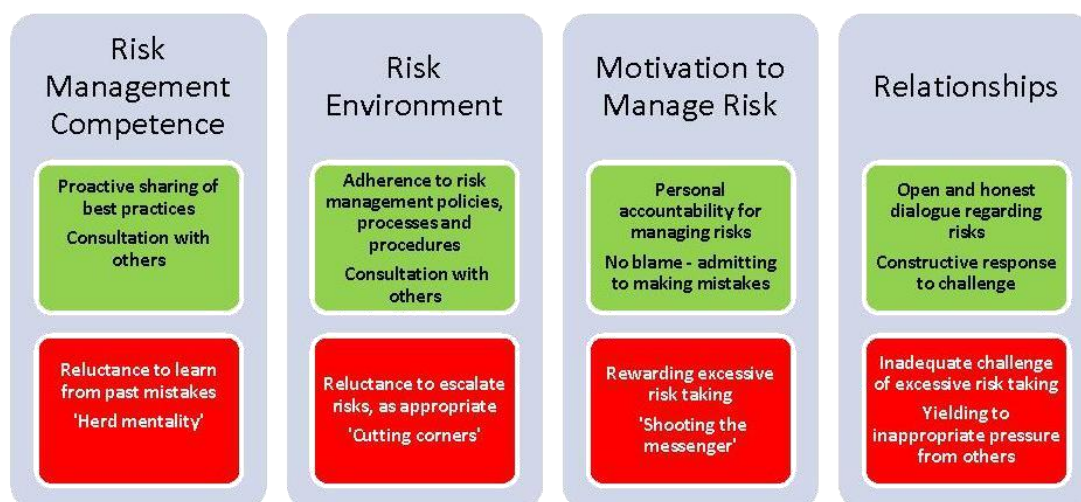
The Operational Risk Register captures ordinary operational risks faced by Council that are not strategic or key operational risks. As noted above, operational risks are those risks identified by the operational teams for both capital and operational projects and programs (including major projects).

The Operational Risk Register will be subject to periodic review by ELT and/or Audit Panel, which may eventuate in risk/s being escalated to the Strategic and Key Operational Risk Register.

Part 4 Risk Culture

A key part of achieving the objectives of Council's risk framework is establishing a positive risk culture within the organisation.

A summary of some of the positive and detrimental behaviours that respectively work for and against our desired risk culture are illustrated below:



Part 5 Accountability and Responsibility

Accountability and responsibility for the Council's performance and overall management of risk lies with the General Manager. However, it is the responsibility of all staff to be engaged in the functions of managing risk.

The following table provides guidance to the accountabilities and responsibilities for managing risk within Council:

Role / Group	Risk Management Responsibilities
Aldermen	- determine and articulate Council's risk appetite and tolerance - champion this Directive, ensuring it is appropriate and implemented and continually evolving to reflect the changing environment - approve Council's risk profile, and



Risk Management Directive

Role / Group	Risk Management Responsibilities
	• endorse the approach to managing significant and critical risk areas.
General Manager (as an individual) Executive Leadership Team (as a group) [ELT]	• establish and maintain an appropriate system of internal controls for Council • review recommendations from the Audit Panel and other assurance (internal and external auditors and local government regulators) and review activities and implement improvements as required • support Aldermen in determining Council's risk appetite and tolerance • review and monitor the performance of this Directive • champion this Directive, ensuring it is appropriate and implemented and continually evolving to reflect the changing environment, and • review, maintain and continuously improve Council's risk profile.
Directors (as individuals)	• model good risk management behaviours • contribute to the development of the Council's risk profile • review directorate risk profiles, as appropriate • review and assess the current and planned approach to managing significant and critical risk areas • ensure this Directive is implemented in the departments, sections, business units, teams, and projects, and • support staff engaged with risk in an appropriate and informed manner, regardless of the outcome.
Audit Panel	• review this Directive and any key documents related to it, including (but not limited to): ◦ risk management plan and risk registers ◦ fraud and corruption control plan and register ◦ business continuity plan, and ◦ emergency management response plans • review the adequacy of controls that are designed to ensure Council's compliance with legislation • review the adequacy of Council's Governance Framework and arrangements • review the adequacy of Council's internal control environment • provide advice to Council to help them meet their external accountability obligations, including statutory and fiduciary duties • review the adequacy of the management's response to reports of internal and, as far as practicable, external audits, and • review the content of reports of internal and external audits and to provide endorsement to Council of management's comments and strategies.
Manager, Governance and Risk	• lead risk activities, initiatives and assessments and encourage effective risk management within their area • provide practical guidance and support on risk management and security



Risk Management Directive

Role / Group	Risk Management Responsibilities
	strategies for Council to effectively deliver its critical functions and services - manage, challenge and drive risk management development within Council - facilitate the implementation of Council's Business Continuity Management Plans and the delivery of related outcomes, including assisting with the development and review of Business Continuity Plan initiatives - review and report on Council's operational risks (including recommending and implementing appropriate mitigation strategies as required), and - report to ELT on progress of risk management and security initiatives, including identifying and raising significant issues for decision making and opportunities for improvement.
Senior Risk and Assurance Advisor	- coordinate the implementation of the Directive - coordinate risk management planning to ensure consistency and accuracy of practice - facilitate, challenge and drive risk management development within Council: - escalate risk concerns when identified as approaching set or key risk appetite and/or risk tolerance limits - coach, mentor and advise on determining Council's risk appetite and tolerance, through consultation, cooperation and coordination - champion this Directive, ensuring it is appropriate and implemented and continually evolving to reflect the changing environment - report to the ELT and Audit Panel at regular intervals, and - act as the secretariat of the Audit Panel.
Managers, Senior Advisors, Coordinators and Supervisors	- identify, review and manage the risks, risk profiles and risk registers for their teams - ensure reports to Council include evidence of Council's Directive in their decision making - appropriately recognise risk management behaviours (positive or negative) within their teams - facilitate, challenge and drive risk management development within Council - escalate risk concerns when identified as approaching set or key risk appetite and/or risk tolerance limits, and - communicate risk information upwards and across Council wherever needed.
Risk Owners	- appointed to be the primary point of responsibility for monitoring and achieving identified control measures for either a specific risk, or a number of identified risks - understand the risks they are charged with and request sufficient resources and be sufficiently senior to influence the management of the



Risk Management Directive

Role / Group	Risk Management Responsibilities
	- identified risks - understand and interpret the Council's risk appetite and tolerance as it applies to their risks - maintain the risk in appropriate risk registers - escalate risk concerns when identified risk is approaching set limits or key risk tolerance levels - actively monitor the risk context to understand and respond to any changes (actual or likely) - actively challenge control owners and the effectiveness of control measures - escalate risk concerns when identified as approaching set or key risk appetite and/or risk tolerance limits, and - communicate and report on the risk whenever required.
Control Owners	- responsible for maintaining controls or implementing treatment programmes - actively monitor the continued viability, relevance and effectiveness of the control measures and/or treatment programme - inform the relevant 'risk owner' should the effectiveness of the control measures or the treatment, be at risk, and - escalate risk control concerns when identified as approaching set limits or key risk tolerance levels
All staff	- recognise, communicate and respond to expected, emerging or changing risks - contribute to the process of developing risk profiles for their activities - implement risk plans within their area of responsibility, and - escalate risk concerns when identified as approaching set limits or key risk tolerance levels.

Refer to [Appendix 4 \(Net Risk Management Responsibility\)](#) for further information about roles and responsibilities for different risk ratings.

Part 6 Appendices

The following appendices to this Directive form part of Council's Risk Framework:

Appendix 1: Risk Likelihood Criteria

Appendix 2: Risk Consequence Criteria

Appendix 3: Net Risk Matrix

Appendix 4: Net Risk Management Responsibility



Appendix 1: Risk Likelihood Criteria

Likelihood Rating	Probability	General Definition	Frequency
L5	Almost Certain	Very likely. The event is expected to occur in most circumstances as there is evidence that predicts regular occurrence.	Present day to within 3 months' time
L4	Likely	There is a strong possibility that the event will occur as there is evidence that predicts frequent occurrence.	3 months to within 1 years' time
L3	Possible	The event might occur at some time as there is evidence that predicts causal occurrence	1 year to within 3 years' time
L2	Unlikely	The event is not expected to occur but there is a slight possibility that it may occur at some time.	3 years to within 10 years' time
L1	Rare	Highly unlikely but may occur in exceptional circumstances. The event could happen, but probably never will.	10 years or more



Appendix 2: Risk Consequence Criteria

Consequence Rating	Consequence	Financial Loss Funds / Assets *	Staff Resources Loss	Reputation	WH&S	Business Continuity	Public Safety	Local Economic Growth	Environment & Sustainability	Legal
C5	Severe	Strategic: \$1M or more Operational: 25% or more of total value (**)	10% or more total loss of staff resources assigned	Significant and sustained adverse media coverage (more than 6 months)	Fatality or permanent disability	Widespread or partial loss of operational capacity (more than 3 months)	Large number of serious injuries, loss of lives and/or loss of homes	Widespread business failure and/or loss of employment	Widespread, long-term damage. Loss of native wildlife, and major contamination or destruction of habitat	Significant legal, regulatory or policy failure. Prosecution by authorities
C4	Major	Strategic: \$600K to \$1M Operational: 15% to 25% of total value	5% to 10% total loss of staff resources assigned	Significant and sustained adverse media coverage (less than 6 months)	Lost time injury or illness	Widespread or partial loss of operational capacity (1 month to 3 months)	Isolated instances of serious injuries, loss of lives, and/or loss of homes	Isolated instances of business failure and/or loss of employment	Isolated, long term damage. Loss of native species, and contamination or destruction of habitat	Major legal, regulatory or policy failure. Threat of prosecution by authorities
C3	Moderate	Strategic: \$200K to \$600K Operational: 5% to 15% of total value	2% to 5% total loss of staff resources assigned	Intermittent adverse media coverage (less than 1 month)	Restricted duties due to injury or illness	Widespread or partial loss of operational capacity (1 week to 1 month)	Noticeable rise in illness, and/or injuries	Business stagnation, no growth, no employment opportunities	Isolated instances of short-term damage. Potential loss of native species, and some contamination	Limited legal, regulatory or internal policy failure
C2	Minor	Strategic: \$40K to \$200K Operational: 1% to 5% of total value	1% to 2% total loss of staff resources assigned	Adverse media coverage (one-off)	Medical treatment due to injury or illness	Widespread or partial loss of operational capacity (1 day to 1 week)	Serious near misses or minor injuries	Evidence of very slow growth. No change to unemployment	Reversible minor instances of damage and minor contamination or destruction of habitat	Minor legal, regulatory or internal policy failure
C1	Insignificant	Strategic: < \$40K Operational: < 1% of total value	< 1% total loss of staff resources assigned	Has no impact on Council's reputation at any level	First Aid injury or illness	Wide-spread or partial loss of operational capacity (up to 1 day)	Potential threat	Some growth and employment opportunities	Noticeable but very minor impact	Insignificant legal, regulatory or internal policy failure

(*) Where the operational loss is equal to or greater than its comparative strategic loss dollar value, then use the consequence rating relevant to that strategic dollar value.

(**) 'total value' = program or project's total costs or total funding (whichever is relevant)



Appendix 3: Net Risk Matrix

Consequence	Likelihood				
	L1	L2	L3	L4	L5
	Rare	Unlikely	Possible	Likely	Almost Certain
C5 Severe	Moderate	Notable	Significant	High	High
C4 Major	Low	Moderate	Notable	Significant	High
C3 Moderate	Low	Moderate	Moderate	Notable	Significant
C2 Minor	Low	Low	Moderate	Moderate	Notable
C1 Insignificant	Low	Low	Low	Low	Moderate

'Net Risk' means risk that remains after considering the treatments and controls put in place to mitigate the gross risk.



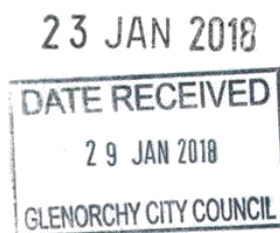
Appendix 4: Net Risk Management Responsibility

Net Risk Rating*	Risk Management Responsibility	Risk Management Level
High	General Manager must be informed. Executive Leadership Team informed and is involved in the decision making to accept or mitigate the risk.	Active management
Significant	Executive Leadership Team to monitor. Management responsibility to be specified. Departmental manager to actively control the risk.	Active management / Control critical
Notable	Management attention required. Departmental manager to accept or delegate responsibility to actively control the risk.	Control critical
Moderate	Coordinator, Program/Team leader to undertake specific monitoring and/or determine response procedures to the risk.	No major concern
Low	Coordinator, Program/Team leader to monitor risk through application of routine procedures (unlikely to require specific application of resources).	No major concern

* Refer to Appendix 3: Net Risk Matrix

**Treasurer
Minister for Planning and Local Government
Minister for State Growth**

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Alderman Kristie Johnston
Mayor
Glenorchy City Council
PO Box 103
GLENORCHY TAS 7010

Dear Mayor Johnston

I wish to advise the Council that, following careful consideration of the Glenorchy City Council Board of Inquiry Report, I have decided to direct the Council to take a number of actions, pursuant to section 225(2) of the *Local Government Act 1993* and section 8(1)(b) of the *Glenorchy City Council (Dismissal of Councillors) Act 2017*.

While I acknowledge that the election of a new Council signals a new start for Glenorchy, I am also of the opinion that the Council has a significant task to rebuild confidence, trust, transparency and accountability with its community.

The Ministerial Directions (refer to Attachment 1) are forward looking given the changed context of a newly elected Council from when the Board finalised its report. The Directions will assist Council to have the best chance to succeed. The Directions focus on several key areas including: governance; training; policies and procedures; committees and memberships; compliance; and employment contracts.

In addition, the Council may wish to consider appointing a 'mentor'/'monitor' in an advisory capacity, to provide ongoing guidance and assistance to elected members. A person of good standing and experience in local government could provide 'on the ground' advice to Aldermen and ensure that the statements of expectations contained in the Directions are complied with in practice. This role would not interfere with the general manager's or audit panel members' roles, and would only be a support to Aldermen.

I had considered whether to include a direction that the Council appoint a Council Monitor to assist the Council to restore good governance. Such a role would be as outline above but would also report to the Minister an independent assessment of the functionality of the Council. However, I have determined that such a direction is unnecessary at this point in time.

I will reserve the right to issue a further direction on the Council, should I form the view that the circumstances require the appointment of a Monitor to assist the Council and assure the community that issues that may arise can be dealt with rapidly.

With the implementation of these Directions, I consider that the Council will be well placed to serve the interests of the Glenorchy community into the future.

18/7635

I would appreciate it if you could bring this letter and the accompanying Directions to the attention of all Aldermen and the general manager.

Yours sincerely,

A handwritten signature in dark ink, appearing to read 'Peter Gutwein', with a long horizontal flourish extending to the right.

Peter Gutwein MP

Minister for Planning and Local Government

Attachment(s):

1 Ministerial Directions – Glenorchy City Council

Local Government Act 1993
Glenorchy City Council (Dismissal of Councillors) Act 2017
MINISTERIAL DIRECTIONS

To: Glenorchy City Council

In these directions:

"Auditor-General's report" means the Tasmanian Auditor-General's Report "Use of credit cards by councils' general managers and elected members" Report No. 4 of 2017-18;

"Good Governance Guide" means the Good Governance Guide for Local Government in Tasmania, dated November 2017 and published by the Local Government Division of the Department of Premier and Cabinet; available at:
http://www.dpac.tas.gov.au/data/assets/pdf_file/0003/358248/Good_Governance_Guide_updated_29_November_2017.pdf;

Model Code of Conduct means the Model Code of Conduct in Schedule 1 of the *Local Government (Model Code of Conduct) Order 2016*

Take notice that having considered the recommendations made to me by the Glenorchy City Council Board of Inquiry (BOI) dated 16 November 2017 (refer to Annexure A), in accordance with section 8(1)(b) of the *Glenorchy City Council (Dismissal of Councillors) Act 2017* (the Dismissal Act) and section 225(2) of the *Local Government Act 1993* (the Act), I direct the Council to:

Direction 1 - Governance

- 1) Pursuant to section 225(2)(d) of the Act, and with reference to the BOI recommendations 5, 6, and 22, to take steps to improve the good governance of the Council by:
 - a) developing a Statement of Expectations between the general manager and aldermen to establish clear and agreed protocols for the fulfilment of their mutual and respective roles and functions;
 - b) developing a Statement of Expectations between the general manager and mayor to establish clear and agreed protocols for the fulfilment of their mutual and respective roles and functions;
 - c) developing a Statement of Expectations between the mayor and aldermen to establish clear and agreed protocols for the fulfilment of their mutual and respective roles and functions;
 - d) developing a Statement of Expectations between aldermen to establish clear and agreed protocols for the fulfilment of their mutual and respective obligations roles and functions;

- e) within 2 months, ensuring all aldermen, the mayor and general manager sign the Statements of Expectations they are party to;
- f) publishing the Statements of Expectations on the Council website within 1 month of signing;
- g) publically committing to engage in ongoing professional development and abide by the principles of good governance, as established in the *Good Governance Guide*, within a period of 3 months;
- h) within a period of 9 months, in consultation with the community, developing a communication and consultation plan for all internal and external communications and consultation processes that is consistent with the eight characteristics of good governance outlined in the *Good Governance Guide*;
- i) reviewing, and amending if appropriate, within the 2018-19 budget period:
 - i) the strategic plan;
 - ii) the long-term financial management plan;
 - iii) the financial management strategy;
 - iv) long-term strategic asset management plan;
 - v) asset management policy;
 - vi) asset management strategy.

Direction 2 - Training

- 2) In accordance with section 225(2)(d) of the Act, and with reference to the BOI recommendations 8, 10, 23, 24, 36 and 39, the Council take steps to ensure adequate professional development by:
 - a) reviewing its induction program for the mayor and aldermen within a period of 3 months of the January 2018 election, to ensure that the induction already undertaken within the 3 months and planned future induction will provide all aldermen with the information and knowledge they need to fulfil their roles;
 - b) facilitating training within 3 months for all aldermen on, though not limited to:
 - i) their roles and responsibilities under the Act, with specific reference to the Model Code of Conduct, and the *Good Governance Guide*;
 - ii) ethical decision making;
 - iii) financial fundamentals, including understanding of financial statements and budget preparation;

- iv) decision-making in reference to the *Land Use Planning and Approvals Act 1993*; and
- v) meeting procedures as per the Act and the *Local Government (Meeting Procedures) Regulations 2015*;
- c) implementing a professional development program for all aldermen as a result of the first annual review as specified in Direction 5(a);
- d) developing, and facilitating, a program of training for all relevant staff in relation to the Act, Regulations, ethics in the work place, and good governance, including in meeting procedure and the proper recording of minutes, within a period of 6 months.

Direction 3 – Policies and procedures

- 3) In accordance with section 225(2)(d) of the Act, and with reference to the BOI recommendations 14, 33, 40, 41, 42, 43, 50, 51, 52, 53, and 54, the Council commit to transparent and appropriate policies and processes by:
- a) ensuring, within 4 months, there is an appropriate Grievance Policy for Council staff, including referral procedures to an independent party for addressing complaints against the general manager and senior staff;
 - b) ensuring, within 6 months, there is an appropriate policy on the appointment of staff within the Council based on merit;
 - c) developing, within 2 months, an appropriate policy and protocols for Council workshops, to ensure a clear separation between matters considered at Council meetings and workshops, that specifically include:
 - i) a policy on the attendance of staff at Council workshops (and meetings) to ensure the efficient use of staff time is balanced with assisting Council to make decisions;
 - ii) a policy on the provision of information to aldermen and attendees including timeframes to ensure aldermen are sufficiently prepared.
 - d) developing a calendar of Council meetings and workshops, including adequate provision for workshops on setting the annual budget and determining the capital works and spending program;
 - e) publishing the calendar of Council meetings and workshops on the Council website within 2 months;
 - f) ensuring the general manager provides sufficient budget and financial reporting to Council consistent with BOI recommendation 50;
 - g) developing, within 3 months, an appropriate policy in relation to media statements that is consistent with section 27(1)(e) of the Act and the Model Code of Conduct;

- h) reviewing, within 3 months, Council's credit card procedures and policies to ensure consistency, in the use and reporting of credit cards, with the recommendations of the Auditor-General's Report;
- i) ensuring there is a policy, within 4 months, to address the use of external legal advisers to include:
 - i) guidance on the circumstances in which the general manager may seek external legal advice;
 - ii) direction on the maximum expense to be incurred before the matter needs to be brought to council for approval; and
 - iii) clear and transparent reporting of legal expenses to Council.

Direction 4 – Committees and membership

- 4) Pursuant to section 225(2)(d) of the Act, and with reference to the BOI recommendations 15, 29, and 30, the Council commit to appropriate representation on and transparent governance of council committees, enabling the efficient discharge of the Council's powers and functions under the Act, by:
 - a) reviewing existing council committees, including special committees, within 6 months, to determine appropriateness and, where required, the establishment of new committees with appropriate terms of reference;
 - b) reviewing, within 3 months, representation procedures for all committees, including elections and nominations and external representatives on special committees, with specific consideration on the suitability and aptitude of aldermen seeking appointment;
 - c) ensuring that all Council representatives on special committees and external bodies report, at a minimum, annually to Council;
 - d) developing, if the Council chooses to establish one, appropriate terms of reference for a General Manager's Performance Review Committee, that includes:
 - i) the right for any alderman who is not a member of the committee, to attend any meetings of the committee as an observer; and
 - ii) that the committee is empowered only to make recommendations to be provided to the full council for decisions;
 - e) ensuring that any committee established to review the general manager's performance, is established as a council committee as per section 23 of the Act, and not as a special committee as per section 24 of the Act; and
 - f) reviewing, within 6 months, the membership of the Council's Audit Panel including considering the merits of all members being independent (non-aldermen). Where aldermanic appointments are made to the Audit Panel, the Council is to ensure that the

appointed alderman have relevant professional skills for the effective functioning of the Audit Panel.

Direction 5 - Compliance

- 5) In accordance with section 225(2)(d) of the Act, and with reference to the BOI recommendations 9, 23, 25, 26, 27, 28, 32, and 37, that the Council take steps to ensure compliance with all relevant legislation and instigating a culture of effective review by:
- a) developing an annual review program, within 6 months, to ensure a program of future compliance with, though not limited to:
 - i) the Act and associated relevant regulations;
 - ii) the Code for Tenders and Contracts;
 - iii) credit card usage in line with the Auditor-General's Report;
 - iv) the Code of Conduct;
 - v) the Statements of Expectations; and
 - vi) Council policies and procedures; and
 - b) directing the Audit Panel to undertake an annual review of Council's compliance with, though not limited to:
 - i) the Act and the *Local Government (General) Regulations 2015*;
 - ii) the *Local Government (Meeting Procedures) Regulations 2015* including the appropriate use of closed meetings and accuracy of relevant minutes;
 - iii) the Code of Tenders and Contracts;
 - iv) the Credit Card Policy;
 - v) the Code of Conduct;
 - vi) the Statements of Expectations;
 - vii) Council's policies and procedures;
 - viii) Council's employment policies, to ensure the principles of merit based appointments is upheld.

Direction 6 – Employment contracts

- 6) In accordance with section 225(2)(d) of the Act, and with reference to the BOI recommendations 18, 19, 20, 45 and 55, that the Council undertake a review of the

approach to managing performance under the general manager's contract of employment, including:

- a) the setting of performance indicators, in conjunction with the scheduled time in the general managers contract;
- b) providing all aldermen with an opportunity to provide input into the setting of performance indicators;
- c) considering the merits of including a provision in the general manager's contract to clarify who approves any leave (annual or personal), noting the usual practice would be the mayor on behalf of council;
- d) ensuring the review of the general manager's performance under his or her contract is conducted using best practice, objective processes, including the use of a professional service provider to facilitate the review process; and
- e) obtaining independent legal advice to assist in matters pertaining to the general manager's contract of employment.

Direction 7

- 7) Pursuant to section 225(3) of the Act, report quarterly for the term of the current Council to the Minister on the progress of actions taken to comply with these Directions, and make the report publically available on the Council's website.



Peter Gutwein

Minister for Planning and Local Government

Date: 21.1.18

Annexure A

Recommendations of the Glenorchy City Council Board of Inquiry

No.	Recommendation	Page no. in Report	Direction No.
1	That the Minister recommend that the Governor by order dismiss the councillors, in accordance with s226 of the Local Government Act 1993.	43	Completed
2	That a Commissioner be appointed in accordance with s231 of the Act.	43	Completed
3	That the Commissioner immediately implement an extensive review of management practices at Glenorchy City Council, with reference to its responsibilities for good governance, organisational health, and effective, efficient, and compliant operational management.	43	1, 3, 4, 5, 6
4	That the Glenorchy City Council Board of Inquiry Report be released in accordance with s227 of the Act, to inform the Tasmanian community and particularly the residents and ratepayers of Glenorchy of the findings and recommendations of the Board, and to facilitate greater community involvement in the election and monitoring of the next Glenorchy City Council.	43	Completed
5	that within three months of a council term, the mayor and aldermen approve a Statement of Expectations to establish agreed protocols for fulfilment of their mutual and respective obligations under the Act and the Regulations, and to provide for the good governance of the council.	51	1
6	that the Director of Local Government issue a model Statement of Expectations for Mayors and Aldermen, and that adoption of a Statement of Expectations be recommended to all councils.	51	Subject to sector consultation.
7	that the Act be amended to make training in local government procedures mandatory for all aldermen, and that the provision include a commitment by candidates for election to undertake such training within six months of the declaration of the poll.	51	Subject to sector consultation.

No.	Recommendation	Page no. in Report	Direction No.
8	that council review and formalise its induction procedures for new mayors and new aldermen, including the roles to be undertaken by the mayor and the general manager in the induction procedures.	51	2
9	that council undertake an annual review of its own performance, including but not limited to its compliance with the Act and associated Regulations, compliance with the Code of Conduct, compliance with its Statement of Expectations, compliance with its policies and procedures, its conduct of meetings and workshops, and its oversight and review of the general manager.	51	5
10	that council determine its aldermanic professional development program based on the outcomes of its annual review.	51	2
11	that the Act and the Regulations be amended to provide additional powers for the popularly elected mayor. These powers should include, but not necessarily be limited to: i) the mayor's automatic representation of council on all external bodies (with the power to delegate such representation); ii) the mayor's power to approve the agenda prior to its release by the general manager;; iii) the mayor's power to approve the release of the draft minutes to other aldermen; iv) the mayor's power to approve the general manager's leave; v) the mayor's power to appoint an acting general manager.	51	Subject to sector consultation.
12	that the mayor be ex-officio a member of any committee established to make recommendations regarding the general manager's KPIs, and/or make recommendations regarding changes to his remuneration; and that the mayor be ex-officio the chairperson of any committee established to assess the performance of the general manager and/or to consider changes to the general manager's contract of employment.	52	Completed. Incorporated in Targeted Review changes to the Act.

No.	Recommendation	Page no. in Report	Direction No.
13	that the mayor ex-officio be appointed as council's representative on all external bodies, with the power to delegate that appointment to another alderman should the mayor wish to do so. The process of such delegation should be part of the Statement of Expectations of the mayor and aldermen.	54	Completed. Incorporated in Targeted Review changes to the Act.
14	that protocols regarding media statements be included in the Mayor and Aldermen's Statement of Expectations.	57	3
15	that should council establish a committee to consider matters pertaining to the general manager's contract of employment, the committee should be authorised only to make recommendations to full council for decision.	72	4
16	that council remove any provision for payment of a performance bonus from the general manager's contract of employment.	72	Completed
17	that council adopts the Remuneration clauses of the General Manager Template Contract of Employment of LGAT for the general manager's CoE, with particular reference to relevant factors to be considered in reviewing the general manager's remuneration package.	72	Completed
18	that the general manager's Key Performance Indicators (or similar assessment tools) be considered by full council. Should council establish a committee to provide recommendations to council regarding the general manager's KPIs, its terms of reference should ensure that all aldermen are given ample opportunity to have input into setting the general manager's KPIs.	75	6
19	that all aldermen be involved in appraising the general manager's performance, and that the matter not be delegated to a council committee. Should council establish a committee to provide recommendations to council regarding the general manager's performance, its terms of reference should ensure that all aldermen are given ample opportunity to have input into the final assessment and any outcomes of that assessment.	78	6

No.	Recommendation	Page no. in Report	Direction No.
20	that aldermen who are not members of a council committee considering the general manager's contract of employment, or a committee established to provide recommendations regarding the general manager's KPIs, or a committee established to provide an initial appraisal of the general manager's performance, be permitted to attend all committee meetings as observers.	79	6
21	that the Meeting Regulations be amended so that while the agenda is drafted by the general manager, it must be approved by the mayor prior to release to the aldermen.	86	Subject to sector consultation.
22	that within three months of a council term, or within three months of the election or re-election of the mayor, or within three months of the employment of a new general manager, the mayor and general manager approve a Statement of Expectations to establish agreed protocols for fulfilment of their mutual and respective obligations under the Act and the Regulations, and to provide for the good governance of the council.	95	1
23	that GCC undertake an annual review of its performance in upholding the requirements of its Code of Conduct, and that its induction procedures include training in all aspects of the Code.	99	2, 5
24	that all elected members undertake compulsory training in the Code of Conduct within three months of the commencement of a council term.	99	2
25	that council's Code for Tenders and Contracts be examined by the Auditor-General to determine whether it complies with the letter and the spirit of the Act.	109	5, and a matter for the Auditor-General to consider.
26	that council upholds the principles of transparent and accountable governance through stringent compliance with its Code for Tenders and Contracts.	109	5
27	that the Auditor-General investigate whether council has complied with s 27(i) of the General Regulations, which state that council is not compelled to undertake a public tender process for a contract for goods or	109	5, and a matter for the Auditor-General to consider.

No.	Recommendation	Page no. in Report	Direction No.
	services, if the council resolves by absolute majority and states the reasons for the decision, being that a satisfactory result would not be achieved by inviting tenders because of – (i) extenuating circumstances; or (ii) the remoteness of the locality; or (iii) the unavailability of competitive or reliable tenderers.		
28	that the Auditor-General investigate whether council has complied with s 29 of the General Regulations, which prescribes council's annual reporting requirements in relation to tenders and contracts.	109	5, and a matter for the Auditor-General to consider.
29	that council amend its procedures for special committees, and representation on external bodies, to ensure that all council representatives report at least annually to council.	113	4
30	that council amend its procedures for determining membership of all committees and external bodies to allow consideration of the suitability and aptitude of aldermen seeking appointment.	113	4
31	that the Statement of Expectations between the Mayor and Aldermen detail the process to be used should the mayor wish to delegate her representation of council on an external body to another alderman.	113	Completed. Incorporated in Targeted Review changes to the Act.
32	that as part of its annual review of aldermanic performance, council assesses its compliance with its policies relating to committees.	113	5
33	that council amend its Grievance Policy to provide proper, safe channels for reporting complaints against senior staff.	115	3
34	that council audio records both open and closed sessions of all council meetings.	124	Completed: introduced 4 July 2016.
35	that the Meeting Regulations be amended to make audio recordings of all sessions of all council meetings mandatory, unless an exemption is approved by the Minister.	124	Subject to sector consultation.
36	that council undertake training in correct meeting procedure and the Meeting Regulations within three	127	2

No.	Recommendation	Page no. in Report	Direction No.
	months of the commencement of a council term, and at least once more during the term of the council.		
37	that when considering compliance with the Meeting Regulations as part of their annual review of their own performance, aldermen examine their use of closed council meetings, and the accuracy and relevance of minutes.	127	5
38	that the Meeting Regulations be amended so that draft minutes are made available to the mayor within two working days of a meeting, and that they are released to other aldermen only with the approval of the mayor.	127	Subject to sector consultation.
39	that to achieve greater understanding of council support requirements, the general manager ensure that relevant council staff are given adequate training in meeting procedure and the proper recording of minutes.	127	2
40	that council review staff attendance at council meetings to ensure that staff time is used efficiently and cost effectively, and that any staff attendance enhances the capacity of aldermen to make sound decisions.	133	3
41	that council establishes a calendar of workshops for each calendar year. The calendar should include adequate provision for workshops in setting the annual budget, including determining the capital works program and capital spending.	135	3
42	that aldermen be provided with relevant information at least two days before workshops, to enable effective preparation.	135	3
43	that council develop a policy on workshops, to assist both aldermen and staff to make effective use of the workshop, without detracting from council's need to be transparent in its decision making.	135	3
44	that the Act be clarified to ensure that the power to appoint an acting general manager lies with the mayor, with the proviso that an appointment must be approved by council at its next ordinary meeting.	142	Completed. Included in Targeted Review changes to the Act.

No.	Recommendation	Page no. in Report	Direction No.
45	that council ensure that the general manager's contract of employment includes the provision that any leave (annual or personal) must be approved by the mayor.	142	6
46	that any delegated authority given to the general manager to appoint an acting general manager during a period of leave be clearly limited to occasions when the general manager is fully able to fulfil the functions of his office.	142	Completed. Included in Targeted Review changes to the Act.
47	that the Act be amended to clarify that the Minister may direct a council to terminate the employment of a general manager following investigation by the Director of Local Government, or a Board of Inquiry, or similar investigative independent authority.	145	Subject to sector consultation.
48	that council ensures that the general manager consults with the mayor and aldermen on senior executive appointments and associated remuneration packages.	176	Subject to sector consultation.
49	that the Act be amended to make it mandatory for the general manager to consult the mayor and aldermen on senior executive appointments and associated remuneration packages.	176	Subject to sector consultation.
50	that the general manager ensure that aldermen are given projected end of year financial results throughout the budget setting process, and that the trial results are updated as necessary to inform aldermen of council's financial position as accurately as possible before the next budget is approved.	189	3
51	that council amend its credit card procedures to restrict access to credit to the general manager and his direct reports.	192	3; TAO recommendations supersede BOI recommendations.
52	that council amend its procedures for monitoring credit card usage to ensure greater accountability and transparency in their use.	192	3
53	that council adopts a policy to govern the use of external legal advisors. The policy should include guidance on the circumstances in which the general manager may seek external advice, and direction on the maximum expense which can be incurred on any	194	3

No.	Recommendation	Page no. in Report	Direction No.
	matter before the matter needs to be brought to council for approval. Council approval of such expense should be sought even if the amount is less than the total amount budgeted for that management section.		
54	that council budgets include specific allocation of legal expenses within each management section, to enable aldermen to monitor resource allocation and delivery of efficient service.	194	3
55	that any advice required to assist council in matters pertaining to the general manager's contract of employment be obtained from independent external lawyers.	200	6

Ministerial Directions Implementation Plan

Item	Theme	Preamble	Sub-Item	Sub-sub-Item	Ministerial Directions	Summary	Directorate	Due Date
1	Governance	Pursuant to section 225(2)(d) of the Act, and with reference to the BOI recommendations 5, 6 and 22, to take steps to improve the good governance of the Council by:	a)	NA	developing a Statement of Expectations between the general manager and aldermen to establish clear and agreed protocols for the fulfilment of their mutual and respective roles and functions;	Statement of Expectations	CG	28/03/2018
1	Governance	Pursuant to section 225(2)(d) of the Act, and with reference to the BOI recommendations 5, 6 and 22, to take steps to improve the good governance of the Council by:	b)	NA	developing a Statement of Expectations between the general manager and mayor to establish clear and agreed protocols for the fulfilment of their mutual and respective roles and functions;	Statement of Expectations	CG	28/03/2018
1	Governance	Pursuant to section 225(2)(d) of the Act, and with reference to the BOI recommendations 5, 6 and 22, to take steps to improve the good governance of the Council by:	c)	NA	developing a Statement of Expectations between the mayor and aldermen to establish clear and agreed protocols for the fulfilment of their mutual and respective roles and functions;	Statement of Expectations	CG	28/03/2018
1	Governance	Pursuant to section 225(2)(d) of the Act, and with reference to the BOI recommendations 5, 6 and 22, to take steps to improve the good governance of the Council by:	d)	NA	developing a Statement of Expectations between aldermen to establish clear and agreed protocols for the fulfilment of their mutual obligations roles and functions;	Statement of Expectations	CG	28/03/2018
1	Governance	Pursuant to section 225(2)(d) of the Act, and with reference to the BOI recommendations 5, 6 and 22, to take steps to improve the good governance of the Council by:	e)	NA	within 2 months, ensuring all aldermen, the mayor and general manager sign the Statement of Expectations they are party to;	Statement of Expectations	CG	28/03/2018
1	Governance	Pursuant to section 225(2)(d) of the Act, and with reference to the BOI recommendations 5, 6 and 22, to take steps to improve the good governance of the Council by:	f)	NA	publishing the Statement of Expectations on the Council website within 1 month of signing;	Statement of Expectations	CG	28/04/2018
1	Governance	Pursuant to section 225(2)(d) of the Act, and with reference to the BOI recommendations 5, 6 and 22, to take steps to improve the good governance of the Council by:	g)	NA	publicly (sic) committing to engage in ongoing professional development and abide by the principles of good governance, as established in the <i>Good Governance Guide</i> , within a period of 3 months;	Public declaration	CG	28/04/2018

Ministerial Directions Implementation Plan

Item	Theme	Preamble	Sub-item	Sub-sub-item	Ministerial Directions	Summary	Directorate	Due Date
1	Governance	Pursuant to section 225(2)(d) of the Act, and with reference to the BOI recommendations 5, 6 and 22, to take steps to improve the good governance of the Council by:	(h)	NA	within a period of 9 months, in consultation with the community, developing a communication and consultation plan for all internal and external communications and consultation processes that is consistent with the eight characteristics of good governance outlined in the <i>Good Governance Guide</i> ;	Communications Strategy	GM	29/10/2018
1	Governance	Pursuant to section 225(2)(d) of the Act, and with reference to the BOI recommendations 5, 6 and 22, to take steps to improve the good governance of the Council by:	i)	i)	reviewing, and amending if appropriate, within the 2018-19 budget period: the Strategic plan;	Plan Review	CEDB	30/06/2019
1	Governance	Pursuant to section 225(2)(d) of the Act, and with reference to the BOI recommendations 5, 6 and 22, to take steps to improve the good governance of the Council by:	i)	ii)	reviewing, and amending if appropriate, within the 2018-19 budget period: the long term financial management plan;	Plan Review	CEDB	30/06/2019
1	Governance	Pursuant to section 225(2)(d) of the Act, and with reference to the BOI recommendations 5, 6 and 22, to take steps to improve the good governance of the Council by:	i)	iii)	reviewing, and amending if appropriate, within the 2018-19 budget period: the financial management strategy;	Plan Review	CEDB	30/06/2019
1	Governance	Pursuant to section 225(2)(d) of the Act, and with reference to the BOI recommendations 5, 6 and 22, to take steps to improve the good governance of the Council by:	i)	iv)	reviewing, and amending if appropriate, within the 2018-19 budget period: long-term strategic asset management plan;	Plan Review	CSI	30/06/2019
1	Governance	Pursuant to section 225(2)(d) of the Act, and with reference to the BOI recommendations 5, 6 and 22, to take steps to improve the good governance of the Council by:	i)	v)	reviewing, and amending if appropriate, within the 2018-19 budget period: asset management policy;	Plan Review	CSI	30/06/2019
1	Governance	Pursuant to section 225(2)(d) of the Act, and with reference to the BOI recommendations 5, 6 and 22, to take steps to improve the good governance of the Council by:	i)	vi)	reviewing, and amending if appropriate, within the 2018-19 budget period: asset management strategy;	Plan Review	CSI	30/06/2019

Ministerial Directions Implementation Plan

Item	Theme	Preamble	Sub-item	Sub-sub-item	Ministerial Directions	Summary	Directorate	Due Date
2	Training	In accordance with Section 225(2)(d) of the Act, and with reference to the BOI recommendations 8, 10, 23, 24, 36 and 39, the Council take steps to ensure adequate professional development by:	a)	NA	reviewing its induction program for the mayor and aldermen within a period of 3 months of the January 2018 election, to ensure that the induction already undertaken within the 3 months and planned future induction will provide all aldermen with the information and knowledge they need to fulfil their roles;	Induction review	CG	15/04/2018
2	Training	In accordance with Section 225(2)(d) of the Act, and with reference to the BOI recommendations 8, 10, 23, 24, 36 and 39, the Council take steps to ensure adequate professional development by:	b)	NA	facilitating training within 3 months for all aldermen on, though not limited to:	Training	CG	15/04/2018
2	Training	In accordance with Section 225(2)(d) of the Act, and with reference to the BOI recommendations 8, 10, 23, 24, 36 and 39, the Council take steps to ensure adequate professional development by:	b)	i)	facilitating training within 3 months for all aldermen on, though not limited to: their roles and responsibilities under the Act, with specific reference to the Model Code of Conduct, and the <i>Good Governance Guide</i> ;	Training	CG	15/04/2018
2	Training	In accordance with Section 225(2)(d) of the Act, and with reference to the BOI recommendations 8, 10, 23, 24, 36 and 39, the Council take steps to ensure adequate professional development by:	b)	ii)	facilitating training within 3 months for all aldermen on, though not limited to: ethical decision making	Training	CG	15/04/2018
2	Training	In accordance with Section 225(2)(d) of the Act, and with reference to the BOI recommendations 8, 10, 23, 24, 36 and 39, the Council take steps to ensure adequate professional development by:	b)	iii)	facilitating training within 3 months for all aldermen on, though not limited to: financial fundamentals, including understanding of financial statements and budget preparation;	Training	CG	15/04/2018
2	Training	In accordance with Section 225(2)(d) of the Act, and with reference to the BOI recommendations 8, 10, 23, 24, 36 and 39, the Council take steps to ensure adequate professional development by:	b)	iv)	facilitating training within 3 months for all aldermen on, though not limited to: decision-making in reference to the <i>Land Use Planning and Approvals Act 1993</i> , and	Training	CG	15/04/2018

Ministerial Directions Implementation Plan

Item	Theme	Preamble	Sub-Item	Sub-sub-Item	Ministerial Directions	Summary	Directorate	Due Date
2	Training	In accordance with Section 225(2)(d) of the Act, and with reference to the BOI recommendations 8, 10, 23, 24, 36 and 39, the Council take steps to ensure adequate professional development by:	b)	v)	facilitating training within 3 months for all aldermen on, though not limited to: meeting procedures as per the Act and the <i>Local Government (Meeting Procedures) Regulations 2015</i> ;	Training	CG	15/04/2018
2	Training	In accordance with Section 225(2)(d) of the Act, and with reference to the BOI recommendations 8, 10, 23, 24, 36 and 39, the Council take steps to ensure adequate professional development by:	c)	NA	implementing a professional development program for all aldermen as a result of the first annual review as specified in Direction 5(a);	Training	CG	15/04/2018
2	Training	In accordance with Section 225(2)(d) of the Act, and with reference to the BOI recommendations 8, 10, 23, 24, 36 and 39, the Council take steps to ensure adequate professional development by:	d)	NA	development and facilitating, a program of training for all relevant staff in relation to the Act, Regulations, ethics in the work place, and good governance, including in meeting procedure and the proper recording of minutes, within a period of 6 months.	Training	CG	15/04/2018
3	Policies and Procedures	In accordance with Section 225(2)(d) of the Act, and with reference to the BOI recommendations 14, 33, 40, 41, 42, 43, 50, 51, 52, 53, and 54, the Council commit to transparent and appropriate policies and processes by:	a)	NA	ensuring, within 4 months, there is an appropriate Grievance Policy for Council staff, including referral procedures to an independent party for addressing complaints against the General manager and senior staff;	Policy review	CG	29/05/2018
3	Policies and Procedures	In accordance with Section 225(2)(d) of the Act, and with reference to the BOI recommendations 14, 33, 40, 41, 42, 43, 50, 51, 52, 53, and 54, the Council commit to transparent and appropriate policies and processes by:	b)	NA	ensuring, within 6 months, there is an appropriate policy on the appointment of staff within the Council based on merit;	Policy review	CG	29/07/2018

Ministerial Directions Implementation Plan

Item	Theme	Preamble	Sub-item	Sub-sub-item	Ministerial Directions	Summary	Directorate	Due Date
3	Policies and Procedures	In accordance with Section 225(2)(d) of the Act, and with reference to the BOI recommendations 14, 33, 40, 41, 42, 43, 50, 51, 52, 53, and 54, the Council commit to transparent and appropriate policies and processes by:	c)	i)	a policy on the attendance of staff at Council workshops (and meetings) to ensure the efficient use of staff time is balanced with assisting Council to make decisions;	Policy review	CG	29/03/2018
3	Policies and Procedures	In accordance with Section 225(2)(d) of the Act, and with reference to the BOI recommendations 14, 33, 40, 41, 42, 43, 50, 51, 52, 53, and 54, the Council commit to transparent and appropriate policies and processes by:	c)	ii)	a policy on the provision of information to aldermen and attendees including timeframes to ensure aldermen are sufficiently prepared.	Policy review	CG	29/03/2018
3	Policies and Procedures	In accordance with Section 225(2)(d) of the Act, and with reference to the BOI recommendations 14, 33, 40, 41, 42, 43, 50, 51, 52, 53, and 54, the Council commit to transparent and appropriate policies and processes by:	d)	NA	developing a calendar of Council meetings and workshops, including adequate provision for workshops on setting the annual budget and determining the capital works and spending program;	Calendar of meetings	CG	29/03/2018
3	Policies and Procedures	In accordance with Section 225(2)(d) of the Act, and with reference to the BOI recommendations 14, 33, 40, 41, 42, 43, 50, 51, 52, 53, and 54, the Council commit to transparent and appropriate policies and processes by:	e)	NA	publishing the calendar of Council meetings and workshops on the council website with 2 months;	Calendar of meetings	CG	29/03/2018
3	Policies and Procedures	In accordance with Section 225(2)(d) of the Act, and with reference to the BOI recommendations 14, 33, 40, 41, 42, 43, 50, 51, 52, 53, and 54, the Council commit to transparent and appropriate policies and processes by:	f)	NA	ensuring the general manager provides sufficient budget and financial reporting to Council consistent with BOI recommendation 50;	Financial reporting	CEDB	No timeframe

Ministerial Directions Implementation Plan

Item	Theme	Preamble	Sub-item	Sub-sub-item	Ministerial Directions	Summary	Directorate	Due Date
3	Policies and Procedures	In accordance with Section 225(2)(d) of the Act, and with reference to the BOI recommendations 14, 33, 40, 41, 42, 43, 50, 51, 52, 53, and 54, the Council commit to transparent and appropriate policies and processes by:	e)	NA	developing, within 3 months, an appropriate policy in relation to media statements that is consistent with section 27(1)(e) of the Act and the Model Code of Conduct;	Communications Strategy	GM	29/04/2018
3	Policies and Procedures	In accordance with Section 225(2)(d) of the Act, and with reference to the BOI recommendations 14, 33, 40, 41, 42, 43, 50, 51, 52, 53, and 54, the Council commit to transparent and appropriate policies and processes by:	h)	NA	reviewing, within 3 months, Council's credit card procedures and policies to ensure consistency, in the use and reporting of credit cards, with the recommendations of the Auditor-General's Report.	Policy review	CG	29/04/2018
3	Policies and Procedures	In accordance with Section 225(2)(d) of the Act, and with reference to the BOI recommendations 14, 33, 40, 41, 42, 43, 50, 51, 52, 53, and 54, the Council commit to transparent and appropriate policies and processes by:	i)	i)	ensuring, there is a policy, within 4 months, to address the use of external legal advisers to include: guidance on the circumstances in which the general manager may seek external legal advice;	Policy review	CG	29/05/2018
3	Policies and Procedures	In accordance with Section 225(2)(d) of the Act, and with reference to the BOI recommendations 14, 33, 40, 41, 42, 43, 50, 51, 52, 53, and 54, the Council commit to transparent and appropriate policies and processes by:	i)	ii)	ensuring, there is a policy, within 4 months, to address the use of external legal advisers to include: direction on the maximum expense to be incurred before the matter needs to be brought to council for approval; and	Policy review	CG	29/05/2018
3	Policies and Procedures	In accordance with Section 225(2)(d) of the Act, and with reference to the BOI recommendations 14, 33, 40, 41, 42, 43, 50, 51, 52, 53, and 54, the Council commit to transparent and appropriate policies and processes by:	i)	iii)	ensuring, there is a policy, within 4 months, to address the use of external legal advisers to include: clear and transparent reporting of legal expenses to Council.	Financial reporting	CEDB	29/05/2018

Ministerial Directions Implementation Plan

Item	Theme	Preamble	Sub-Item	Sub-sub-Item	Ministerial Directions	Summary	Directorate	Due Date
4	Committees and membership	Pursuant to section 225(2)(d) of the Act, and with reference to the BOI recommendations 15, 29, and 30, the Council commit to appropriate representation on the transparent governance of council committees, enabling the efficient discharge of the Council's powers and functions under the Act, by:	a)	NA	reviewing existing council committees, including special committees, within 6 months, to determine appropriateness and, where required, the establishment of new committees with appropriate terms of reference;	Committees	CG	29/07/2018
4	Committees and membership	Pursuant to section 225(2)(d) of the Act, and with reference to the BOI recommendations 15, 29, and 30, the Council commit to appropriate representation on the transparent governance of council committees, enabling the efficient discharge of the Council's powers and functions under the Act, by:	b)	NA	reviewing, within 3 months, representation procedures for all committees, including elections and nominations and external representatives on special committees, with specific consideration on the suitability and aptitude of aldermen seeking appointment;	Committees	CG	29/04/2018
4	Committees and membership	Pursuant to section 225(2)(d) of the Act, and with reference to the BOI recommendations 15, 29, and 30, the Council commit to appropriate representation on the transparent governance of council committees, enabling the efficient discharge of the Council's powers and functions under the Act, by:	c)	NA	ensuring that all Council representatives on special committees and external bodies report, at a minimum, annually to Council;	Committees	CG	To be programmed
4	Committees and membership	Pursuant to section 225(2)(d) of the Act, and with reference to the BOI recommendations 15, 29, and 30, the Council commit to appropriate representation on the transparent governance of council committees, enabling the efficient discharge of the Council's powers and functions under the Act, by:	d)	i)	ensuring that all Council representatives on special committees and external bodies report, at a minimum, annually to Council; developing, if the Council chooses to establish one, appropriate terms of reference for a General Manager's Performance Review Committee, that includes: the right for any alderman who is not a member of the committee, to attend any meetings of the committee as an observer; and	General Manager's performance	Mayor	To be programmed

Ministerial Directions Implementation Plan

Item	Theme	Preamble	Sub-item	Sub-sub-item	Ministerial Directions	Summary	Directorate	Due Date
4	Committees and membership	Pursuant to section 225(2)(d) of the Act, and with reference to the BOI recommendations 15, 29, and 30, the Council commit to appropriate representation on the transparent governance of council committees, enabling the efficient discharge of the Council's powers and functions under the Act, by:	d)	ii)	ensuring that all Council representatives on special committees and external bodies report, at a minimum, annually to Council; developing, if the Council chooses to establish one, appropriate terms of reference for a General Manager's Performance Review Committee, that includes: that the committee is empowered only to make recommendations to be provided to the full council for decisions;	General Manager's performance	Mayor	To be programmed
4	Committees and membership	Pursuant to section 225(2)(d) of the Act, and with reference to the BOI recommendations 15, 29, and 30, the Council commit to appropriate representation on the transparent governance of council committees, enabling the efficient discharge of the Council's powers and functions under the Act, by:	e)	NA	ensuring that any committee established to review the General manager's performance, is established as a council committee as per section 23 of the act, and not as a special committee as per section 24 of the Act; and	General Manager's performance	Mayor	To be programmed
4	Committees and membership	Pursuant to section 225(2)(d) of the Act, and with reference to the BOI recommendations 15, 29, and 30, the Council commit to appropriate representation on the transparent governance of council committees, enabling the efficient discharge of the Council's powers and functions under the Act, by:	f)	NA	reviewing, within 6 months, the membership of the Council's Audit Panel including considering the merits of all members being independent (non-aldermen). Where aldermanic appointments are made to the Audit Panel, the Council is to ensure that the appointed alderman have relevant professional skills for the effective functioning of the Audit Panel.	Audit Panel	CG	29/07/2018
5	Compliance	In accordance with section 225(2)(d) of the Act, and with reference to the BOI recommendations 9, 23, 25, 26, 27, 28, 32, and 37, that the Council take steps to ensure compliance with all relevant legislation and instigating a culture of effective review by:	a)	i)	developing an annual review program, within 6 months, to ensure a program of future compliance with, though not limited to: the Act and associated relevant regulations;	Compliance review	CG	29/07/2018

Ministerial Directions Implementation Plan

Item	Theme	Preamble	Sub-item	Sub-sub-item	Ministerial Directions	Summary	Directorate	Due Date
5	Compliance	In accordance with section 225(2)(d) of the Act, and with reference to the BOI recommendations 9, 23, 25, 26, 27, 28, 32, and 37, that the Council take steps to ensure compliance with all relevant legislation and instigating a culture of effective review by:	a)	ii)	developing an annual review program, within 6 months, to ensure a program of future compliance with, though not limited to: the Code for Tenders and Contracts;	Compliance review	CG	29/07/2018
5	Compliance	In accordance with section 225(2)(d) of the Act, and with reference to the BOI recommendations 9, 23, 25, 26, 27, 28, 32, and 37, that the Council take steps to ensure compliance with all relevant legislation and instigating a culture of effective review by:	a)	iii)	developing an annual review program, within 6 months, to ensure a program of future compliance with, though not limited to: credit card usage in line with the Auditor-General's Report;	Compliance review	CG	29/07/2018
5	Compliance	In accordance with section 225(2)(d) of the Act, and with reference to the BOI recommendations 9, 23, 25, 26, 27, 28, 32, and 37, that the Council take steps to ensure compliance with all relevant legislation and instigating a culture of effective review by:	a)	iv)	developing an annual review program, within 6 months, to ensure a program of future compliance with, though not limited to: the Code of Conduct;	Compliance review	CG	29/07/2018
5	Compliance	In accordance with section 225(2)(d) of the Act, and with reference to the BOI recommendations 9, 23, 25, 26, 27, 28, 32, and 37, that the Council take steps to ensure compliance with all relevant legislation and instigating a culture of effective review by:	a)	v)	developing an annual review program, within 6 months, to ensure a program of future compliance with, though not limited to: the Statements of Expectations; and	Compliance review	CG	29/07/2018

Ministerial Directions Implementation Plan

Item	Theme	Preamble	Sub-Item	Sub-sub-Item	Ministerial Directions	Summary	Directorate	Due Date
5	Compliance	In accordance with section 225(2)(d) of the Act, and with reference to the BOI recommendations 9, 23, 25, 26, 27, 28, 32, and 37, that the Council take steps to ensure compliance with all relevant legislation and instigating a culture of effective review by:	a)	vi)	developing an annual review program, within 6 months, to ensure a program of future compliance with, though not limited to: Council policies and procedures;	Compliance review	CG	29/07/2018
5	Compliance	In accordance with section 225(2)(d) of the Act, and with reference to the BOI recommendations 9, 23, 25, 26, 27, 28, 32, and 37, that the Council take steps to ensure compliance with all relevant legislation and instigating a culture of effective review by:	b)		directing the Audit Panel to undertake an annual review of Council's compliance with, though not limited to:	Compliance review	CG	29/07/2018
5	Compliance	In accordance with section 225(2)(d) of the Act, and with reference to the BOI recommendations 9, 23, 25, 26, 27, 28, 32, and 37, that the Council take steps to ensure compliance with all relevant legislation and instigating a culture of effective review by:	b)	i)	directing the Audit Panel to undertake an annual review of Council's compliance with, though not limited to: the Act and the <i>Local Government (General) Regulations 2015</i> ;	Compliance review	CG	29/07/2018
5	Compliance	In accordance with section 225(2)(d) of the Act, and with reference to the BOI recommendations 9, 23, 25, 26, 27, 28, 32, and 37, that the Council take steps to ensure compliance with all relevant legislation and instigating a culture of effective review by:	b)	ii)	directing the Audit Panel to undertake an annual review of Council's compliance with, though not limited to: The <i>Local Government (Meeting Procedures) Regulations 2015</i> including the appropriate use of closed meetings and accuracy of relevant minutes;	Compliance review	CG	29/07/2018

Ministerial Directions Implementation Plan

Item	Theme	Preamble	Sub-item	Sub-sub-item	Ministerial Directions	Summary	Directorate	Due Date
5	Compliance	In accordance with section 225(2)(d) of the Act, and with reference to the BOI recommendations 9, 23, 25, 26, 27, 28, 32, and 37, that the Council take steps to ensure compliance with all relevant legislation and instigating a culture of effective review by:	b)	iii)	directing the Audit Panel to undertake an annual review of Council's compliance with, though not limited to: the Code of Tenders and Contracts;	Compliance review	CG	29/07/2018
5	Compliance	In accordance with section 225(2)(d) of the Act, and with reference to the BOI recommendations 9, 23, 25, 26, 27, 28, 32, and 37, that the Council take steps to ensure compliance with all relevant legislation and instigating a culture of effective review by:	b)	iv)	directing the Audit Panel to undertake an annual review of Council's compliance with, though not limited to: The Credit Card Policy;	Compliance review	CG	29/07/2018
5	Compliance	In accordance with section 225(2)(d) of the Act, and with reference to the BOI recommendations 9, 23, 25, 26, 27, 28, 32, and 37, that the Council take steps to ensure compliance with all relevant legislation and instigating a culture of effective review by:	b)	v)	directing the Audit Panel to undertake an annual review of Council's compliance with, though not limited to: the Code of Conduct;	Compliance review	CG	29/07/2018
5	Compliance	In accordance with section 225(2)(d) of the Act, and with reference to the BOI recommendations 9, 23, 25, 26, 27, 28, 32, and 37, that the Council take steps to ensure compliance with all relevant legislation and instigating a culture of effective review by:	b)	vi)	directing the Audit Panel to undertake an annual review of Council's compliance with, though not limited to: the Statements of Expectations;	Compliance review	CG	29/07/2018

Ministerial Directions Implementation Plan

Item	Theme	Preamble	Sub-item	Sub-sub-item	Ministerial Directions	Summary	Directorate	Due Date
5	Compliance	In accordance with section 225(2)(d) of the Act, and with reference to the BOI recommendations 9, 23, 25, 26, 27, 28, 32, and 37, that the Council take steps to ensure compliance with all relevant legislation and instigating a culture of effective review by:	b)	vii)	directing the Audit Panel to undertake an annual review of Council's compliance with, though not limited to: Council's policies and procedures;	Compliance review	CG	29/07/2018
5	Compliance	In accordance with section 225(2)(d) of the Act, and with reference to the BOI recommendations 9, 23, 25, 26, 27, 28, 32, and 37, that the Council take steps to ensure compliance with all relevant legislation and instigating a culture of effective review by:	b)	viii)	directing the Audit Panel to undertake an annual review of Council's compliance with, though not limited to: Council's employment policies, to ensure the principles of merit based appointments is upheld.	Compliance review	CG	29/07/2018
6	Employment contracts	In accordance with Section 225(2)(d) of the Act, and with reference to the BOI recommendations 18, 19, 20, 45 and 55, that the Council undertake a review of the approach to managing performance under the general manager's contract of employment, including:	a)	NA	the setting of performance indicators, in conjunction with the scheduled time in the general managers contract;	General Manager's performance	Mayor	No specified date
6	Employment contracts	In accordance with Section 225(2)(d) of the Act, and with reference to the BOI recommendations 18, 19, 20, 45 and 55, that the Council undertake a review of the approach to managing performance under the general manager's contract of employment, including:	b)	NA	providing all aldermen with an opportunity to provide input into the setting of performance indicators;	General Manager's performance	Mayor	No specified date

Ministerial Directions Implementation Plan

Item	Theme	Preamble	Sub-item	Sub-sub-item	Ministerial Directions	Summary	Directorate	Due Date
6	Employment contracts	In accordance with Section 225(2)(d) of the Act, and with reference to the BOI recommendations 18, 19, 20, 45 and 55, that the Council undertake a review of the approach to managing performance under the general manager's contract of employment, including:	c)	NA	considering the merits of including a provision in the general manager's contract to clarify who approves any leave (annual or personal), noting the usual practice would be the mayor on behalf of Council;	General Manager's performance	Mayor	No specified date
6	Employment contracts	In accordance with Section 225(2)(d) of the Act, and with reference to the BOI recommendations 18, 19, 20, 45 and 55, that the Council undertake a review of the approach to managing performance under the general manager's contract of employment, including:	d)	NA	ensuring the review of the general manager's performance under his or her contract is conducted using best practice, objective processes, including the use of a professional service provider to facilitate the review process; and	General Manager's performance	Mayor	No specified date
6	Employment contracts	In accordance with Section 225(2)(d) of the Act, and with reference to the BOI recommendations 18, 19, 20, 45 and 55, that the Council undertake a review of the approach to managing performance under the general manager's contract of employment, including:	e)	NA	obtaining independent legal advice to assist in matters pertaining to the general manager's contract of employment.	General Manager's performance	Mayor	No specified date
7	Quarterly reporting	Pursuant to section 225(3) of the Act, report quarterly for the term of the current Council to the Minister on the progress of actions taken to comply with these Directions, and make the report publicly available on the Council's website.		NA		Quarterly progress report on Ministerial Directions	GM	29/04/2018

Hobart City Deal**Heads of Agreement**

between

The Commonwealth of Australia and The State of Tasmania

executed under the

**Memorandum of Understanding to establish and implement City Deals signed on
29 September 2016 between the Parties****Preamble**

Further to the existing Memorandum of Understanding, this Heads of Agreement provides an undertaking by the Commonwealth and Tasmanian Governments to work together to progress a Hobart City Deal consistent with the objectives and initiatives identified in this agreement.

Hobart City Deal Vision and Objectives

The City Deal will provide a framework to support Hobart as it grows as a vibrant, liveable Capital City, which is part of a connected region linking communities, destinations and precincts. It will improve access to communities, education, employment and emerging opportunities, and stimulate economic growth. The City Deal will leverage Hobart's natural amenity and liveability to continue to position it as a growing, innovative and global city.

The City Deal will focus on harnessing the emerging opportunities and investment occurring in Hobart as it transitions into an increasingly diverse, vibrant and populated global city that is an epicentre for the region's community and visitors, cultural arts and recreational activity, businesses and services. It plays a key role in improving the region's research, education, training and international engagement outcomes and is a key enabler of the ongoing growth in Tasmania's visitor economy.

A Hobart City Deal will do this by:

- fostering an innovative economy that draws on Hobart's comparative advantages as the gateway to Antarctica and as a world leader in Antarctic and Southern Ocean scientific research, and builds capabilities in STEM disciplines;
- investing in key strategic corridors, linkages and transport modes and infrastructure to provide efficient transport options that enhance accessibility, amenity and liveability;
- creating targeted clusters of infrastructure, people, and capabilities to establish or enhance innovative and thriving hubs and destinations in the city; and
- building stronger partnerships to promote strategic planning outcomes and service delivery that considers the impact on, and benefits for, the Greater Hobart region.

Hobart City Deal – Key Projects

The existing Memorandum of Understanding between the Parties refers to six domains to inform the development of City Deals. These are:

1. Governance, city planning and regulation
2. Infrastructure and investment
3. Housing
4. Jobs and skills
5. Innovation and digital opportunities
6. Liveability and sustainability.

Consistent with the above vision, objectives and with consideration of the key domains, it is agreed to work collaboratively and cooperatively to progress a City Deal for Hobart to:

- examine options to facilitate an Antarctic Precinct at Macquarie Point to harness the unique opportunities presented by the site (**Innovation and digital opportunities; Infrastructure and investment**);
- create a Greater Hobart Transport Vision to guide a coordinated approach to transport planning including assessing the feasibility of future public transport options such as busways, light rail or ferries. This will also include considering ways to support the future use of the northern suburbs rail corridor through improved amenity and greater residential options (**Liveability and sustainability; Housing**);
- establish a Greater Hobart Act, to provide a strategic framework for local councils in the region and the State Government to work together to implement the objectives of the Hobart City Deal and complementary strategic land use planning outcomes (**Governance, City planning and regulation**);
- examine options to facilitate the development of the University of Tasmania's STEM presence in the city, to support both regional and international education, and innovation growth (**Jobs and skills; Innovation and digital opportunities**); and
- explore options to support affordable housing in the Greater Hobart region (**Housing; Liveability and sustainability**).

In addition to these key focus areas, other projects that are consistent with the vision and objectives may also be agreed during the development of the Hobart City Deal.

Agreement

Further to the Memorandum of Understanding, through this Heads of Agreement the Commonwealth and Tasmanian Governments agree to progress the development of a Hobart City Deal.

Councils will be invited to participate in developing and implementing a Hobart City Deal.

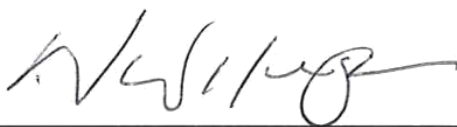
**Signed for and on behalf of the
Commonwealth of Australia by:**

**Signed for and on behalf of the State of
Tasmania by:**



The Hon Malcolm Turnbull MP

Prime Minister of the Commonwealth of
Australia



The Hon Will Hodgman MP

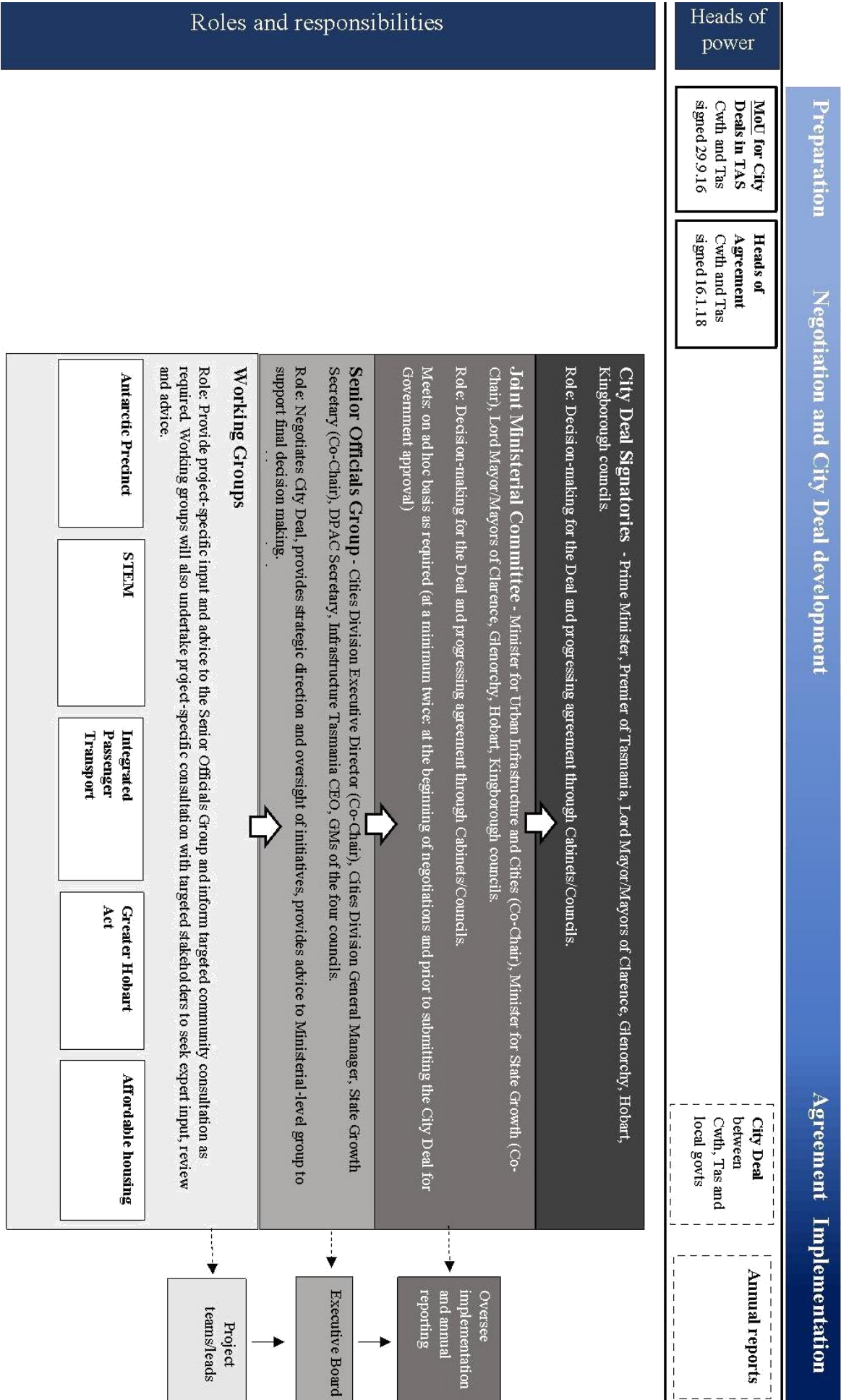
Premier of the State of Tasmania

16 January 2018
Date

16 January 2018
Date

FOR OFFICIAL-USE-ONLY

DRAFT Hobart City Deal – Proposed Governance and Process Map (for consultation with councils)





Purchasing Exemption Register

11 January 2018 – 22 February 2018

Regulation 28(j) *Local Government (General) Regulations 2015*

(requirement to report to Council where goods or services purchased in circumstances where a public tender or quotation process is not used)

Date	Supplier	Amount (ex GST)	Exemption Clause	Reason	Requested by	Approved by	Title
16/01/2018	Page Seager Legal	Up to \$60,000	(c) (e) (f)	Urgent advice (subject to legal professional privilege).	C. Higgins	S. Scott	ADCG
24/01/2018	Sugden & Gee	\$34,297.40	(c) (e) (f)	Urgent ongoing engagement for management of KGV project, no internal resources. Extraordinary costs associated with responding to adjudication application.	C. Higgins	S. Scott	ADCG
9/02/2018	Glenorchy Gazette	\$2,574.00	(b)	A number of advertisements lodged in the January Gazette combined cost exceeded procurement guidelines.	F. Butler	D. Ronaldson	ADCEDB
15/02/2018	Nu-Jet	\$ 79,245.00	(b)	Only 2 possible suppliers. One supplier failed to provide quote after multiple attempts therefore only one supplier available.	F. Chen	P. Garnsey	ADCSI



Glenorchy City Council

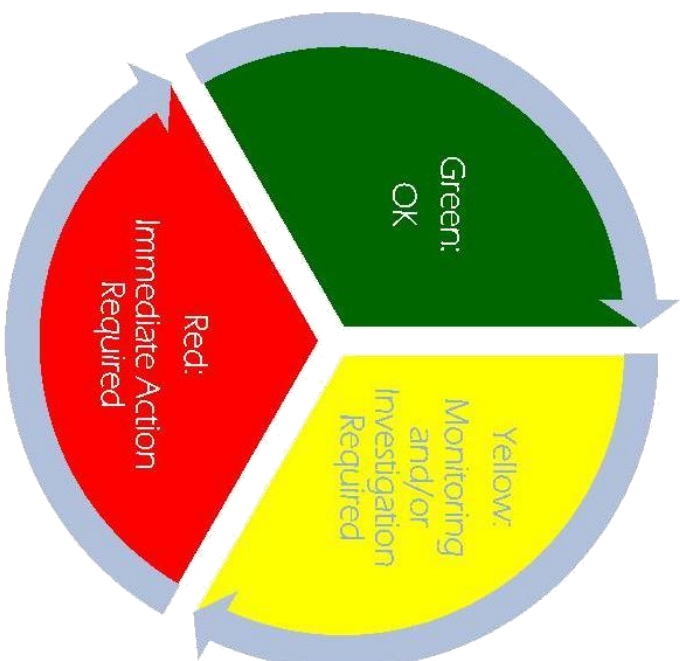
Glenorchy City Council Corporate Performance Indicators

December 2017

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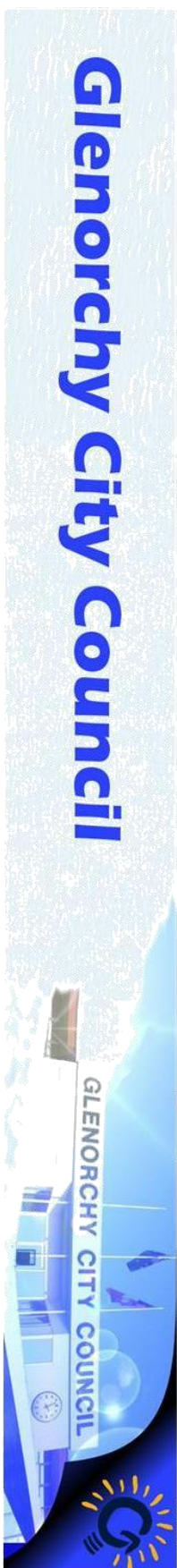
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Corporate Performance Indicator Legend



Considerations when reviewing performance statistics:

- » Indicators for previous months may change in the future as adjustments are made to the accounting system after that month's reporting period.
- » Scales on the charts vary within indicator groups



Glenorchy City Council

Profit and Loss

Corporate Performance Indicators

December 2017

Monthly Profit and Loss Summary								
Revenue \$'000	Actual Month	Budget Month	Variance Month	Actual YTD	Budget YTD	Variance YTD	% Variance	
Rates Income (Includes SFL)	2	20	(19)	35,369	35,364	5	0%	
Statutory Charges	138	146	(8)	1,521	1,363	158	12%	
User Charges	299	464	(166)	6,292	6,493	(201)	(3%)	
Grants Subsidies	56	47	9	1,334	1,617	(283)	(18%)	
Investment Income	115	115	0	605	710	(105)	(15%)	
Water Wastewater Charges	17	22	(5)	104	136	(32)	(24%)	
Reimbursements	34	48	(14)	217	330	(113)	(34%)	
Other Income	272	50	223	791	552	239	43%	
Internal Income	189	169	19	2,949	2,925	24	1%	
Total Revenue	1,121	1,081	39	49,182	49,490	(308)	(1%)	

**REVENUE - COMMENTS FOR PRIMARY MONTHLY VARIANCES:
(\$'000)**

Rates - \$19 under budget

Rate and SFL revenue loss resulting from valuation objections (-\$19).

Statutory Charges - \$8 under budget

Minor revenue reductions in dog registrations (-\$8), public compliance (-\$8) and property certificates (-\$2) offset by minor revenue increases for building governance (\$5) and planning services (\$5).

User Charges - \$166 under budget

Reduced Derwent Entertainment Centre utilisation (-\$100) and landfill fees (-\$57).

Grants Subsidies - \$9 over budget

Minor increase in grants for child care (\$8) and one-off liveable communities (\$5) offset by sponsorship for waste management education yet to be received (-\$6).

Investment Income - \$0

On budget for the month.

Water Wastewater Charges – \$5 under budget

Reduced water sales from the Derwent Park Water Reuse facility.

Reimbursements - \$14 under budget

Outgoings not recovered from KGV commercial leases.

Other Income - \$223 over budget

Higher revenue from fleet management changeovers (\$87), SFL commission paid in advance (\$62), insurance recovery (\$61) and Tolosa Park maintenance agreement paid in advance (\$40).

Internal Income - \$19 over budget

Plant and equipment utilised between cost centres is substantially on budget.

**REVENUE - COMMENTS FOR PRIMARY YTD VARIANCES:
(\$'000)**

Rates - \$5 over budget

Rates and associated revenue is substantially on budget.

Statutory Charges - \$158 over budget

Increased revenue from planning services (\$87), building applications (\$46), plumbing applications (\$31), building governance (\$88) and food licences (\$6) offset by lower dog registrations (-\$68) and public compliance (-\$19).

User Charges - \$201 under budget

Reduced landfill and waste fees (-\$200) and KGV commercial leases (-\$82) offset by revenue from childcare fees (\$27) and many smaller projects (\$64).

Grants Subsidies - \$283 under budget

Capital grant funding not yet received (-\$400), Tasmanian Regional Arts grant not yet received (-\$9) and sponsorship for waste management education not yet received (-\$6) offset by revenue from childcare grants (\$119), carols sponsorship (\$6) and AEDC Action Reflection grant (\$7).

Investment Income - \$105 under budget

TasWater tax dividend is yet to be received (-\$88) and timing differences for actual maturing investments versus budget (-\$22).

Water Wastewater Charges - \$32 under budget

Lower than budgeted water sales from the Derwent Park Water Reuse plant.

Reimbursements - \$113 under budget

Derwent Entertainment Centre events (-\$94), KGV commercial leases (-\$54) offset by reimbursed stormwater private works (\$8), insurance claim (\$12) and well-workforce contribution (\$12).

Other Income - \$239 over budget

Revenue from fleet and plant changeovers (\$131), childcare centres (\$33), SFL commission paid in advance (\$62), insurance recovery (\$61) and Tolosa Park maintenance agreement paid in advance (\$40) offset by Derwent Entertainment Centre sponsorship not yet received (-\$35), heavy vehicle fuel tax rebate not yet received (-\$25), planning services miscellaneous (-\$9) and no revenue from Elwick road flats (-\$6) and incorrect allocation of expense to income (-\$6)

Internal Income - \$24 over budget

Plant and equipment utilised between cost centres is substantially on budget.

Monthly Profit and Loss Summary									
Expenditure \$'000	Actual Month	Budget Month	Variance Month	Actual YTD	Budget YTD	Variance YTD	% Variance		
Finance Charges	33	15	(18)	154	160	6	4%		
Employee Costs	2,461	2,352	(109)	10,819	10,649	(170)	(2%)		
Admin Office Costs	321	424	103	3,126	3,280	154	5%		
Materials, Contractors & Other	795	744	(52)	4,514	4,807	294	6%		
Depreciation	1,143	1,197	55	6,852	7,185	333	5%		
Rates Expenses	1,333	1,333	0	2,666	2,666	0	0%		
Internal Expenses	164	147	(17)	2,780	2,780	0	0%		
Total Expenditure	6,251	6,213	(38)	30,911	31,528	617	2%		
Total Surplus (Deficit)	(5,130)	(5,131)	1	18,271	17,962	309	2%		

**EXPENDITURE - COMMENTS FOR PRIMARY MONTHLY VARIANCES:
(\$'000)**

Finance Charges - \$18 over budget

Derwent Park Water Reuse loan interest budgeted quarterly in advance but accrued monthly (-\$17).

Employee Costs - \$109 over budget

Additional costs relating to filling positions on an acting basis and casual placements offset by vacancy savings.

Admin Office Costs - \$103 under budget

Contribution to Derwent Estuary Program not yet paid (\$50), software support fees not yet paid (\$49), Aldermanic expenses not incurred (\$27), lower electricity cost (\$10) and budgeted Derwent Entertainment Centre costs not incurred (\$34) offset by EMPCA fee paid late (-\$30) and insurance premium paid by instalment (-\$66).

Materials, Contractors & Other - \$52 over budget

Several larger projects and many smaller projects contribute to the overall variance with the larger contributors being timing differences in payment of water and sewer accounts (-\$86) and greenwaste collection services (-\$27) offset by public street lighting expense accrual (\$54).

Depreciation and Asset Write-off - \$55 under budget

Some projects for which depreciation has been budgeted are still on-going and have not yet been capitalised.

Rates Expenses - \$0

On budget for the month.

Internal Expenses - \$17 over budget

Plant and equipment utilised between cost centres is substantially on budget.

**EXPENDITURE - COMMENTS FOR PRIMARY YTD VARIANCES:
(\$'000)**

Finance Charges - \$6 under budget

GCC half-yearly loan repayment pro-rata interest accrual (\$11) and minor savings in bank charges (\$3) offset by Derwent Park Water Reuse loan interest budgeted quarterly in advance but accrued monthly (-\$8).

Employee Costs - \$170 over budget

Additional costs relating to filling positions on an acting basis and casual placements offset by vacancy savings.

Admin Office Costs - \$154 under budget

Reduced Aldermanic costs (\$175), GASP Contribution Jan-Jun not yet paid (\$47), STC Secretariat fees not yet paid (\$24), regional waste membership not yet paid (\$28), internal audit costs yet to be incurred (\$29), software support savings (\$69), public street lighting expense accrual (\$54), unused staff development funds (\$55) and many smaller variances (\$116) offset by higher than budgeted insurance premiums (-\$246), unforeseen legal expenses (-\$117) and Technology One upgrade paid early (-\$82).

Materials, Contractors & Other - \$294 under budget

Reduced waste services (\$37), Derwent Park Water Reuse savings (\$85), landfill rehabilitation yet to be undertaken (\$50), leachate monitoring (\$54), well workforce (\$30), stormwater long term modelling (\$25), kerbside waste disposal (\$37), EBA costs not yet incurred (\$35) plant & equipment utilisation (\$116) and many smaller variances (\$61) offset by insurance claims awaiting settlement (-\$73), building enforcement (-\$55), recycling depot (-\$44), service level review (-\$36) and KGV sports precinct (-\$32).

Depreciation and Asset Write-off - \$333 under budget

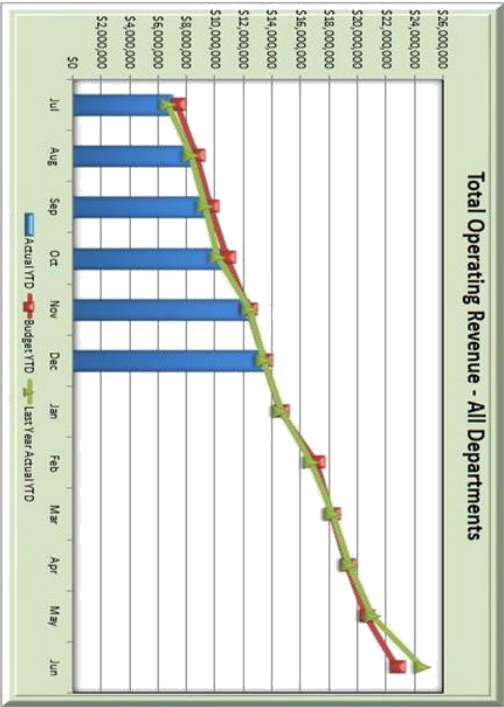
Depreciation of computer systems relating to Project TOM (cloud based software) is yet to occur.

Rates Expenses - \$0

On budget for the month.

Internal Expenses - \$0

Plant and equipment utilised between cost centres is substantially on budget.



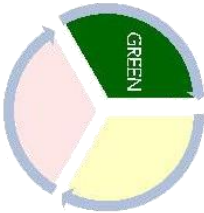
Total Operating Revenue - All Departments

Total Operating Revenue - Graph 1
Total revenue earned by all areas of the council compared to budget – excluding Rates and Fire Levy.

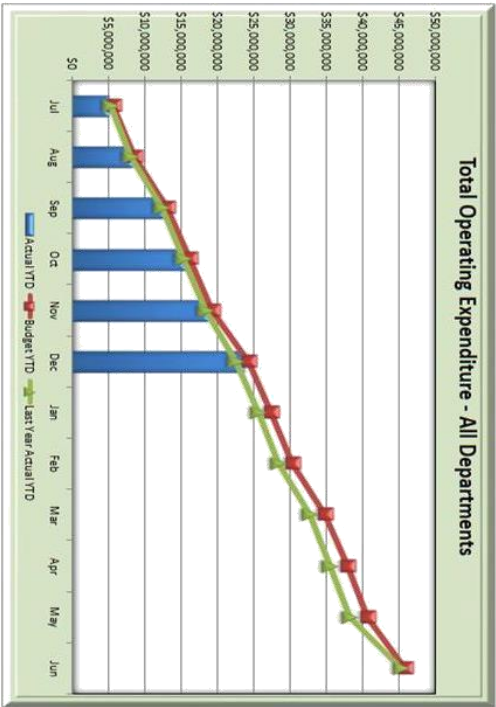
Responsible: Executive Leadership Team

- Actual YTD \$'000
- Budget YTD \$13,477
- Over Budget \$29

Refer to comments on page 6-7.



Total Operating Expenditure - All Departments

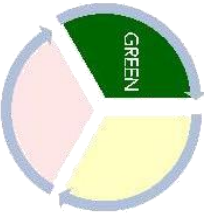


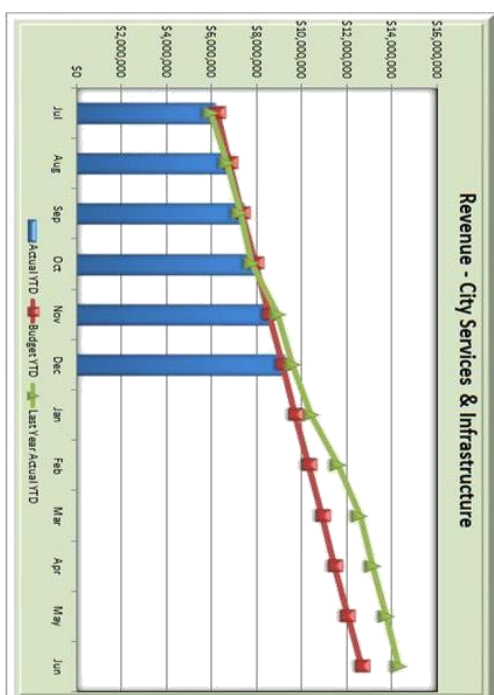
Total Operating Expenditure – Graph 2
Total operating expenditure for all areas of the council compared to budget – excluding Depreciation.

Responsible: Executive Leadership Team

- Actual YTD \$'000
- Budget YTD \$24,343
- Under Budget \$537

Refer to comments on page 9-10.



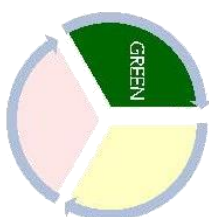


City Services and Infrastructure Revenue - Graph 3
Total revenue for City Services and Infrastructure compared to budget.

Responsible: Director City Services and Infrastructure

	\$'000
- Actual YTD	\$9,303
- Budget YTD	\$9,171
- Over Budget	\$132

Refer to Comments on page 6-7.



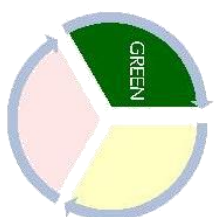
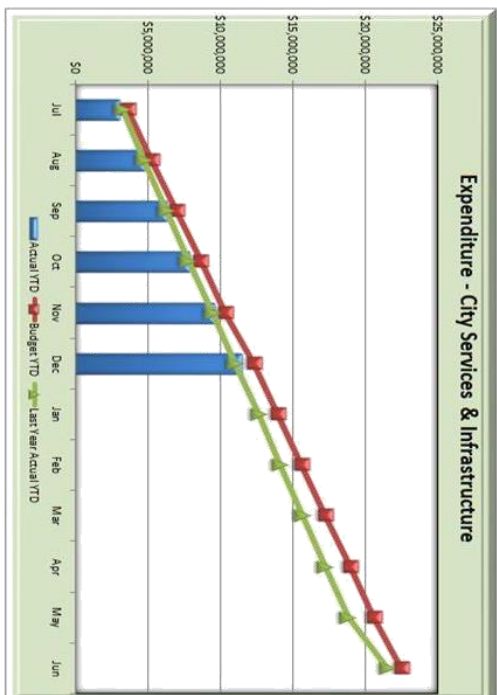
City Services and Infrastructure Expenditure - Graph 4

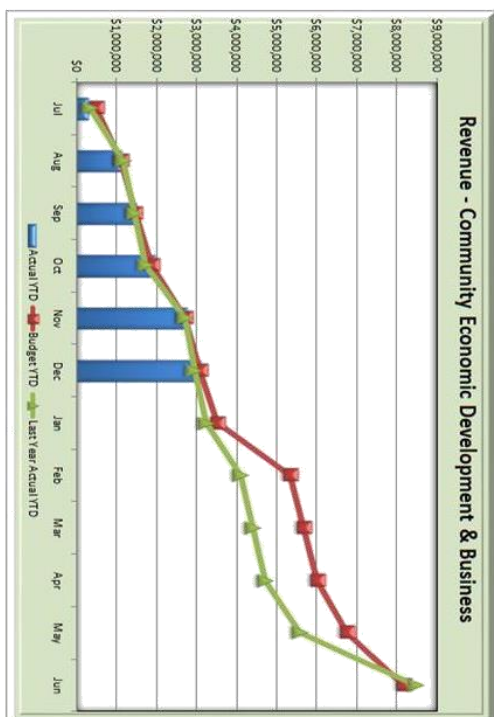
Total expense for City Services and Infrastructure compared to Budget.

Responsible: Director City Services and Infrastructure

	\$'000
- Actual YTD	\$11,562
- Budget YTD	\$12,304
- Under Budget	\$742

Refer to comments on page 9-10.



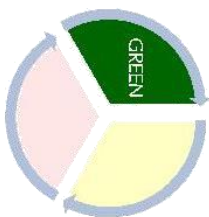


Community Economic Development and Business
Revenue – Graph 5
Total revenue of Community Economic Development and Business, compared to budget

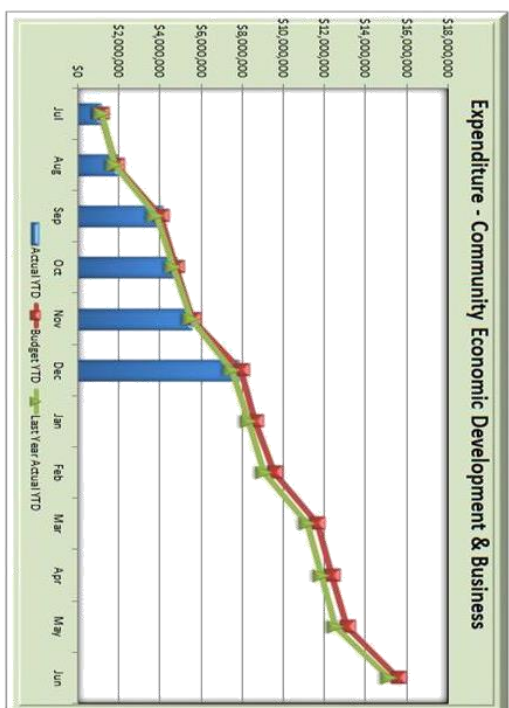
Responsible: Director Community Economic Development and Business

	\$'000
- Actual YTD	\$3,137
- Budget YTD	\$3,090
- Over Budget	\$47

Refer to Comments on page 6-7.



Expenditure - Community Economic Development & Business

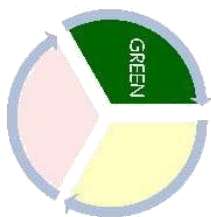


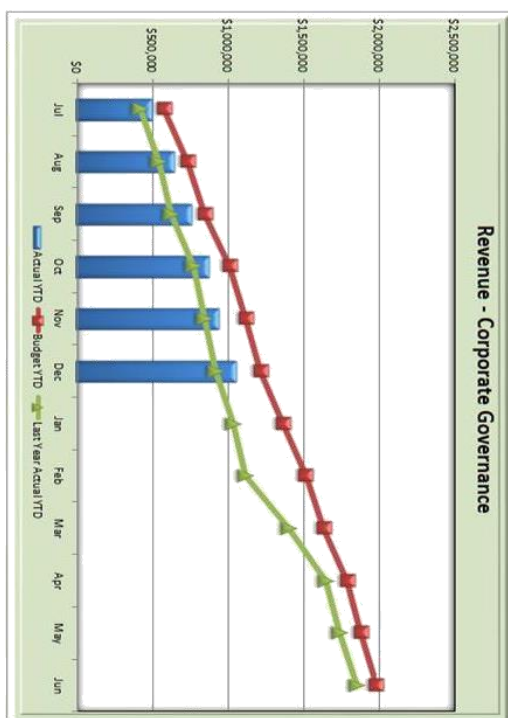
Community Economic Development and Business
Expenditure – Graph 6
Total expense for Community Economic Development and Business compared to budget

Responsible: Director Community Economic Development and Business

	\$'000
- Actual YTD	\$7,870
- Budget YTD	\$7,973
- Under Budget	\$103

Refer to comments on page 9-10.



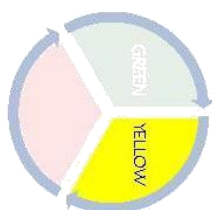


Corporate Governance Revenue - Graph 7
Total revenue for Corporate Governance compared to budget.

Responsible: Director Corporate Governance

\$'000		
-	Actual YTD	\$1,066
-	Budget YTD	\$1,217
-	Under Budget	\$151

Refer to Comments on page 6-7.

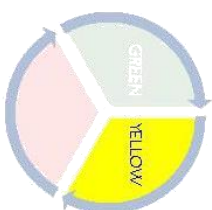


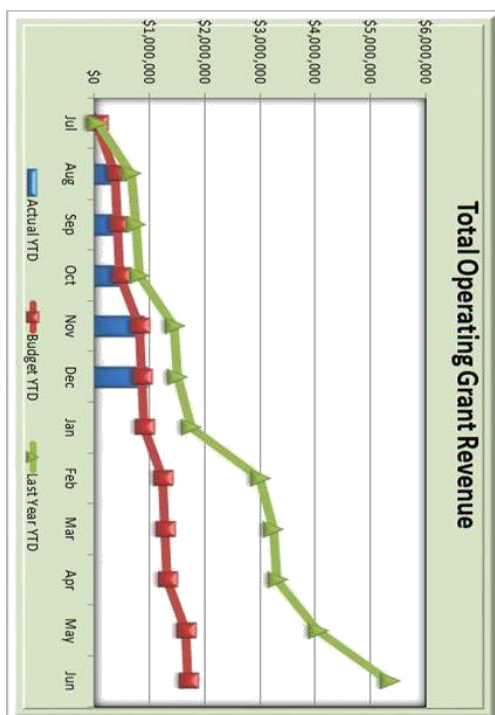
Corporate Governance Expenditure - Graph 8
Total expense for Corporate Governance compared to budget.

Responsible: Director Corporate Governance

\$'000		
-	Actual YTD	\$4,374
-	Budget YTD	\$4,066
-	Over Budget	\$308

Refer to comments on page 9-10.



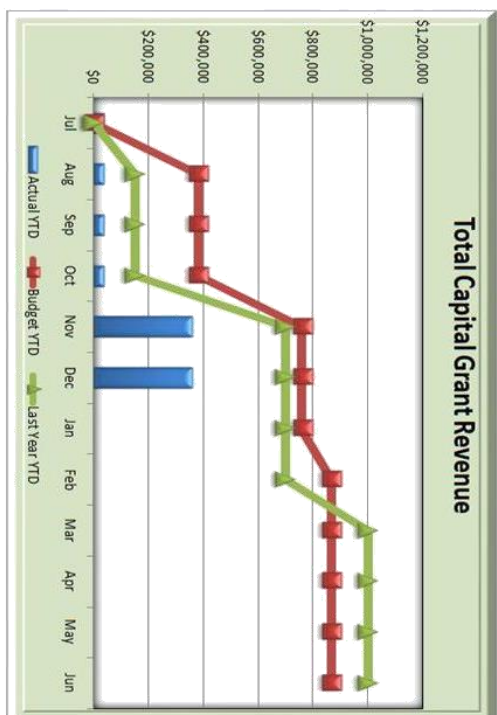
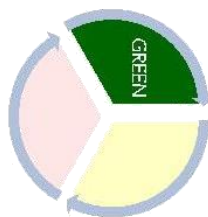


Operating Grants Revenue - All Departments – Graph 9
The total of operating grants revenue received from Government

Responsible: Executive Leadership Team

- Actual YTD:	\$'000
- Budget YTD:	\$974
- Over Budget:	\$857
	\$117

Refer to comments on page 6-7.

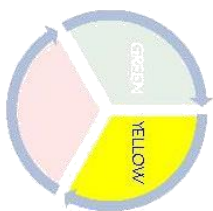


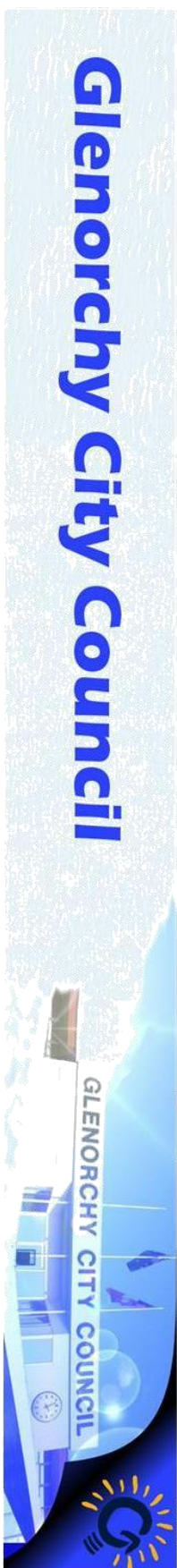
Capital Grants Revenue - All Departments – Graph 10
The total of capital grants revenue received from Government

Responsible: Executive Leadership Team

- Actual YTD:	\$'000
- Budget YTD:	\$359
- Under Budget:	\$760
	\$401

Refer to comments on page 6-7.

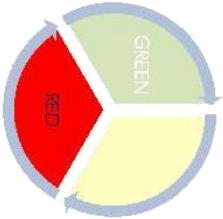
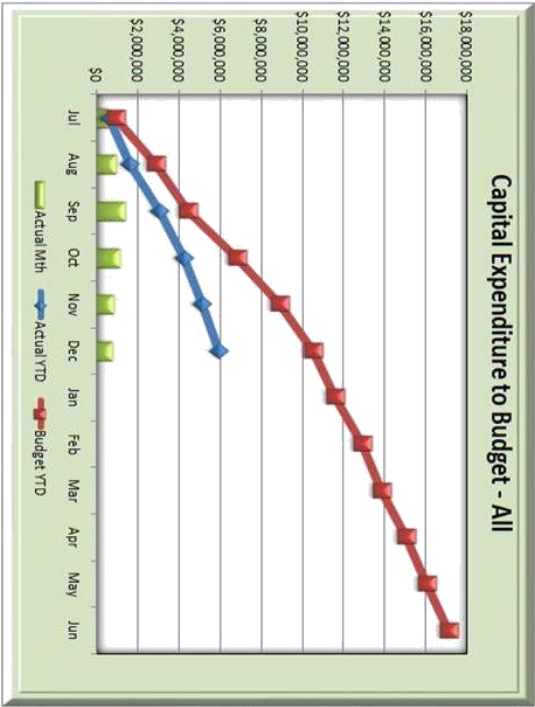




Glenorchy City Council

Balance Sheet Corporate Performance Indicators

December 2017

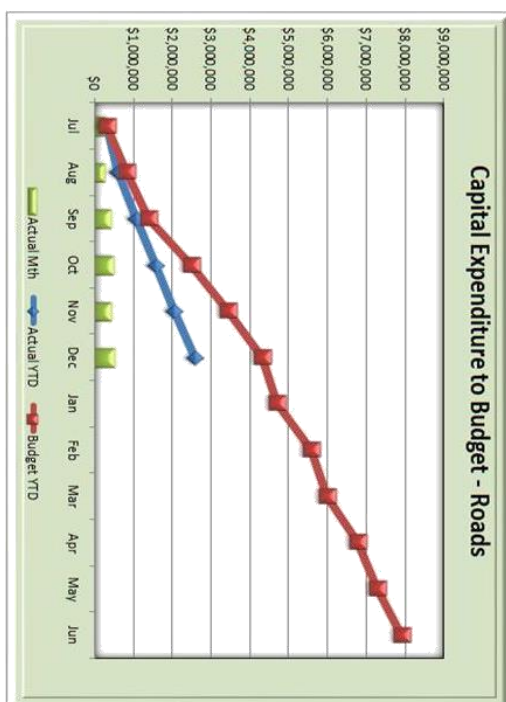


Total Capital Expenditure – Graph 11
Total Capital expenditure compared to budget.

Responsible: Executive Leadership Team

-	Actual YTD	\$5,972
-	Budget YTD	\$10,513
-	Under Budget	\$4,541

Refer pages 18-19. Additional information regarding capital variances is contained in Appendix B.

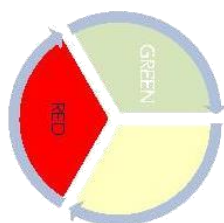


Capital Expenditure - Roads – Graph 12
Total expenditure for roads compared to budget

Responsible: Director City Services and Infrastructure

-	Actual YTD	\$2,578
-	Budget YTD	\$4,309
-	Under Budget	\$1,731

Additional information regarding capital variances is contained in Appendix B.

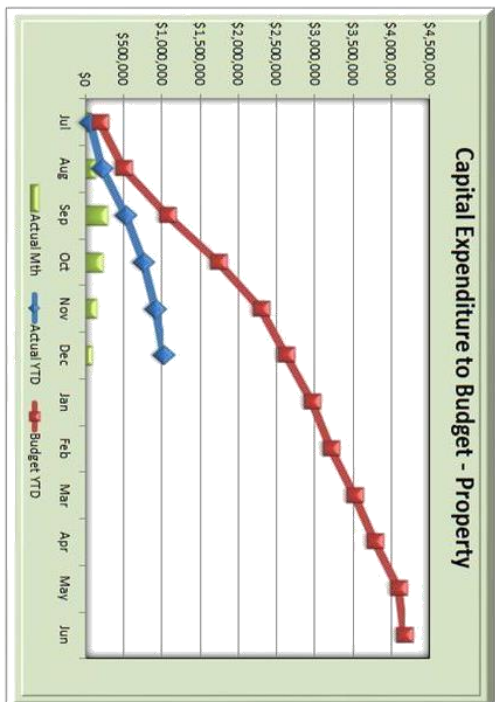
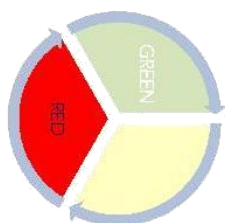


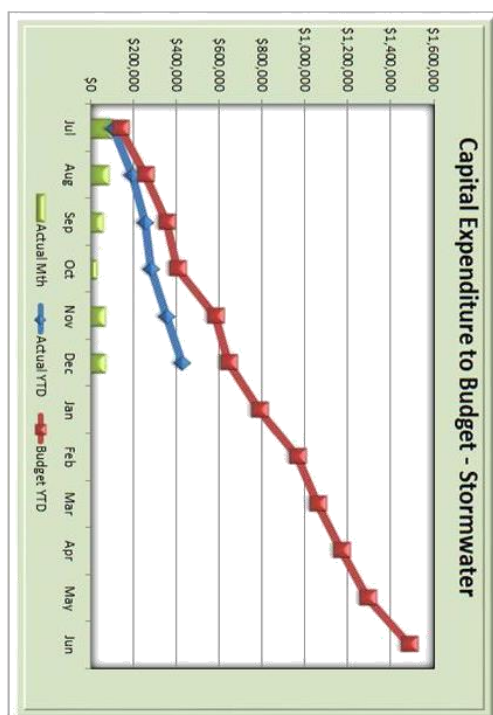
Capital Expenditure – Property – Graph 13
Total expenditure for property compared to budget

Responsible: Director Corporate Governance

-	Actual YTD	\$1,022
-	Budget YTD	\$2,622
-	Under Budget	\$1,600

Additional information regarding capital variances is contained in Appendix B.



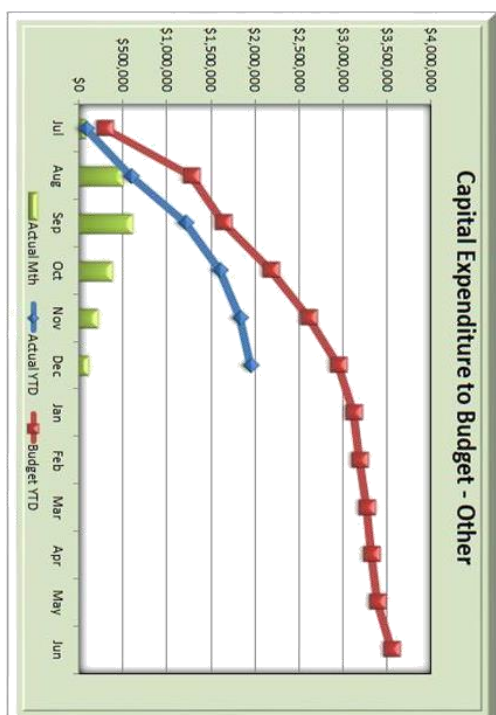
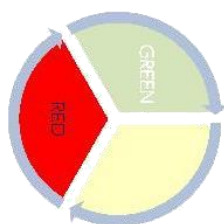


Capital Expenditure – Stormwater – Graph 14
Total expenditure for storm water compared to budget

Responsible: Director City Services and Infrastructure

-	Actual YTD	\$'000
-	Budget YTD	\$640
-	Under Budget	\$217

Additional information regarding capital variances is contained in Appendix B.

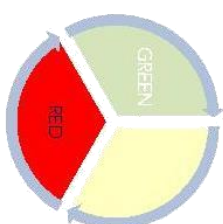


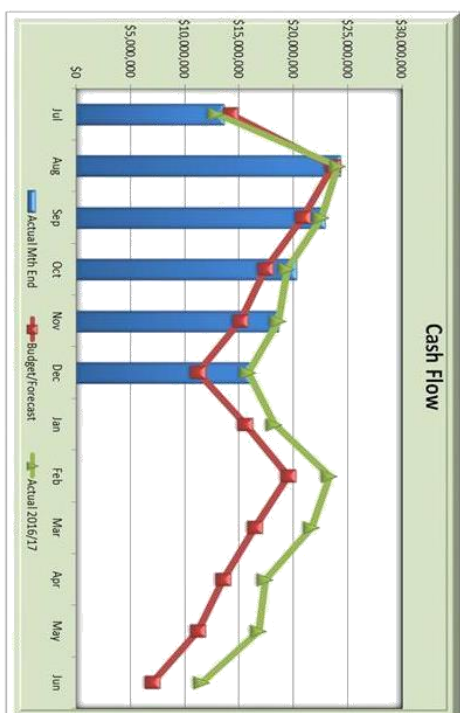
Capital Expenditure – Other (e.g. capital grants, technology, plant and equipment etc.) – Graph 15
Total expenditure for other capital compared to budget

Responsible: Director Community Economic Development and Business

-	Actual YTD	\$'000
-	Budget YTD	\$2,943
-	Under Budget	\$993

Additional information regarding capital variances is contained in Appendix B.



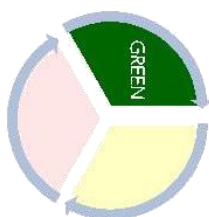


Cash Flow Movement - Graph 16

Total cash assets available (cheque account, cash floats and short term deposits), compared to budget and last year.

Responsible: *Director Community Economic Development and Business*

-	Actual Cash	\$16,138
-	Budget	\$11,196
-	Variance	\$4,942



Interest Earned - Graph 17

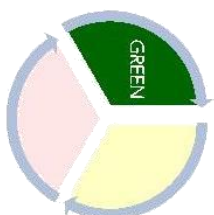
Total interest earned (accrued and received) compared to budget.

Responsible: *Director Community Economic Development and Business*

-	Actual YTD	\$188
-	Budget YTD	\$204
-	Variance	\$16

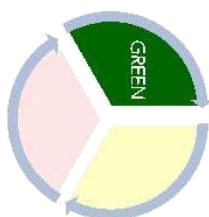
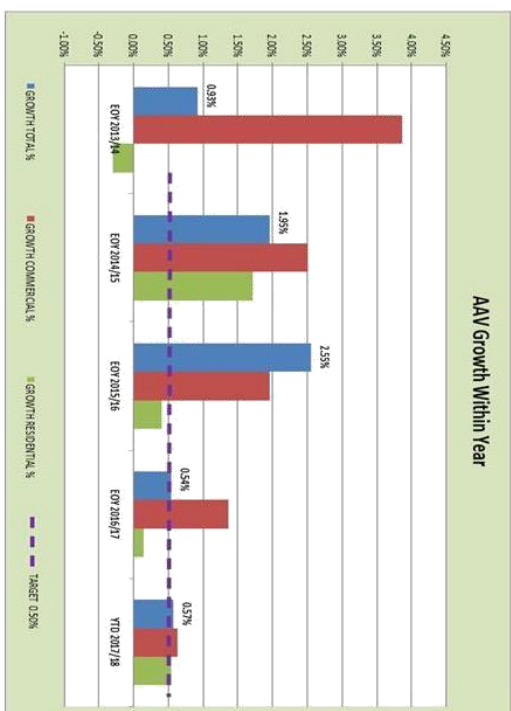
Effective Interest Rate: 2.33%

Benchmark:
RBA Cash Rate (currently 1.50%) + 0.50% = 2.00%



Loan Profile		
Maturity Date	Rate	Loan Balance YTD

15-Jun-21	4.84%	\$ 620,518
15-Jun-22	2.53%	\$ 608,698
26-Jun-24	2.63%	\$ 236,627
15-Jun-25	4.78%	\$ 403,923
15-Jun-27	2.53%	\$ 240,848
15-Jun-22	5.01%	\$ 2,608,288
Total		\$ 4,718,902



Interest Expense – Graph 18

Total interest expense (accrued and paid) compared to budget.

Responsible: Director Community Economic Development and Business

-	Actual YTD	\$000
-	Budget YTD	\$123
-	Variance	\$125
		\$2

Refer to comments on page 9-10

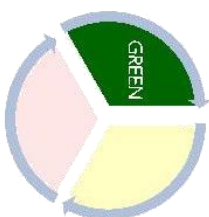
Annual Growth in AAV – Graph 19

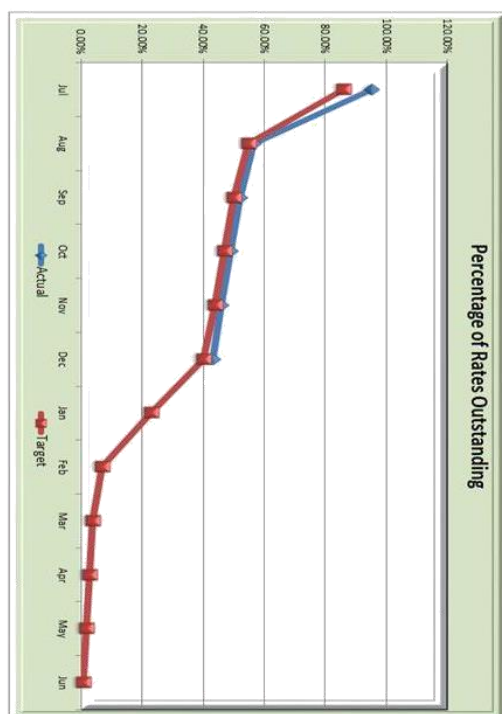
A comparison of the annual growth in the Assessed Annual Value (AAV) for Commercial, Residential and Overall Total for a five year period

Responsible: Director Community Economic Development and Business

-	Commercial Growth YTD	0.63%
-	Residential Growth YTD	0.54%
-	Overall Total Growth YTD	0.57%

Target: 0.50% AAV overall growth within the year
Source: Supplementary Valuations by the Valuer-General



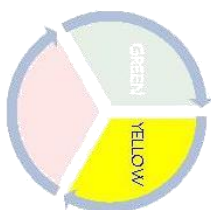
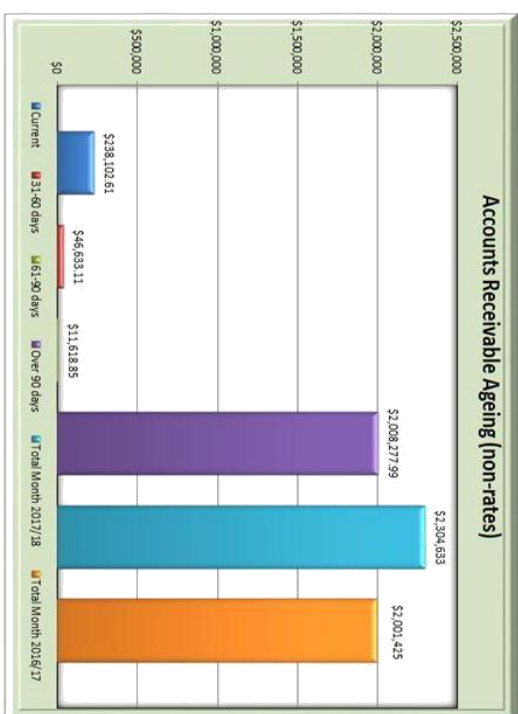
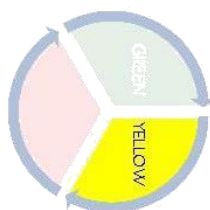


Percentage of Invoiced Rates Outstanding – Graph 20

Shows the percentage amount of invoiced rates not paid.

Responsible: Director Community Economic Development and Business

-	Actual YTD:	43.3%
-	Target YTD:	40.0%
-	Variance:	3.3%
Total outstanding at month end:		\$15,333
Arrears as at:		
2016/17	This month:	Last month: Movement:
	\$119	\$128 (\$9)
2015/16	\$37	\$42 (\$5)
2014/15	\$9	\$11 (\$2)
2013/14+	\$1	\$2 (\$1)
TOTAL	\$166	\$183 (\$17)



Accounts Receivable (AR) – Graph 21

A monthly summary of the level of money owing to council for non rate income.

Responsible: Director Community Economic Development and Business

-	Total at month end:	\$2,001
-	% of AR 61 days & over:	87.5%
Target <25% for 61 days and over (excluding property debts)		

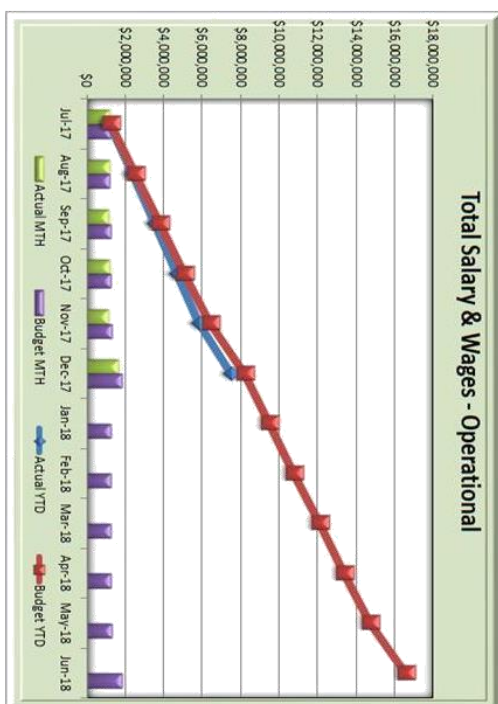
Comment Major components of 61 days & over relate to works and commercial leasing contractual matters.



Glenorchy City Council

People & Safety Corporate Performance Indicators

December 2017

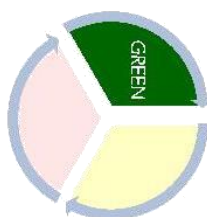


Total Salaries & Wages - Operational Projects
 (*normal time & annual leave) – Graph 22
 Total operational normal time salary costs compared to budget but excluding Other Employment Costs

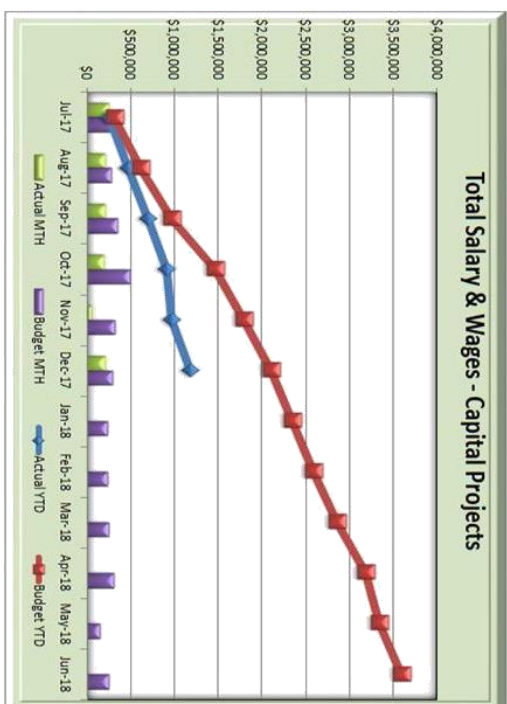
Responsible: Executive Leadership Team

	\$'000
- Actual YTD	\$7,521
- Budget YTD	\$8,215
- Under Budget	\$694

*see Graph 24 for Other Employment costs (eg overtime, casuals, on-costs, training, allowances etc.)



Total Salary & Wages - Capital Projects

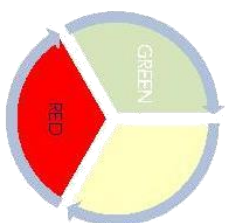


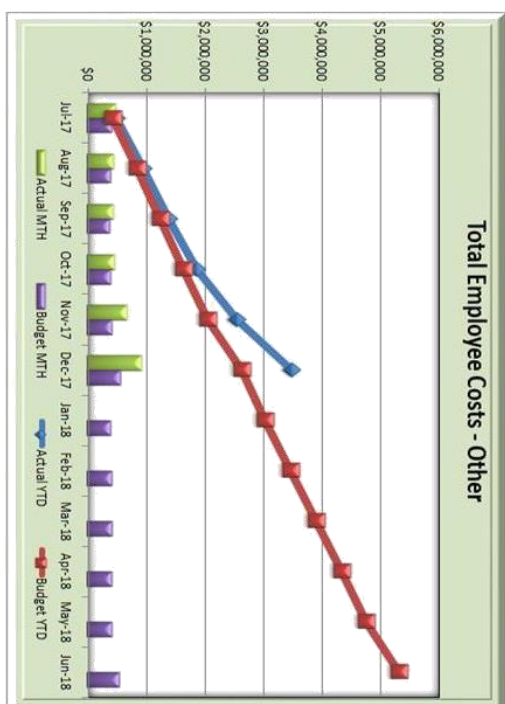
Salaries & Wages & Other Employment Costs – Capital Projects

Total salary and other employment costs for capital projects compared to budget

Responsible: Executive Leadership Team

	\$'000
- Actual YTD	\$1,189
- Budget YTD	\$2,101
- Under Budget	\$912





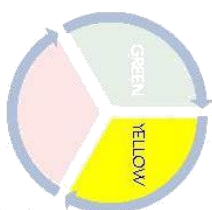
Other Employment Costs – Operational Projects – Graph 24

Total operational other employment costs compared to budget (eg overtime, relief/ casuals, on-costs, training, allowances, medicals etc.)

Responsible: Executive Leadership Team

-	Actual YTD	\$'000
-	Budget YTD	\$3,469
-	Over Budget	\$2,627
		\$842

Note: A review of the on-cost calculation is continuing to ensure an over-recovery against relevant cost centres is not occurring.



Permanent Staff Turnover Rate – Graph 25

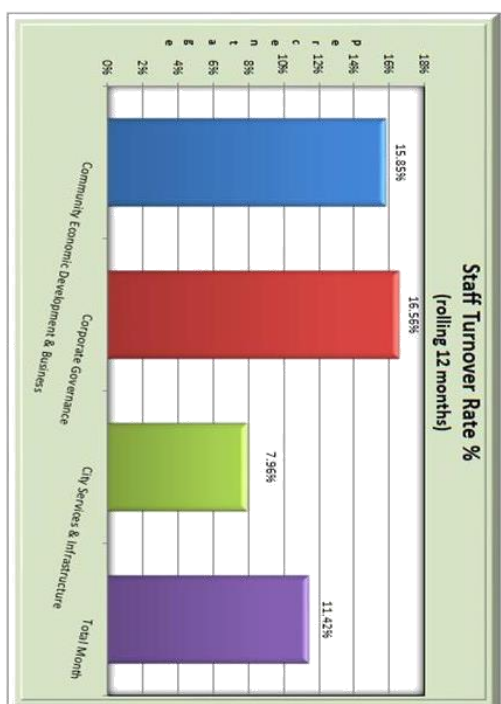
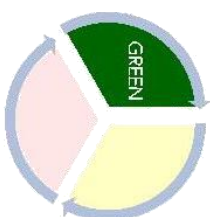
Total staff turnover is the total number of terminations over the last twelve months divided by the number of staff as at the last day of the month. This ratio represents the percentage of our total workforce who leave the council.

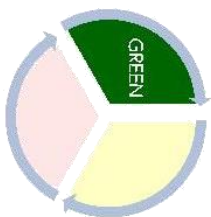
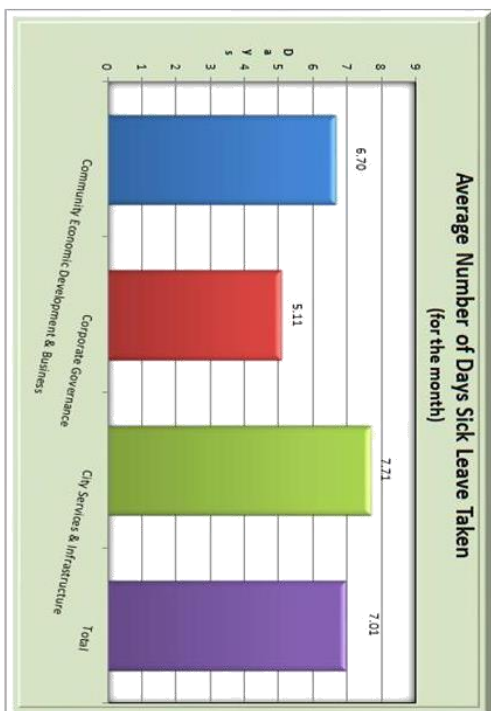
Responsible: Executive Leadership Team

Rolling 12 month average turnover rate calculations used

	12/2017	12/2016
Rolling 12 month turnover rate	11.42%	12.28%

Benchmark: LGAT All Tasmanian Councils Group Average (2007/08) recorded 15.20%





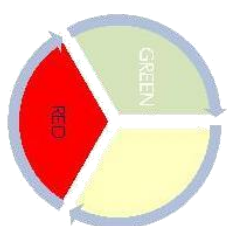
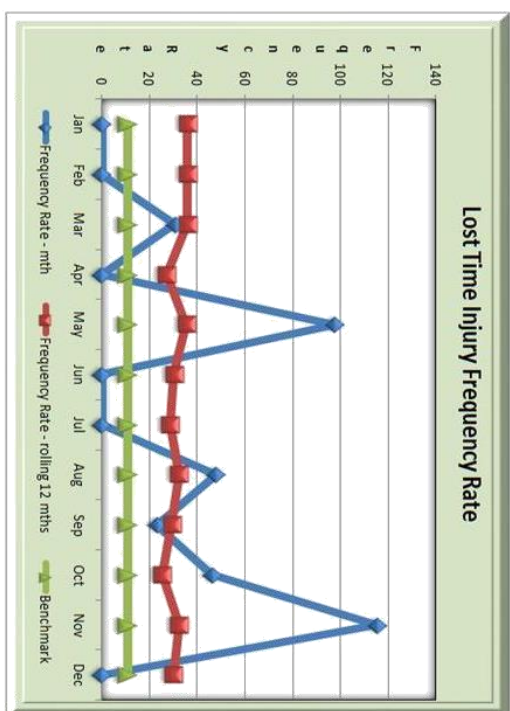
Average Number of Days Sick Leave Taken

– Graph 26

For each department: Total number of days sick taken divided by number of staff for previous 12 months. This ratio represents the number of sick days per year / per person on average.

Responsible: Executive Leadership Team

- Total average sick leave days taken last 12 months:
 - 12 month average at Dec 2017 - 6.71 days
 - 12 month average at Dec 2016 - 7.39 days
- Benchmark:** LGAT All Tasmanian Councils Group Average (2007/08) recorded: 6.80 days



Lost Time Injury Frequency Rate - Graph 27

The Lost Time Injury Frequency Rate is the number of lost time claims per one million hours worked for permanent, casual and overtime staff.

Responsible: Executive Leadership Team

- Claims per 1 million hours worked:
- Rolling 12 month average: 30.11
 - Current month: 0.00

No LTI's were reported in December

Benchmark: Work Cover Tasmania All Industries (2010/11) recorded: 10.80 claims.

Capital Expenditure Summary			
			31/12/2017
			(\$'000)
2017/18 Capital Budget Year to Date			10,513
2017/18 Capital Year to Date Expenditure			5,972
Total Over/(Under) Spend			(4,541)
Total Over/(Under) Spend Comments			
Roads Capital - Under Budget (\$1,731)			
Primary Over/(Under) project budgets:	Project Number	Comment	YTD Over/(Under)
Terry St Carpark Extension	100073	Works completed - awaiting final invoices and apportionment to Stormwater project 100134	152,145
Adelphi Road (House Number 51 To House Number 67)	100462	Works rescheduled - expected commencement January 2018	(36,753)
Carnegie Street (House Number 44 To House Number 33)	100467	Works rescheduled - expected commencement January 2018	(22,539)
Church Road (Collinsvale Road To Nelsons Road)	100468	Works rescheduled - March 2018 forecast	(28,900)
Gormanston Road (Albert Road To Hopkins Street)	100470	Works rescheduled - June 2018 forecast	(116,239)
Grove Road (Penguin Drive To Roseville Place)	100471	Works rescheduled - date to be advised	(49,755)
Grove Road (Roseville Place To Main Road)	100472	Works rescheduled - March 2018 forecast	(116,368)
Gunn Court (House Number 1 To House Number 3)	100473	Works rescheduled - expected commencement January 2018	(43,635)
Main Road Granton (Sharron Drive To Aurora Pole 362)	100479	Works rescheduled - June 2018 forecast	(94,000)
Montrose Road (House Number 53 To House Number 117)	100482	Works rescheduled - January 2018 forecast	(22,716)
Second Avenue (Springfield Avenue To Fourth Avenue)	100487	Works brought forward - was budgeted for January 2018	23,360
Selby Place (Kilander Crescent To End Of Road)	100488	Works brought forward - was budgeted for January 2018	37,648
Mimosa Court (Marys Hope Road To End Of Road)	100494	Works rescheduled - to commence May 2018	(71,145)
Urban Pavement Repairs - Major	100001	Major expenditure due January & May 2018	(47,823)
Moorina Crescent	100295	Works rescheduled - date to be advised	(190,674)
Central Avenue (Flours Street To Clifford Street)	100501	Works brought forward - was budgeted for January 2018	68,245
Mentmore Street (Main Road To Maroni Road)	100502	Works brought forward - was budgeted for April 2018	41,626
Bowen Road (Brooker Highway To Blair Street)	100503	Works rescheduled - to commence February 2018	(134,857)
Elmsleigh Road (Lampton Avenue To House Number 20)	100504	Works rescheduled - to commence February/March 2018	(114,500)
Florence Street (Loscombe Court To Beresford Place)	100505	Works delayed - Tas Networks agreement required for pole relocation	(51,900)
Integrated Care Footpath Contribution	100600	Works rescheduled - cannot be done until Glenorchy Integrated Care Centre facility completed in March 2018	(111,673)
Creek Rd Footpath	100286	Work commenced in November 2017 and is scheduled to be completed by the end of February 2018	(255,993)
Cadbury Carpark (Tennis Courts)	100290	Work commenced in November 2017 and is scheduled to be completed by the end of January 2018	(56,021)
Sinclair Ave - #22 to #46	100296	Works brought forward - was budgeted for March 2018	200,256
Maple Ave Bayswater to #21	100506	Works delayed by nine weeks awaiting final design plans	(34,472)
Main Rd Claremont Access Parking - Claremont Hall	100514	Works rescheduled - awaiting final design and to commence in March/April 2018	(28,644)
Springfield/Charles Traffic Management	100519	Works rescheduled - awaiting final design and to commence in March/April 2018	(65,367)
Somerdale Road Claremont Turning Facility	100515	Works delayed - design completed and awaiting works scheduling	(58,978)
Coopers Road - Gravel Sheetting	100507	Works rescheduled - quotation process underway	(40,000)
Main Rd Granton Pathway Extension - Stage 2	100605	Works delayed - project still in design phase	(190,272)
Upper Hilton Rd - 45b to 47 (Gilles to Brooker)	100622	Works rescheduled - January through to May forecast	(21,211)
Chicane gate changes for cycleway	100284	Awaiting contractor to complete works in the new year	(64,492)
Property Capital - Under Budget (\$1,600)			
Primary Over/(Under) project budgets:	Project Number	Comment	YTD Over/(Under)
Pathway Network Upgrade	100258	Project deferred to second half 2017/18	(31,998)
Accessible WC Upgrade	100255	Works brought forward - was budgeted for May 2018	34,961
Building Refurbishment	100256	Works brought forward - was budgeted for May 2018	55,610
Sport and Rec Match Grant Funding	100257	Works delayed - potential for carry forward into 2018/19	(138,894)
Wilkinson Point Lighting (Security)	100261	Works rescheduled - January to April 2018 forecast	(70,316)
Montrose Bay WC Completion	100262	Works delayed - awaiting plans to be approved by engineer	(234,319)
DEC Roof - Partial Replacement	100268	Works rescheduled - investigating roof in most need of replacement	(33,824)
DEC Projects from Business Plan	100531	No further works planned at this stage - potential carry forward into 2018/19	(37,480)
Prince Of Wales Bay Grand Stand Seating	100534	Works rescheduled - design and plans being developed	(29,525)
Council Offices - Air Conditioning System	100612	Works to be scoped second half 2017/18 - potential carry forward into 2018/19	(90,000)
State Government Grant - Public Space Revitalisation	100167	Project development progressing - CBD revitalisation project	(283,070)
Eady Street Masterplan	100259	Project deferred - potential for carry forward into 2018/19	(30,000)
Glenorchy Skate Park Relocation - Grant	100455	Works rescheduled - to commence February 2018 with an expected carry forward into 2018/19	(225,573)
North Chigwell Sports Ground Lighting	100457	Works completed - awaiting final invoices from contractor	(41,162)
KGV Sports & Community Precinct - Advtg & Cons	100603	Ongoing costs to the KGV project from 2016/17 - no budget allocated	54,881
Montrose Bay Jetty Pontoon	100260	Review of project scope early next year - anticipated to commence	(164,210)
Citywide Signage	100021	No signage works identified as yet	(22,000)

Capital Expenditure Summary				31/12/2017
Works Centre renovations	100644	Works commenced late December 2017		(53,903)
Park Embellishment	100251	Projects are underway at various recreation locations		(66,790)
Glenorchy Skate Park Advancement	100263	Works rescheduled - to commence February 2018 with an expected carry forward into 2018/19		(50,000)
Playground Equipment Upgrade	100252	Works on-going - progressive drawdown of budget up to June 2018		(5,643)
Stormwater Capital - Under Budget (\$217)				
Primary Over/(Under) project budgets:	Project Number	Comment		YTD Over/(Under)
Weston PL SW Relining	100577	Works brought forward - was budgeted for April 2018		26,573
Terry St Car Park Extension - S/W	100134	Works completed - awaiting final invoices and apportionment from Roads project 100073		(51,000)
Rossetta Landslip Pipe Relining	100579	Works rescheduled - quotation process underway		(100,000)
Stormwater Pit Replacement	100564	Works brought forward - was budgeted for June 2018		22,812
Cadbury Car Park SW Upgrade	100580	Awaiting apportionment of costs from Roads project 100290		(98,892)
Other Capital - Under Budget (\$993)				
Primary Over/(Under) project budgets:	Project Number	Comment		YTD Over/(Under)
Technology One- Re-Implementation	100363	Stage 2 of project deferred to Q4 of 2017/18		(234,384)
T1 Employee Development Module	100426	Project deferred until Q4 of 2017/18		(23,726)
External Website Redevelopment	100362	New GCC website is live - awaiting final invoices from suppliers		(51,156)
PINFORCE Technology	100609	Awaiting contract finalisation		(22,480)
Replacement of PC Equipment	100423	Balance of budget to be expended in second half 2017/18		(34,699)
Telephony Replacement	100424	New telephony system to become live in January 2018		(23,065)
Excavator 20-25t	100439	Delayed - now June 2018 following tender process		(250,000)
Front Deck Mower	100573	Delayed - now January delivery and February 2018 invoicing		(31,355)
Cat 1 - Single Cab Lite - GCC5057	100540	Delayed - now February delivery and March 2018 invoicing		(29,300)
Cat 1 - Single Cab Lite 4x2 - GCC5147	100541	Delayed - now January delivery and February 2018 invoicing		(30,311)
Cat 2 - Dualcab Lite 4x2 - GCC5196	100543	Deferred - until new Supervisor positions filled		(20,847)
Cat 1 - Single Cab Lite - GCC5237	100544	Deferred - until new Supervisor positions filled		(29,372)
Cat 1 - Single Cab Lite - GCC5325	100546	Delayed - now February delivery and March 2018 invoicing		(29,302)
Cat 1 - Single Cab Lite - GCC5405	100547	Requested to hold until new Supervisor positions filled		(29,971)
Cat 8 - Dualcab Lite 4x4 - GCC5496	100549	Deferred - until new Supervisor positions filled		(37,696)
Cat 1 - Single Cab Lite - GCC5655	100551	Delayed - now January delivery and February 2018 invoicing		(29,328)
Cat 5 Vehicle F5091	100630	Employment contract entitlement unbudgeted		35,771
DPR - Treatment Plant Driveway Concrete	100587	Works deferred pending the outcome of a review of the Derwent Park		(80,000)
Derwent Park Reuse - Drip Irrigation Moonah School	100305	Works brought forward - was budgeted for January 2018		42,929

Changes to Budget Update Capital Projects

Project Number	Description	Budget Approved	Comments
	None		
Total		0	

**Emergency/Unforeseen Projects Commenced (No budget allocated in 2017/18)
Funded from IMG Unallocated Capital a/c \$400,000**

Project Number	Description	Budget Approved	Comments
100629	Bushfire Management 4WD Vehicle	\$43,002	GM Approved 27/6/2017
100457	North Chigwell Sports Ground Lighting	\$60,000	IMG Approved 24/8/2017
100632	Eady Street Sports Ground Drainage	\$15,000	IMG Approved 24/8/2017
100638	Two-Way Radio Replacement	\$7,117	IMG Approved 28/9/2017
100645	Collinsvale School Car Park Line Marking	\$8,000	IMG Approved 24/10/2017
100644	Works Centre Urgent Renovations	\$68,020	IMG Approved 6/11/2017
100649	DEC Weatherproof Painting	\$14,850	IMG Approved 23/11/2017
100524	CBD CCTV Upgrade	\$39,120	IMG Approved 23/11/2017
100362	External Website Development	\$23,119	IMG Approved 23/11/2017
100506	Maple Ave - Bayswater Rd to #21	\$45,715	IMG Approved 23/11/2017
Total		\$323,943	

**Emergency/Unforeseen Projects Commenced (No budget allocated in 2017/18)
Funded from Reserve funds**

Project Number	Description	Estimated Full Cost of Project	Comments
	None		
Total		\$0	

Budgeted 2017/18 projects that will not be undertaken this Financial Year

Project Number	Description	Annual Budget	Comments
	None		
Total		\$0	



Council Meeting Date	Item No.	Subject / Issue	Council Adopted Action	Directorate	Comments / Update	Estimated Completion Date
06/2015	13.3	Notice of Motion Alderman M. Stevenson	That a brief projects and major operational items summary be provided at each Council meeting.	General Manager	This item is addressed in the Corporate Reporting Framework item which is on the agenda for the current Council meeting.	Complete
07/2016	11	Acquisition and Disposal of Land - Bosco Drive AND Dalmacia Place	That Council: APPROVE Council Officers negotiations and settlement of the purchase of private land at 2/1 Dalmacia Place for the purpose of allowing Council to formalise and maintain a public walkway through Dalmacia Place to Bosco Drive APPROVE Council Officers to continue negotiations to dispose of part of the public land at 23 Bosco Drive for the purpose of extending the private rear yard of 19 Bosco Drive, subject to the compliance of the requirements of section 178 of the Local Government Act 1993 (noting the investigation of the possibility of a similar sale to the owners of 21 Bosco Drive, to establish a safe, easily maintained and monitored piece of land which will comprise part of the public walk way). APPROVES the advertising of Council's intention to dispose of any part of the public land at 23 Bosco Drive under section 178 of the Local Government Act 1993.	CG	A separate planning application in respect of the Dalmacia Place purchase by Council has been submitted for assessment. TasNetwork's response to the planning application has been received. Council are presently dealing with some further requests for information from TasWater. Once this information has been provided to TasWater, the Planning Department will be able to resume assessing the application. The last update reported that the owners of 21 Bosco Drive, being one of the purchasers of a strip of land at 23 Bosco Drive, indicated they no longer wished to proceed with their purchase and their contract was formally at an end. The contract for the sale of another strip of land at 23 Bosco Drive to the owners of 19 Bosco Drive remains on foot. Discussions are ongoing between Council officers, the owners of 21 Bosco Drive and the owners of 19 Bosco Drive as to the remaining strip of land and the options available for the sale of all or part of it.	To be advised
11/2016	19.4	Question on Notice - Alderman M. Stevenson	Alderman Stevenson noted that the Shared Services Agreement included a requirement that the committee receive an Annual Report on the group's activities. He requested that Council receive regular reports on the activities of the Shared Services Committee.	CG	Council received a final draft of the USSS Agreement on 10 March 2017. A report presenting the draft agreement to Council and making recommendations will be presented to Council at a future meeting.	To be advised