

**GLENORCHY CITY COUNCIL
ATTACHMENTS
MONDAY, 26 JUNE 2023**



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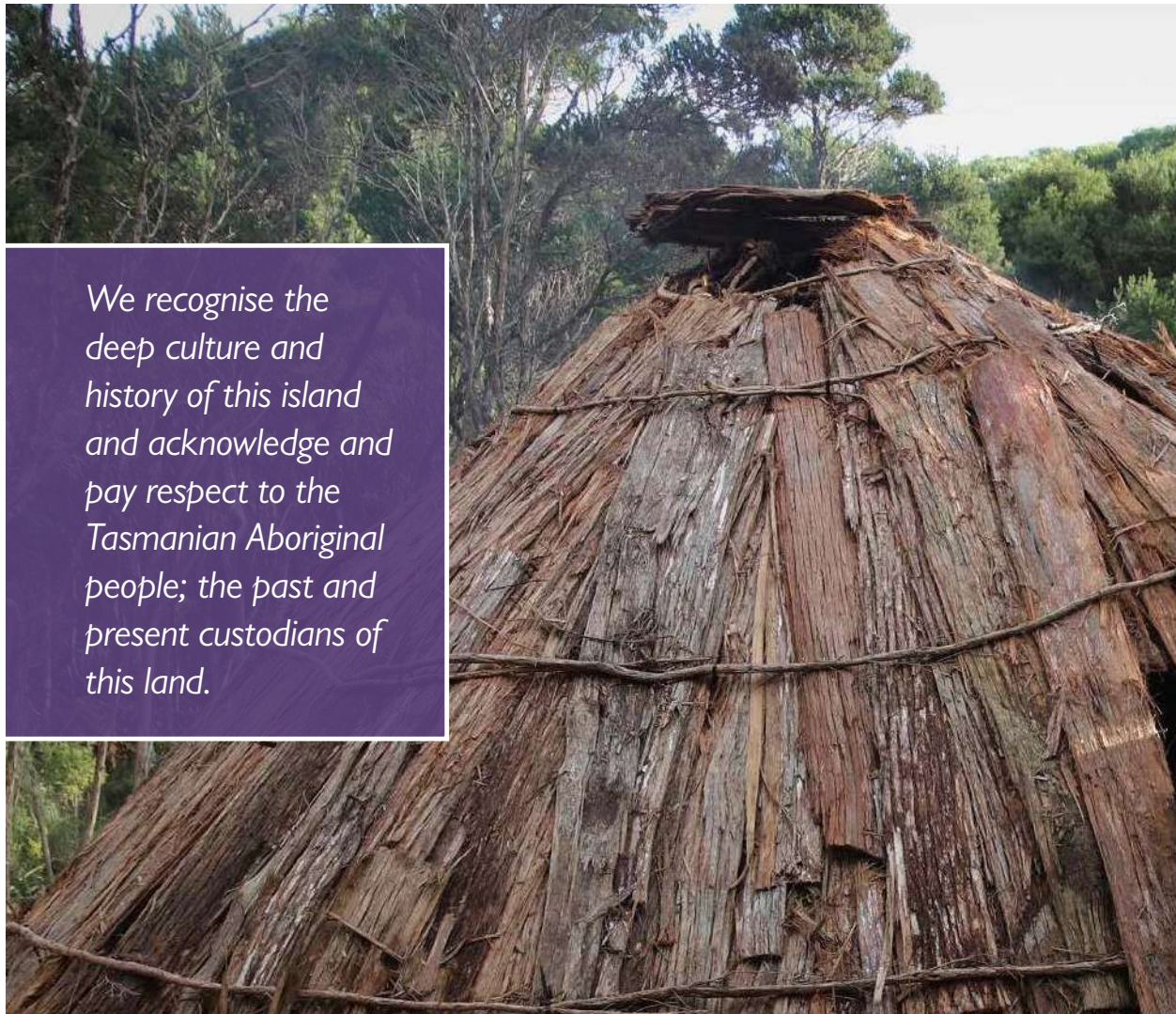
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We recognise the deep culture and history of this island and acknowledge and pay respect to the Tasmanian Aboriginal people; the past and present custodians of this land.

About this document

The Tasmanian Government invites you to provide feedback on this Tasmanian Housing Strategy Exposure Draft.

Your feedback is important to us and will help shape the future of our housing system.

Our next step will be to finalise the Tasmanian Housing Strategy and prepare an action plan which will guide implementation of initiatives to achieve our vision for housing in Tasmania.

Thank you.

Homes Tasmania
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Introduction

Housing needs to be coordinated as a top government priority and should be a key consideration in the policymaking process. And people should be at the centre of these considerations as housing provides the platform for a prosperous economy and improved social outcomes.

This draft Strategy aims to develop a housing system in Tasmania that is affordable and responsive to the needs of our communities, and to provide safe, secure and affordable housing for all Tasmanians.

The Tasmanian Government consulted housing industry partners, community sector organisations and local councils to produce this draft Strategy.

We heard from 162 industry and community representatives and individual voices from people across Tasmania through roundtable discussions, focus groups, and submissions*.

We have met regularly with key partners through an established Minister's Housing Reference Group and directly engaged with people with lived experience of housing challenges, as well as with Aboriginal communities, to understand their distinct housing needs.

We have also heard from business and industry and understand the impact affordable housing (both to rent and purchase) has on their ability to source key workers.

This draft Strategy reflects what we heard and how we propose to shape a better housing system for Tasmanians over the next 20 years.

* You can read about what we heard from our supporting information on Homes Tasmania's [webpage](#).



Premier's Foreword



The Tasmanian Government is committed to building a strong economy and a safe and caring community. There is nothing more important to this plan than ensuring Tasmanians can find a place to call home.

There is no doubt that our State has enjoyed a period of significant economic growth, with our economy leading the country, our unemployment rate remaining historically low, and people choosing Tasmania as their new home.

At the same time, the Tasmanian housing market has been one of the fastest growing in the country. We have seen housing costs increase, historically low rental vacancy rates and growing housing supply pressures.

This has resulted in more Tasmanians than ever experiencing housing stress, along with growing demand for social and affordable housing and increasing rates of homelessness. This is a nationwide challenge.

What we know is that there are not enough homes for those who need them. Tasmania's forecast population growth means even more homes will be needed to meet demand in the coming years and decades.

That is why the Tasmanian Liberal Government is taking action to deliver homes to meet this demand – including its \$1.5 billion plan to build an additional 10,000 social and affordable homes by 2032, programs designed to incentivise the release of new housing lots, and new innovative approaches to encourage private home-owners to make more homes available at affordable rents such as the Private Rental Incentives program and our expanded ancillary dwelling grant program for long term rentals.

We must plan for the longer-term with a strategy that is informed by an understanding of the State's future housing

needs, what types of homes will be needed, where they will be needed and how they can be affordable for those who need them.

This Tasmanian Housing Strategy Exposure Draft considers all aspects of the housing market and outlines the strategic directions needed to deliver positive housing outcomes for all Tasmanians. It acknowledges the importance of continued investment in housing supply, while providing a broader direction to consider new initiatives aimed at reducing pressure on house prices and rental affordability, including revised home ownership products, expanded private rental initiatives, and planning scheme, land tax and stamp duty reforms to encourage the type of development we need the most.

Above all, collaboration will be key. All levels of government, industry and the community sector working together to better the lives of Tasmanians. I look forward to working together to achieve this.

Jeremy Rockliff MP
Premier

Minister's Foreword



All Tasmanians deserve safe, secure and affordable housing.

As our population changes and grows, we need to plan ahead so that we have different housing choices as our circumstances change. This requires long-term thinking and is the core purpose of the Tasmanian Housing Strategy Exposure Draft.

The Tasmanian Government has committed to a 10-year, \$1.5 billion housing plan to build on existing initiatives and take further action to address affordable housing. We created Homes Tasmania, under the Homes Tasmania Act 2022, as a nation-leading, dedicated housing body which provides the most cohesive and integrated housing and homelessness services in the country.

To deliver on our plan, we need a comprehensive strategy.

This Housing Strategy Exposure Draft puts people at the centre of our housing approach and aims to ensure housing supports our community's needs and helps Tasmanians to thrive. It looks to how we can provide housing that is close to employment, transport, and services that support Tasmanians as they work and play. And it considers all aspects of the housing market, from our broader housing demands to the needs of our most vulnerable, those in the workforce and people as they age.

It also seeks to increase affordability by creating greater housing diversity and choice in the types of housing that suits different people and their lifestyles. It means working across all levels of government and the community to deliver that.

Homes Tasmania, with its skills-based Board, will play a key role, with a broadened remit and ability to partner with the private sector to deliver our social and affordable housing plan and the overall housing supply Tasmanians will need.

We need to take a whole of system approach, and this strategy proposes that by imbedding housing in all government policies.

Development of this draft Strategy has been supported by the Housing Reference Group, made up of 17 member organisations from across the housing and homelessness, building and construction and local government sectors. It also incorporates feedback from the community and those who have lived experience of the housing challenges faced by many Tasmanians. I thank all who contributed to strengthening this draft Strategy.

The final Strategy will be accompanied by a series of action plans designed to ensure all Tasmanians have access to safe, secure and affordable homes well into the future.

Now we want your feedback on this Tasmanian Housing Strategy Exposure Draft to ensure we have heard what is important to Tasmanians and to build an action plan to realise the purpose of the final Strategy.

Guy Barnett MP
Minister for Housing

OUR VISION

A well-functioning, viable housing system that provides safe, appropriate and affordable housing for all Tasmanians

We aspire to support the operation of a housing system where all Tasmanians can live in homes where they are safe and healthy, within communities where they can thrive, and which are close to where they work.

Tasmania is a beautiful state, and more and more people are choosing to live here. To ensure this continues, along with our strong economic growth, we must support a well-functioning housing system and deliver increased investment in our housing so everyone can benefit.

Many of the drivers of housing investment are influenced by federal settings such as interest rates and taxation treatment of housing.

While state and local governments will play a role in future housing supply, the majority will be delivered by private industry, community housing providers and the wider not-for-profit sector.

Only by collaborating and forming lasting partnerships will we improve affordability across the entire housing system.

Figure 1 provides an overview of this system, highlighting the broad scope of housing responses we must consider if we are to achieve a well-functioning housing system.

We will deliver increased housing supply to support inclusive, liveable communities that welcome diversity and are places where Tasmanians feel safe, connected and valued. This will provide a platform for increased engagement and improved social and economic outcomes for Tasmania and its residents.

Our population is growing, and our cities and towns are vibrant places. The way we live and where we live is changing, and the types of homes that we build need to adapt. We need more certainty through planning and design guidelines to drive medium to higher density-living in our communities to take advantage of our existing infrastructure and amenities.

By leveraging Australian Government policy settings, we will consider ways to incentivise larger-scale private investment in our housing stock, particularly in the rental sector. We will also consider appropriate incentives and taxation settings to encourage more infill development that incorporates affordable housing close to services and public transport and to facilitate strategic release of residential land for development. These measures can create efficiencies through maximising any excess capacity in our existing infrastructure.

We will work directly with Aboriginal communities and support them in delivering housing that meets their communities needs and cultural requirements. We will also incorporate peoples lived experience of the housing system in the development of policies, projects and programs to address the challenges of Tasmanians in need.

We have an ageing population, and our average household size is decreasing, so we must deliver more supply of smaller homes, while still meeting the need for larger homes for families.

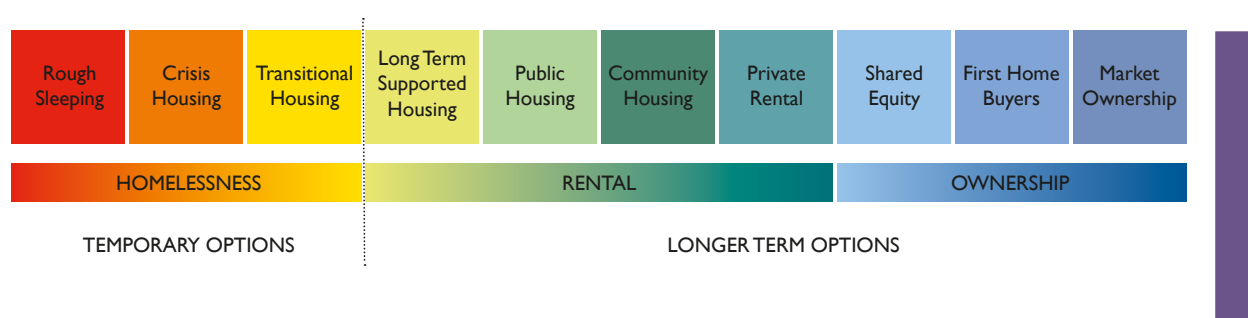


Figure 1 The Housing System

Many Tasmanians are living with disability, so we will prioritise delivery of homes that are adaptable to meet their needs.

Younger Tasmanians and essential workers will have more opportunity to live near where they study and work, and women and children will have housing options to match their circumstances. We will also focus on the needs of children and young people, particularly those who are experiencing or who are at risk of homelessness.

This draft Strategy aims to create a future housing system that is more sustainable and equitable, one that enables all Tasmanians to live well.

What happens if we don't act now?

If we do not address the current challenges in Tasmania's housing system, there will be a range of adverse outcomes. The economy may be affected because key workers will not be able to afford housing close to where they work, meaning industries will be less likely to attract staff. More people will experience housing stress and homelessness as they are pushed out of the private rental market, creating more demand for housing and homelessness service assistance.

In financial terms, a 2022 Community Housing Industry Association report estimated the current cost of the affordable housing shortage in Tasmania is \$16.7 million per year, rising to \$23.4 million by 2036 if sufficient action is not taken now. In addition, the 2022 Housing All Australians report 'Give me Shelter' identified wider cost implications for the Tasmanian community, estimated to be \$700 million over the 30 years to 2051.

OUR WAY FORWARD

Priority outcomes to achieve our vision for Tasmania's housing system

To achieve our vision, we must be innovative and deliver a well-functioning housing system that supports improved social, economic and environmental outcomes to benefit all Tasmanians.

This draft Strategy identifies a range of priority outcomes which are central to this vision.

Considering housing in policy development

The World Health Organization acknowledges that housing is a social determinant of health and economic development, and that improving housing outcomes means better health, wellbeing, liveability, and participation in society.

Embedding housing considerations into our policymaking to deliver tangible, place-based outcomes can improve the way we plan for known housing impacts and how we consider some of the unintended consequences on the housing system. It also allows us to enhance the benefits of housing policy by identifying links to related outcomes across state and local government, and the broader community.

Adopt Housing First

Housing First is a guiding principle that responds to homelessness by providing housing that is not conditional on addressing a person's social, health and wellbeing issues. It builds on the legislative principle that housing is a fundamental right.

With our record investment to deliver 10 000 social and affordable homes by 2032, we will work towards a 'Housing First' approach to address primary homelessness in Tasmania and provide permanent and stable housing as a means of early intervention.

For people with complex needs, services such as gambling, drug and alcohol counselling, mental health treatment, and other wrap around support, will be fundamental to ensure their tenancy can be maintained.



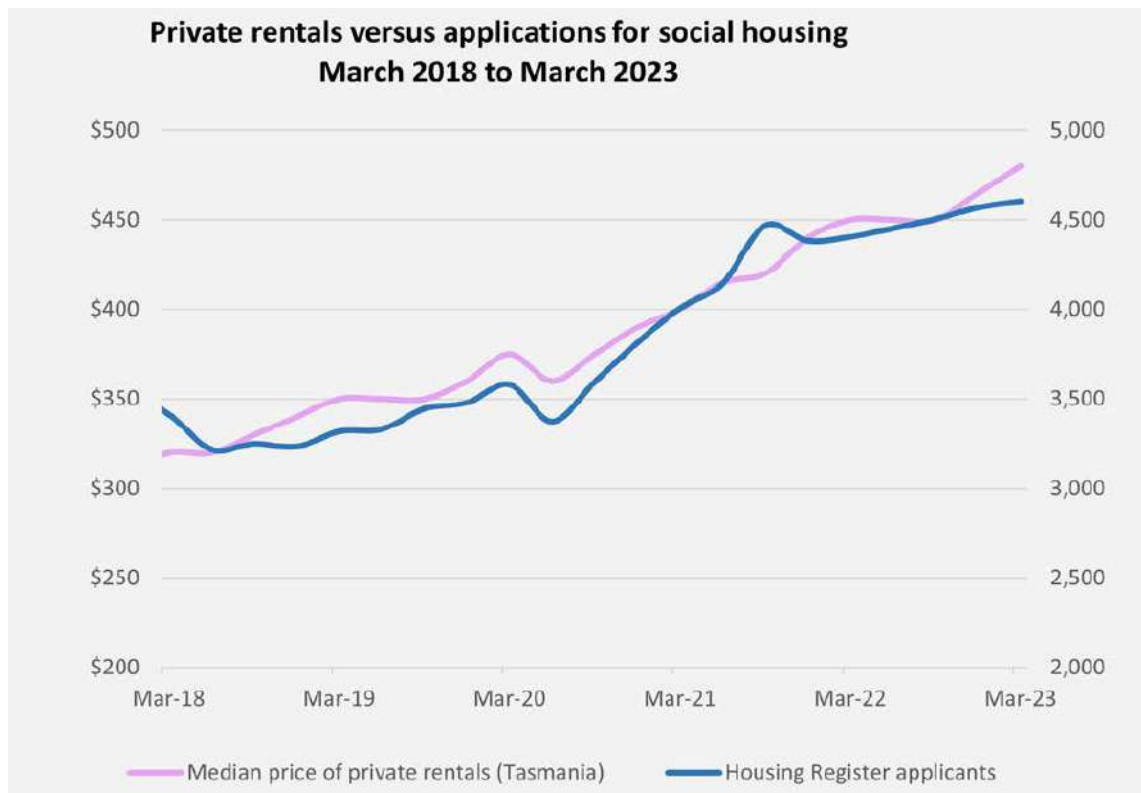


Figure 2 Trend and link between median rental and social housing demand

Source – Real Institute of Tasmania quarterly data and Homes Tasmania housing data dashboard

More inclusive communities

There is a role for government to promote the benefits of inclusive communities and facilitate their creation through more efficient planning and improved design.

This extends to the value that social and affordable housing brings when it is well designed, built, and operated. Doing so presents an opportunity to challenge some of the 'not-in-my-backyard' (NIMBY) attitudes that are often based on outdated stereotypes, attitudes which local government and the community sector also have a key role in combatting.

More private investment

Ensuring the continuation of private investment is critical to delivering a well-functioning housing system.

As there is a strong correlation between the median price of private rentals and the increase in the housing register (see Figure 2), building more social housing is part of the solution to addressing current challenges but is not the only answer.

It is likely that demand for social housing will continue to grow unless the private sector is encouraged to invest in and

deliver quality housing supply, including affordable dwellings, long-term private rentals and medium-density 'missing middle' infill development that maximises our existing social and economic infrastructure.

Through policies that change the way the private sector invests, develops and manages properties, we will promote greater housing diversity and increased supply to meet the demands of an increasing population over the long term.

Innovative design and high-quality housing

Examples of world-leading design are prevalent across Tasmania. Building on this foundation with continued innovation is paramount in tackling the ongoing impacts of climate change, environmental considerations, and the uniqueness of the Tasmanian topography.

We need to ensure the current planning reforms are effective and that efficient regulatory settings deliver new housing stock that is well designed, adaptable and energy efficient. The needs of our population will change over time and the quality of our housing stock will need to change as well.

Coordinated delivery of social and economic infrastructure

The liveability of new neighbourhoods and communities, and the urban renewal of existing areas is at the heart of maintaining Tasmania's status as a sought-after destination where people choose to live.

High standards of liveability can be maintained by promoting increased infill development in urban areas and along major transit corridors. Outside of established communities it is critical to align the strategic release of land for residential development with the provision of essential social and economic infrastructure.

Diverse types of housing to meet the needs of all Tasmanians

The types of housing we deliver must support and promote the diversity of Tasmania's regions and its residents.

Our housing system should meet the needs of different groups of Tasmanians including children and young people, those who are older, skilled and key workers, women, those escaping family violence, Aboriginal Tasmanians, veterans, people with disability and both young people and adults who are exiting care, including prisoners and people on remand.

Our housing response will also be sensitive to the priorities and challenges in rural and regional areas and will provide appropriate and quality housing outcomes for all people living in Tasmania.

New housing models

Opportunities exist for government, and the not-for-profit and private sectors, to pilot different housing models such as build-to-rent, key worker accommodation and co-housing. Developments can also target specific life-stages and support needs to cater for a diverse population while maintaining the design-led principles that promote sustainability and affordability.

Reducing rental vulnerability

An affordable rental market has an important place in any housing system. It supports young people forming households for the first time, is a flexible housing option for people relocating and is an affordable option for those who cannot or chose not to purchase. It is also fundamental to delivering improved social outcomes and maintaining standards of living.

Currently, rental stress is a major issue for many Tasmanians. The inability to access and maintain affordable private rental accommodation means increased demand for social housing.

We will continue to work with the Australian Government to provide appropriate levels of rent assistance for those who need it most, and to consider national taxation settings that affect housing.

At the same time, we will investigate how rental affordability can be improved at a state level.

We will also review the *Residential Tenancy Act 1997* to consider strengthening the rights of renters (in line with the National Cabinet commitment), as well as seeking improvements for social housing tenants.

Social and economic overview

Access to safe, secure and affordable housing is fundamental to Tasmania's ambitions of sustained economic growth, meeting the challenges of climate change, and providing a platform for people to participate in their local community.



A growing population

Our population is growing faster than previously projected. The appealing Tasmanian lifestyle and our strong economy has framed Tasmania as a destination of choice. But this may change if historically lower house prices (when compared with interstate cities) continue to rise.

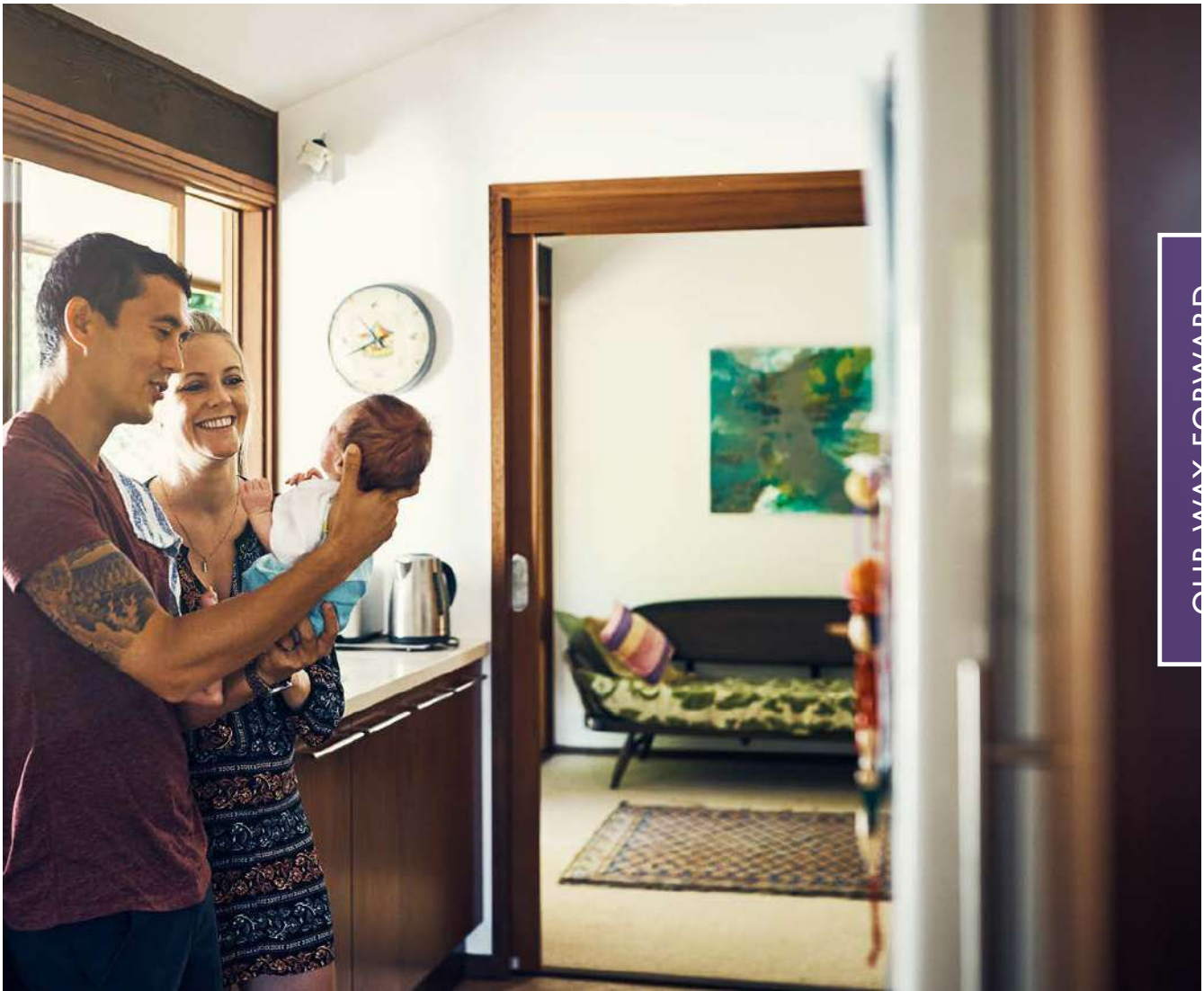
Our Population Strategy originally set a target of 650 000 residents by 2050. However, the Department of Treasury and Finance's latest high-series population projection modelling shows we will reach this target by 2041, while the Australian Government's Centre for

Population projects Tasmania can expect just short of this figure (646 000 residents) by 2033.

Based on analysis which uses the Department of Treasury and Finance's population projections, by 2041 we will need an additional 38 000 dwellings across all tenure types to meet the projected population increase of over 80 000 residents. Additional effects may be felt through projected workforce requirements to deliver critical infrastructure and renewable energy projects over the next two decades, as well

as from expanding tourism and mining sectors. The projections also show there will be around 12 500 low-income households who will require access to appropriate housing, though this may increase if rents continue to rise faster than income levels, likely placing more Tasmanian households in housing stress.

Appropriate housing that is close to amenities, employment and public transport options and which maintains liveability standards is critical to continue attracting prospective residents and ensuring they remain once they arrive.



An ageing population

Our population is ageing. The proportion of residents over the age of 65 increased by 5.8 percentage points in the 15 years to June 2021, while young people under the age of 15 reduced by 2.8 percentage points over the same period.

An ageing population has a range of flow on effects not only for our health system and labour force, but also for the types of housing we need to build. Our homes must support people to age in place and be adaptable to modifications as people's circumstances change.

Our housing market needs to provide greater choice so we can promote people moving into more appropriate dwellings when the time is right.

You can read about our demand and affordability modelling from our supporting information on Homes Tasmania's [webpage](#).

Changing market conditions

Tasmania's housing market has changed over recent years. It is more expensive to buy, and it is also harder to find a suitable home to rent as the growth in our population has coincided with decreasing private rental vacancy rates. These market conditions have increased demand for social housing and homelessness services, with many young people potentially facing a lifetime of renting given their diminishing prospects of home ownership.

Homelessness

Homelessness rates are increasing. On Census night 2021, 2 350 people in Tasmania were experiencing homelessness, compared with 1 622 in 2016. This includes those living in severely overcrowded houses, boarding houses and crisis or transitional accommodation.

There is a critical need for initiatives which both prevent people from becoming homeless (eg, through losing their home or having no suitable accommodation when they leave hospital, prison or out of home care) and which prioritise early intervention for those who are either experiencing homelessness or who are at risk.

A Housing First approach is a key component of the required response. We must also prioritise the availability of an appropriately trained and resourced housing and homelessness sector workforce and wrap around services to support those Tasmanians who are most in need of assistance.

Childhood and youth development

Children and young people who live in dwellings that are safe, secure, not over-crowded, and located close to schools and other age-relevant amenities have improved opportunities for engagement with the education system and access to developmental and educational opportunities, including childcare and early learning.

With youth homelessness a growing concern, ensuring there are sufficient housing related supports and accommodation options for young people is paramount. These services ensure children and young people can continue with their education, have a base from which they can seek employment, and best prepare for the transition to independence and young adulthood.

Safe housing

Family and domestic violence is a leading cause of Tasmanians, mostly women with children*, seeking emergency housing and homelessness services. Safe accommodation and support for these vulnerable families must be rapidly available to help them out in a crisis.

** The Tasmanian Government is partnering with Shelter Tasmania to undertake research into women's housing. A report will be available as supporting information to the final Strategy on Homes Tasmania's webpage.*



Productivity and growth

Housing is central to Tasmania's economic growth and future prosperity. Adequately housing the state's workforce close to employment opportunities is critical for business viability and the delivery of frontline services such as health, education and housing and homelessness services. Attracting and retaining permanent workers injects money into local businesses, increases the availability of local services, and creates other social benefits, particularly in regional and rural communities.



The building and construction sector is the state's fourth largest employer and has a key role in developing its workforce through ongoing employment, apprenticeships and opportunities. Government can support the industry through providing certainty, consistency and counter-cyclical supports where possible in return for guarantees of employment and training for Tasmanians.

A secure workforce increases revenue and gross state product and creates opportunities for economic mobility – enabling households to change locations for employment reasons – and higher incomes for Tasmanians.

It also extends to the private development industry where consistent information on projected housing demand, including type and location, provides certainty and enables long-term strategic planning to meet these targets and ensure financial viability of projects.

Certainty and efficiency around planning and development assessment processes can help reduce the risk and cost of development for investors, and lead to higher quality dwellings and increased project viability.



Health and wellbeing

High-quality, well-located housing can improve the health and wellbeing of Tasmanians and results in lower costs to the community and reduced government health and community services expenditure.

Access, location, and tenure type of a dwelling can also provide people with autonomy and the ability to participate in their community.

Safe and stable housing can reduce psychological stress and increase engagement with the health system, improving opportunities for diagnosis and treatment of conditions and illnesses. Specifically, adequate treatment for mental health issues and good exit planning from acute care can lower the risk of Tasmanians becoming homeless and reduce the demand for specialist support.

Transport

The relationship between the proximity and density of infill development must be carefully balanced with access to public transport and the level of on-site car parking for residents. Car parking requirements affect the construction cost, complexity, urban interface and development options for infill and medium-density housing and reduce its viability.

For households, transport has a substantial impact on liveability and affordability of housing. The location of our homes and the modes of transport needed to access them shape the upfront



Environmental sustainability

and ongoing cost of housing. It also has flow-on effects to other social factors such as community participation and the ability of households to maintain active lifestyles.

High-quality public transport services and active transport networks require both investment and settlement patterns that support this investment. This then promotes compact urban areas and higher residential densities adjacent to key public transport corridors.

Well-designed housing will have a reduced carbon impact, both at point of construction and for ongoing costs, with the additional benefit of lower utility costs for residents. This in turn will also meet state, national and international agreements to mitigate the impact of climate change.

Our housing must be responsive to the impacts of climate change and comply with the United Nations' sustainable development goals, while seeking to attract environmental social governance to build on Tasmania's reputation for clean energy.

Well located housing should make use of existing infrastructure and not contribute to urban sprawl. It should also be away from areas with increased risk of natural hazards such as floods and bushfires.

Unplanned housing delivered as detached dwellings on greenfield estates located far from services, results in loss of natural environment and valuable wilderness areas, as well as higher carbon emissions due to the need to travel to access goods and services necessary for everyday life.

THEMES

Overview

The ideas, discussions and feedback gathered during the consultations have been grouped under four key themes. These themes demonstrate what is important to Tasmanians, where challenges and opportunities lie, and areas to focus on to enable the growth of safe, affordable, and appropriate homes within our communities.



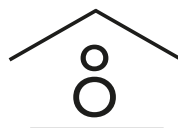
More homes, built faster

1. Scaling up
2. Property upgrades
3. Location, size and design
4. Residential land
5. Building regulations and planning approvals
6. Partnerships



Affordability in the private market

1. An equitable housing market
2. Home ownership
3. Rentals



People at the centre

1. Safety
2. Housing first
3. Housing and homelessness workforce
4. Social infrastructure
5. Lived experience
6. Supporting those in need



Local prosperity

1. Key workers
2. Regional Tasmania
3. Short stay accommodation



THEME ONE

More homes, built faster

Increasing the supply of housing is an important factor in responding to need and reducing housing prices. New homes need to be delivered as efficiently as possible whilst maintaining quality so this new supply can put downward pressure on house prices.



Scaling up

Tasmania needs a thriving, diverse private market with appropriate choices for all Tasmanians, supported by an adequate supply of social and affordable housing. A well-functioning private market ensures adequate supply of appropriate housing at all price points in locations where Tasmanians want to live, reducing the need for reliance on social housing stock. To rebalance the housing system, substantial market supply growth will be needed to accommodate our growing population.

The co-location of increased residential development with

public transport corridors reduces reliance on private transport to support healthy, safe and connected communities. While some greenfield development will be needed, particularly for regional and remote communities, infill in urban areas and positive settlement patterns around or close to existing health, education, and public and active transport opportunities will be prioritised.

Our housing industry continues to adjust and identify new skills. Supporting the scaling up of operations creates a great opportunity to provide new and

young Tasmanians with varied, stable and secure employment options while increasing the capacity of the Tasmanian building and construction industry.

Our record investment into housing provides certainty for the construction industry with a pipeline of works. There is a role for government and industry to support and encourage medium-to-higher density housing developments that include social and affordable housing, to create training and employment opportunities and to scale up modern construction methods, such as prefabrication.



Property upgrades

There is also a key role for the public in supporting new developments of this type.

We are committed to delivering 10 000 social and affordable homes by 2032, primarily through the construction of new residential dwellings or prefabricated modular homes, but also through land release and the conversion of existing dwellings into affordable residential homes.

As well as new supply, we will continue to support our social housing providers in Tasmania to reprofile, repair, upgrade and redevelop their existing portfolios to improve dwelling quality, increase functionality and amenity, improve energy efficiency, and reduce the cost of living.

Through Homes Tasmania, we will develop a new long-term Strategic Asset Management Plan to manage the useful life of Tasmania's social housing portfolio and make decisions to renew, redevelop or sell assets as appropriate. We will be transparent about our sales

and where practical, will offer these homes as affordable home ownership opportunities for reinvestment. Redevelopments will focus on achieving multiple dwellings and medium-or higher-density housing.

In the private sector, we propose to continue facilitating energy efficiency upgrades to existing housing across the housing spectrum, including rental stock. We must also incentivise the regeneration of older housing stock to make better use of existing parcels of land in our urban areas.

THEME ONE

Location, size and design

From clever uses of small infill sites to shop top and warehouse conversions, Tasmanian housing design has many examples of resourcefulness, innovation and quality which have received national and international recognition.

Public-private partnerships have delivered award winning social housing for people aged over 55 and innovative villages for people living with dementia, demonstrating the potential that Tasmanian designers can have on addressing housing challenges through creative solutions.

Our population has the highest percentage of residents with mobility, mental health and neurological needs whose lives and means of participation would be substantially improved through well-designed homes. Retaining, attracting and channelling our design expertise has the potential to resourcefully address the challenges of changing demographic needs while establishing Tasmania as a leader in developing affordable and high-quality fit-for-purpose housing. Adjusting our design and planning settings to address barriers to the uptake of creative design solutions will allow us to deliver increased quality, higher performance and greater housing diversity and resilient settlements that resist and respond to extreme events.

Residential land

City deals and regional land use strategies have set targets for 70 per cent of future residential development to occur within existing urban areas.

Tasmania is uniquely placed to accommodate increased infill development. With large land parcels within minutes of activity centres, schools, transit corridors and employment hubs across the state, ample opportunities exist for efficiencies of scale in urban renewal, residential and mixed-use development.

Investment in upgrades and introduction of new types of infrastructure and services to support infill growth can also improve the amenity and liveability of existing households.

Local government has a critical role to play in the provision of well-located residential land. This can be facilitated through strong partnerships with state government that considers existing infrastructure and service capacity, and clear articulation about housing targets at a local level.

New developments outside of established urban areas, that avoid the use of high-quality agricultural land, are an opportunity to test innovative planning and community building models to develop resilient, liveable, and sustainable neighbourhoods.

Building regulations and planning approvals

We are continuing to deliver on our planning reform agenda with the introduction of a statewide Tasmanian Planning Scheme to make our development assessment requirements and processes more consistent and efficient.

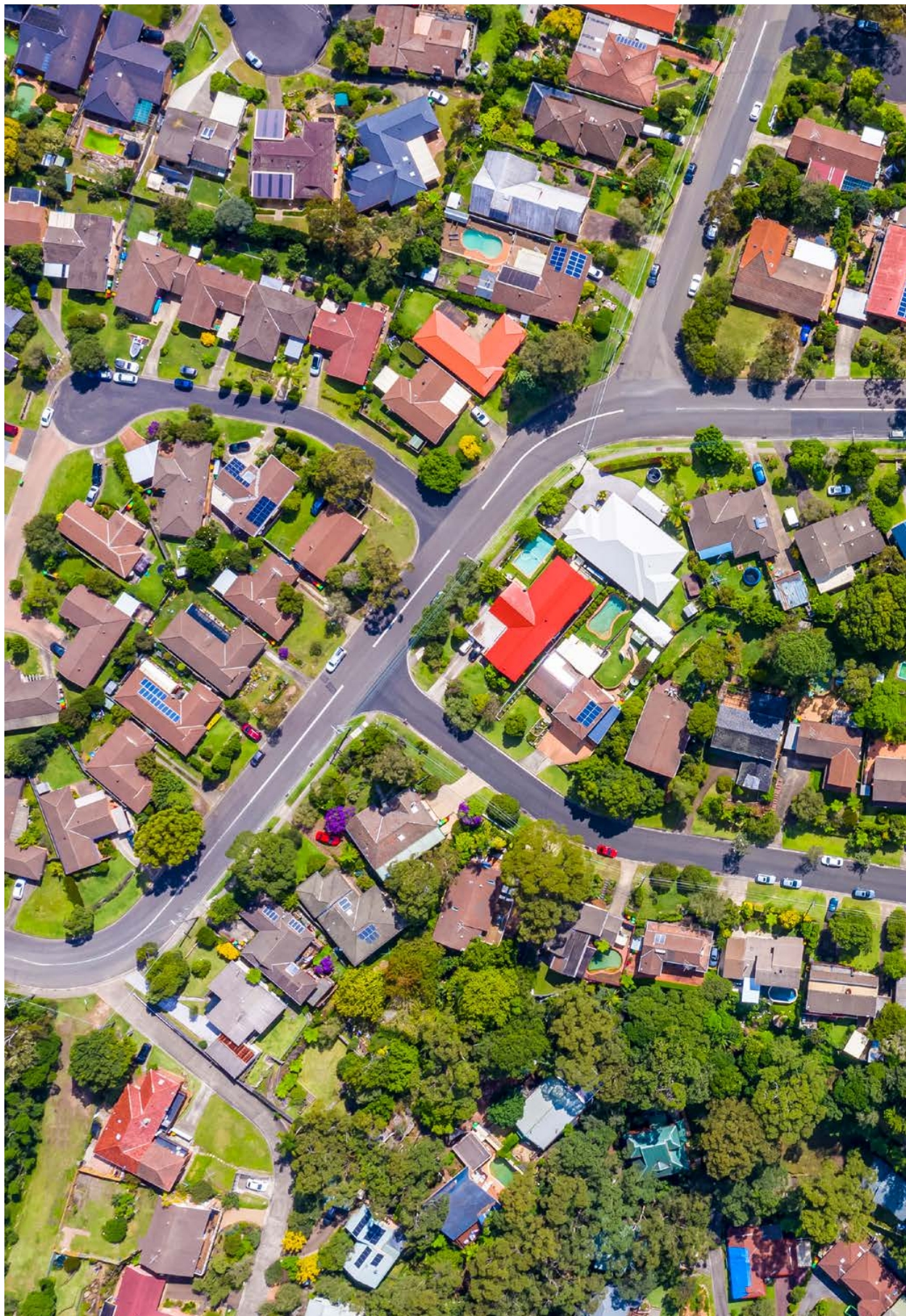
We will also act on the recommendations of a comprehensive review of local government, create new design guidelines and processes for the types of housing we need, and work to implement the National Construction Code requirements.

We recognise there is more we can do to deliver more homes, faster. We have consulted with the industry, the community sector and local government and we will also commit to appropriate legislative changes to expedite the approval of social and affordable housing in Tasmania.

Partnerships

Partnerships between local governments, the Tasmanian Government, the Australian Government, and the community and private sectors are a central ambition of achieving a well-functioning housing system.

Throughout the life of the Strategy, we will work closely with new and existing partners to continually innovate and deliver improved housing outcomes for Tasmanians.



THEME ONE

THEME ONE

For the **more homes, built faster** theme, the activities to be delivered under the Strategy's Action Plans will focus on achieving the following objectives:

3

Facilitating opportunities for faster release of land by Government and the private sector for residential development, supported by best practice land use requirements to mitigate the effects of climate change.

6

Supporting targeted programs in the building sector that create training opportunities to address labour, skills and training gaps and shortages.

1

Creating more social and affordable housing by developing new financial models to build new dwellings, supported by other options that increase the availability of affordable housing opportunities for all Tasmanians.

4

Accelerating planning approvals for social and affordable housing and improving efficiencies for Homes Tasmania and its partners to scale up their construction of new homes.

7

Fostering a culture of high-quality, resourceful, energy efficient and fit-for-purpose housing across the whole housing spectrum through design standards, government leadership and industry support.

2

Facilitating opportunities for higher density living in our cities, community centres and along public transport corridors that increase affordable housing close to services, community infrastructure, utilities and employment.

5

Ensuring appropriate mechanisms are in place across government and the private sector to support coordinated, strategic delivery of housing across Tasmania.



THEME TWO

Affordability in the private market

This theme encompasses policy objectives that the Tasmanian Government can deliver to facilitate an increase in the ongoing affordability of private market housing for Tasmanian households.



An equitable housing market

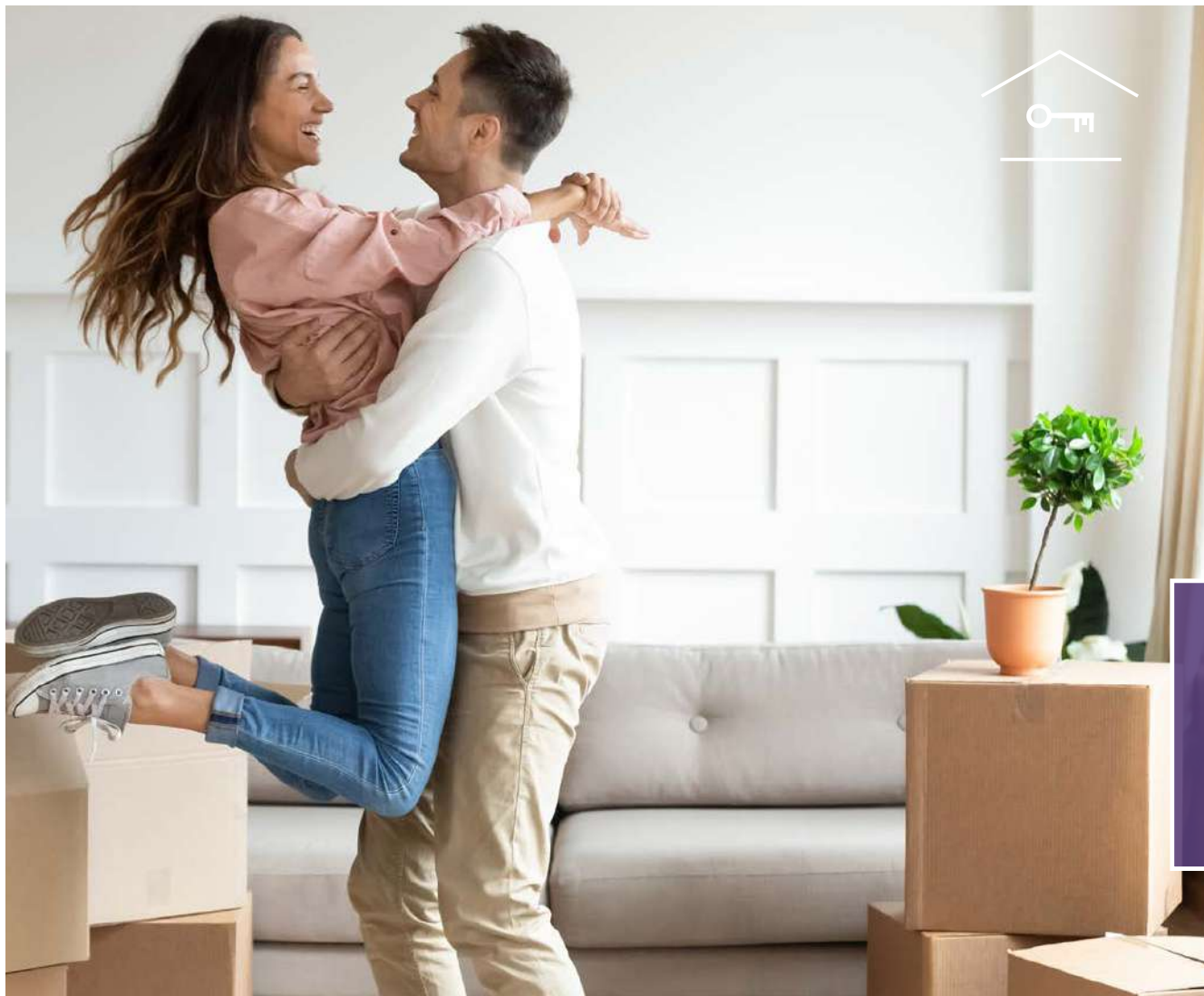
It is important to ensure Tasmania's housing market strikes a balance between prosperity and shared opportunity for everyone living in Tasmania.

Government policy levers, such as taxes and subsidies, should promote housing affordability to help underpin Tasmania's standard of living and productivity and promote greater equity in the housing system.

A sustainable vacancy rate in the private rental market will help to stabilise rents and ultimately reduce pressure on household budgets.

Ensuring housing is more equitable reduces cost of living pressures, which in turn increases Tasmania's attractiveness as a place for industry, developers and new residents to invest.

Likewise, tailoring policy and housing supply to the different needs of urban and regional communities can attract investment and create employment opportunities.



Home ownership

Tasmanians have a proud history of home ownership. The Tasmanian Government will continue to create initiatives to make the cost of owning a home more affordable.

Rentals

An increase in affordable rentals across Tasmania is needed, as are better supports for Tasmanians in rental stress.

We will continue to work with property owners to bring new dwellings into the rental market and encourage local governments to play their important role in increasing rental housing supply.

We will also look at options to expand and diversify the provision of quality and affordable rental housing across the state.

A well-functioning private rental system is one where owners receive appropriate rent and tenants have an opportunity to remain for a longer period without the fear of sudden eviction or significant increases to their weekly rent.

THEME TWO

For the **affordability in the private market** theme, the activities to be delivered under the Strategy's Action Plans will focus on achieving the following objectives:

1

Continuing to increase affordable home ownership opportunities for Tasmanians, and regularly monitoring their effectiveness.

2

Exploring new ways to encourage existing property owners to bring new dwellings into the rental market and to increase the supply of affordable and secure rentals.

3

Working in partnership with the Australian Government to provide appropriate levels of rent assistance and taxation incentives towards models of institutional investment in rental housing.

4

Investigating new ways to increase affordable rental opportunities, whilst continuing to help Tasmanians in rental stress, and regularly monitoring effectiveness.

5

Reviewing legislation and systems in the rental market to strengthen renters' rights and seek improvements for social housing tenants.



THEME TWO

THEME THREE

People at the centre

People living in Tasmania are at the centre of every policy objective in this draft Strategy. A person-centred approach means we will continue to engage with the Tasmanian people to ensure targets and actions are fit for purpose as their needs and the housing system changes.



Safety

The provision of short-term accommodation is critical to help people out of a crisis, in particular Tasmanians escaping family violence so they are not forced to stay in or return to an unsafe environment.

Programs that provide shelter accommodation or rapid rehousing will be continued and expanded to match demand, with a focus on larger homes for vulnerable families.



Housing First

The principle of Housing First is that safe and secure housing should be quickly provided prior to, and not conditional upon, addressing other health and wellbeing issues.

For people experiencing primary homelessness, the provision of support is one of the critical levers in improving opportunities to secure housing. People who have the capacity to manage the challenges they experience with healthy coping skills and support networks will have better life outcomes, including housing outcomes.

People who are living with trauma and people who have complex needs require access to tailored support at multiple points to help them find and keep a home in which they can live a good life.

To deliver a Housing First approach, Tasmania needs an adequate supply of social housing, and a viable workforce to provide wrap around supports. This draft Strategy sets us on this path.

Homeslessness and housing workforce

We will improve how Tasmanians access housing support to make it easier and more effective. We want people's interaction with housing support services to be helpful and a positive experience, as their experience can affect their wellbeing and housing outcomes.

We understand the community sector is experiencing increased demand and we will support them to attract and retain a skilled housing and homelessness sector workforce.

THEME THREE

Social infrastructure

Homes provide shelter and enable people to pursue their personal development, participate in the community and economy, and lead full and meaningful lives.

The Australian Government defines social infrastructure as ‘the facilities, spaces, services and networks that support the quality of life and wellbeing of our communities’. Expanding this definition to include social and affordable housing would recognise its role as essential infrastructure and provide the rationale for our record investment into housing to support the objectives of this draft Strategy.

By increasing supply across the housing market, we are enabling social and economic growth for Tasmanians, putting us in a better position to attract a skilled workforce that brings greater benefits to the whole community.

Lived experience

People who have lived through or who live with homelessness, violence, trauma, and cost of living and affordability challenges, and people who have used the housing and homelessness system, have critical insights on how to improve the housing system.

This draft Strategy incorporates their voices and acknowledges the need for ongoing engagement when planning for a better housing system for all Tasmanians.

It also recognises a need to ensure that all Tasmanians can easily access information and support to help them to find and sustain housing as their needs and circumstances change.

**You can read what we heard from those with lived experience from our supporting information on Homes Tasmania’s [webpage](#).*

Supporting those in need

Ensuring those Tasmanians who require additional support to access and maintain housing is fundamental to having people at the centre of our housing considerations.

Our housing system should meet the needs of different groups of Tasmanians including, but not limited to, people experiencing or at risk of homelessness, older Tasmanians, women, children and young people, people living with a disability, Aboriginal Tasmanians, culturally and linguistically diverse people, people exiting institutional care, veterans and LGBTIQ+ people.

We will respond to the unique and varied needs by delivering targeted actions. We will also ensure the housing we deliver is fit for purpose and adaptable to people’s needs and circumstances as they change.

**You can read more detail about the needs of different groups of Tasmanians on Homes Tasmania’s [webpage](#).*



THEME THREE

For the **people at the centre** theme, the activities to be delivered under the Strategy's Action Plans will focus on achieving the following objectives:

1

Addressing primary homelessness through a Housing First approach and preventing at-risk groups from becoming homeless through targeted policy and services, direct support, and improvement of housing literacy.

2

Continuing to improve access to housing and homelessness services to make it easier for Tasmanians seeking housing support, and regularly monitoring the demand for and effectiveness of relevant programs.

3

Prioritising delivery of and access to housing for Tasmanians who need support.

4

Incorporating lived experience or trauma-informed considerations in operational policy design and reviewing existing policies.

THEME FOUR

Local prosperity

Housing is a fundamental component of Tasmania's economic growth aspirations. Critical to these aspirations is the health of our rural, regional and remote communities, and the viability of local businesses.

Key workers

A suitably located workforce is essential to a growing economy.

High-quality, secure and affordable housing close to employment, schools and childcare is critical to attracting and retaining workers in the state's key sectors and industries.

This includes frontline staff in nursing, teaching, housing and homelessness and emergency services; seasonal workers (many from interstate or overseas) who harvest our agricultural crops and support our thriving tourism sector; surge workforces for operations in our emerging or reinvigorated resource industries; and those who deliver critical renewable energy infrastructure to support our reduced carbon ambitions.

Supporting major investors to develop proposals that consider the provision of an adequate supply of affordable housing for key workers can be achieved when state and local governments and key industry sectors work together.

Regional Tasmania

Good quality and affordable worker's accommodation is particularly needed in regional, island, rural and remote areas, where there is also a lack of skilled builders, essential utilities, and the cost of transporting building materials is also prohibitive.

Tasmania has distinct regions, each with key strengths and advantages and the potential to attract new investment, expand business and drive the state's economy forward. The provision of diverse and affordable housing, increased pace of rezoning and joined up planning and policy prioritisation in our rural and regional communities will support these social and economic endeavours.

Short stay Accommodation

The short stay accommodation sector plays an important role in Tasmania's economy in both urban and rural and remote communities. That said, we recognise the importance of ongoing monitoring and exploring options to balance its impact on rental vacancy rates.



For the **local prosperity** theme, the activities to be delivered under the Strategy's Action Plans will focus on achieving the following objectives:

1

Collaborating with local governments to work with private industry to deliver suitable housing options for key workers.

2

Collaborating with local governments on housing programs specifically tailored to the local needs of Tasmanian communities, including regional Tasmania.

3

Collaborating with local governments to balance the impacts and opportunities of the short stay accommodation sector on housing and local economic prosperity.

IMPLEMENTATION

Implementation

Measuring success

Progress towards the vision of this strategy will be monitored and reported on publicly.

A robust reporting and governance process will accompany the implementation of the strategy. It will be supported by action plans that will outline specific initiatives to help us achieve our housing vision for Tasmania.

The strategy, along with the demand modelling projections, will be reviewed, updated and re-issued to ensure we are using the most up-to-date data to inform our actions.

Putting this strategy into action

Our vision will be achieved through action. We will set ambitious targets.

The Tasmanian Government will work with our partner organisations to establish a series of flexible and responsive action plans. These will allow us to remain agile and able to respond to changes in the operating environment, while also giving organisations, businesses, and the community clarity on what they can expect from the Tasmanian Government and the housing sector. The action plans will incorporate activities already underway by Homes Tasmania, other agencies, local governments and the community sector, while also identifying new activities to be delivered in line with the objectives outlined in the Strategy. The action plans will outline all activities that government, the community sector and industry will undertake to deliver improved housing outcomes and will include metrics to enable progress to be assessed against targets.

Roles and responsibilities across the housing system

Our vision will be achieved through collective effort.

The three tiers of government (Australian Government, Tasmanian Government, and local government) have joint responsibilities in addressing housing and homelessness issues.

Private and key community stakeholders, including community housing providers, private developers, property owners, the housing and homelessness sector, the building and construction industry, and advocates, all have a role to play in the delivery of housing actions. These roles and responsibilities will be outlined in the action plans.

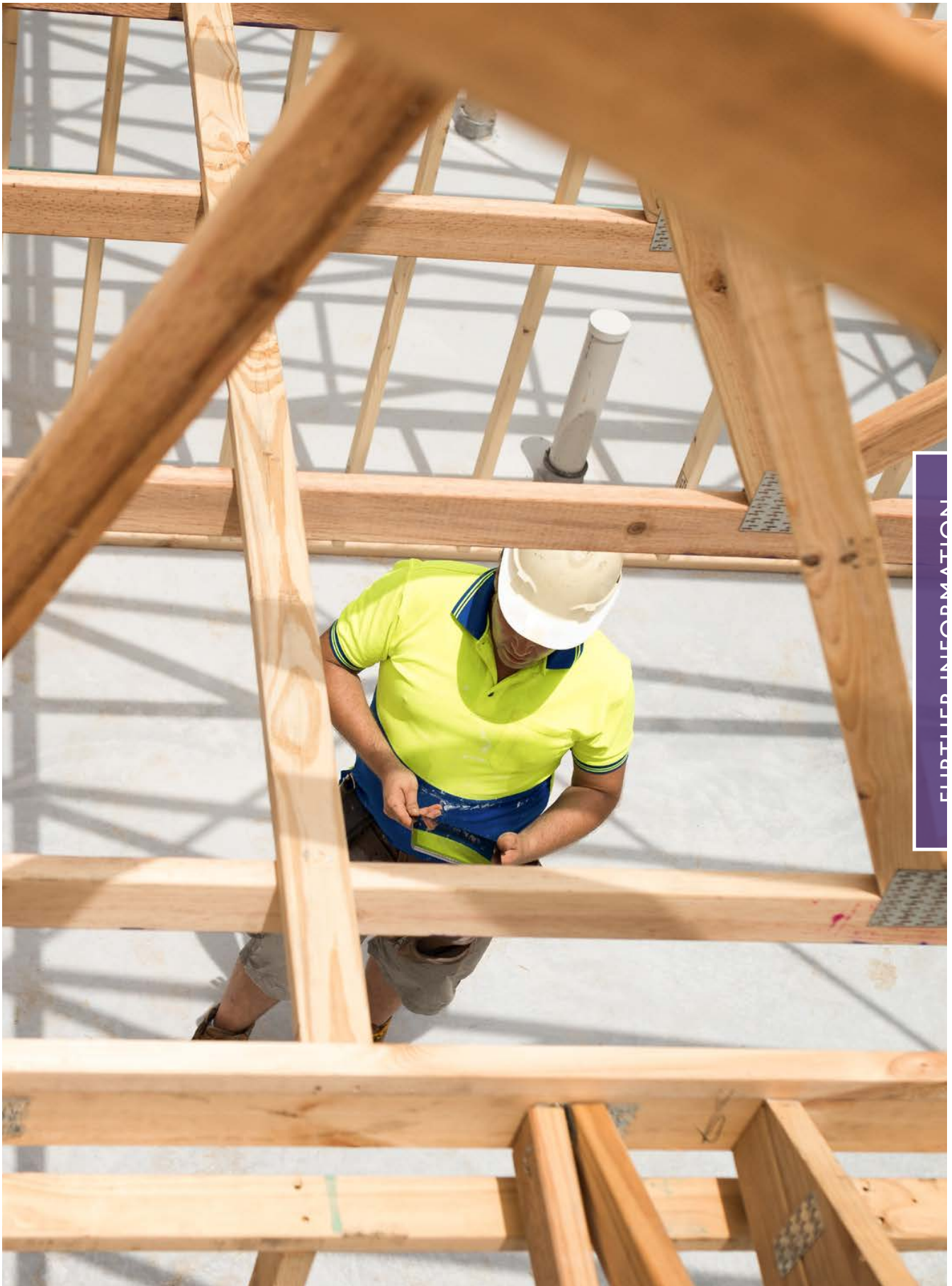


FURTHER INFORMATION

Related initiatives

The Tasmanian Government is already taking action in many of the areas outlined in this draft Strategy. Information on the Government's approach in these areas can be found in the following documents

1. Tasmanian Trade Strategy 2019-2025
2. Tasmanian Renewable Energy Action Plan 2020
3. Advanced Manufacturing Action Plan 2024
4. Tasmanian Defence Industry Strategy 2023
5. Cultural and Creative Industries Recovery Strategy: 2020 and Beyond
6. Jobs Tasmania's Strategic Plan 2021-2024
7. 30-Year Greater Hobart Plan
8. Greater Launceston Plan
9. Tasmanian Small Business Growth Strategy
10. Tasmanian Closing the Gap Implementation Plan 2021-2023
11. Tasmania's Multicultural Action Plan 2019-2022
12. Transport Access Strategy
13. Strong Families, Safe Kids Implementation Plan 2021-2023
14. Tasmania's Active Ageing Plan
15. Tasmanian Food Security Strategy 2021-2023
16. Tasmanian Women's Strategy 2022-2027
17. Child and Youth Wellbeing Strategy
18. Community Services Industry Plan 2021-2031
19. Our Healthcare Future: Advancing Tasmania's Health
20. Rethink 2020: A State Plan for Mental Health in Tasmania
21. Survivors at the Centre: Tasmania's Family and Sexual Violence Action Plan 2022-2027
22. Tasmanian Building and Construction Industry Workforce Action Plan 2021



FURTHER INFORMATION

Further coordinated strategies are also being developed in the following areas:

1. T30 Recovery Plan for Tasmania's Visitor Economy
2. Sustainable Development Strategy
3. Tourism and Hospitality Workforce Action Plan
4. Population Strategy
5. Tasmanian Antarctic Gateway Strategy
6. Tasmanian Youth Jobs Strategy
7. Sure Start Framework
8. Tasmanian Waste and Resource Recovery Strategy

Continuing the conversation

As this draft Strategy is finalised and the action plans that follow on from this strategy are developed, the Tasmanian Government through Homes Tasmania will continue the conversation with key stakeholders and people with lived experience of housing stress and homelessness. If you have any enquiries relating to this draft Strategy, please contact Homes Tasmania at tasmanianhousingstrategy@homes.tas.gov.au.

Feedback on the draft Strategy can be provided at <http://tashousingstrategy.hometasmania.com.au/>.



FLUTTER INFORMATION

GLOSSARY

Affordable housing	Housing designed to cater for people of all ages and abilities, for example a home that is wheelchair accessible. The adaptability of housing is measured by the capacity of buildings to accommodate substantial change in terms of flexibility, convertibility and expandability.
Affordable rental housing	Affordable rental housing can include any rental housing where the household can pay their rent without falling into housing stress or hardship. Affordable rental housing also refers to a form of housing for low–moderate income households where the rent is set at a portion (e.g. 75 or 80 per cent) of the typical private market rent price. This differs from social housing where the rent is usually set as a proportion of the tenant's income.
Affordable home ownership	Affordable home ownership refers to home purchases that are affordable to low-income households, meaning that the purchasing and repayment costs are low enough that the household is not in housing stress.
Affordable land	Affordable land refers to land for purchase that is affordable to low-income households, meaning that the purchasing and repayment costs are low enough that the household is not in housing stress.
CALD	An acronym for 'culturally and linguistically diverse', which is a broad term used to describe people and communities with diverse languages, ethnic backgrounds, nationalities, traditions, societal structures and religions.
Community housing	Housing owned or managed by non-government organisations for people on low to moderate incomes. Community housing rent is typically set below market rate. Residents in community housing are eligible for their rent to be subsidised by Commonwealth Rent Assistance.
Crisis accommodation	Shelters and transitional housing for people experiencing homelessness or domestic violence.
Economic infrastructure	Basic services that represent a foundational tool for the economy of a nation, region or city, for example power, communications, transportation.

Homelessness	Mackenzie and Chamberlain's (1992) definition includes three categories in recognition of the diversity of homelessness: Primary homelessness is experienced by people without conventional accommodation (e.g. sleeping rough or in improvised dwellings); Secondary homelessness is experienced by people who frequently move from one temporary shelter to another (e.g. emergency accommodation, youth refuges, "couch surfing"); Tertiary homelessness is experienced by people staying in accommodation that falls below minimum community standards (e.g. boarding housing and caravan parks).
Homes Tasmania	The statutory authority established in 2022 responsible for delivering improved housing services and increasing the supply of social and affordable homes in Tasmania. Homes Tasmania will function in regard to housing related matters that were previously under the Department of Communities Tasmania (now defunct) and deliver the Tasmanian Government's 10-year \$1.5 billion housing package.
Housing affordability	Housing affordability refers to the relationship between expenditure on housing (prices, mortgage payments or rents) and household incomes. The concept of housing affordability is different to the concept of 'affordable housing', see reference to 'affordable housing'. Households in the bottom 40 per cent of the income distribution who pay more than 30 per cent of their gross income on rent or mortgage repayments are classified as in 'housing stress' – see reference to 'housing stress'.
Housing diversity	Refers to the range of housing types in a development or neighbourhood. A diverse neighbourhood has various dwelling types and sizes – usually achieved by offering a wider range of lot sizes and promoting a variety of building forms.
Housing First	The Housing First model is a strategic response to homelessness that prioritises permanent and stable housing as the first priority for people experiencing homelessness. The guiding principle of Housing First is that safe and secure housing should be quickly provided prior to, and not conditional upon, addressing other health and well-being issues first.
Housing stress	Housing stress is defined as the lowest 40 per cent of income earners who pay more than 30 per cent of their gross income on housing costs. This is known as the 30/40 rule and is the benchmark measure of housing affordability in the Strategy.
Inclusive communities	Inclusive communities are welcoming to diverse groups of people, including, but not limited to, seniors, youth, children, Aboriginal Peoples, immigrants and newcomers, persons with disabilities, people experiencing mental health challenges, and low-income populations.

Institutional care	A residential care facility (such as an aged-care home) that has the skills and resources that can provide for the specific needs of people, that they may not otherwise be able to obtain in the community.
Key worker	An employee who provides a service that is essential to a community's functioning, and the work roles require people being physically present at a work site rather than being able to work from home.
Liveability	The degree to which a place is suitable or good for living in, based on measures related to accessing basic social infrastructure walkability, public transport, public open spaces, housing affordability, and employment.
Lived experience	Lived experience refers to expertise gained from having a specific life experience and knowledge that cannot be taught. Lived experience is a depiction of a person's experiences and decisions, as well as the knowledge gained from these experiences and choices.
Low income	Receiving income below the median average.
Missing middle	Refers to medium-density housing that is on the building spectrum (or "in the middle") between single-family homes and high-density. Examples of the 'missing middle' may include townhouses or buildings that contain multiple apartments.
NIMBY	An acronym for the phrase, "Not In My Back Yard", which reflects an attitude of opposition by residents to proposed developments.
Overcrowding	Overcrowding is defined as a situation in which one or more additional bedrooms would be required to adequately house all household members, given their number, age, sex and relationships.
Public housing	Housing provided by the government for people on low incomes, subsidised by government funds. The tenant contribution (rent) is set at a proportion (usually 25-30 per cent) of household income. Also referred to as social housing.
Social determinants of health	The social determinants of health are the non-medical factors that influence health outcomes. They are the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life. These forces and systems include economic policies and systems, development agendas, social norms, social policies and political systems.
Social housing	Secure rental housing for Tasmanians on low incomes provided independently or with support. It is allocated to Tasmanians in need, for the duration of need and as per the Residential Tenancy Act 1997. Rents are calculated based on 25 per cent of the household's income up to a maximum of market rent.

Social infrastructure

The facilities, spaces, services and networks that support the quality of life and wellbeing of our communities.

Supported accommodation

Housing combined with a support service. This type of housing provides higher level care, support or supervision for vulnerable people with particular needs. Examples of this include youth or people with episodic or severe mental illness.



Tasmanian
Government

Homes Tasmania

Email: tasmanianhousingstrategy@homes.tas.gov.au

Website: tashousingstrategy.homestasmania.com.au



TASMANIAN HOUSING STRATEGY

Submission to the Discussion Paper

You can provide feedback on the Tasmanian Housing Strategy Discussion Paper using this template by responding to any or all of the questions below. Add additional pages if required.

Question 1: Should the vision for the Strategy include other factors?

Recommend the vision be strengthened to be person centred and uniquely Tasmanian to reflect the diversity and challenges faced in Tasmania.

As a framework for the next twenty years, the Strategy needs to align with the State Government's current and future strategies and policies. This approach would ensure an integrated and regional response to housing impacts and housing need from areas such as population, employment, infrastructure, health, education and tourism.

Councils are motivated to best support their communities and look to supportive State Government leadership to effectively respond to challenges and coordinate a strengths-based approach.

Question 2: Are there important issues not covered by the focus areas?

A Focus Area on the specific housing needs of women and their children. An effective housing strategy needs a gendered lens to properly reflect the housing needs of women and children, including those escaping family and domestic violence. A specific 'trauma-informed' approach to housing and homelessness services is vital, including trauma informed design principles for constructing homes and emergency accommodation with a supported pathway to a stable home for women and their children

A Focus Area for a Housing First approach, tenant protections and early intervention and prevention. A Housing First response to homelessness is recognised as International best practice. This means housing people unconditionally as the first priority before dealing with their other needs. This approach ensures that people in housing need are supported with prevention and early intervention pathways that keep people housed. Prevention includes tenant protections and rights, modernising the Tasmanian Residential

Tenancy Act, and the need to assist people to avoid housing stress and homelessness. Evidence shows this to be a cost-effective strategy. This focus area would also encourage innovative solutions in the support and 'people-focussed' space, as well as the construction space which is well-covered in the Strategy. To be fully effective, the Strategy as a whole, and this focus area in particular, needs to be informed by the various voices of lived experience and services and practitioners from the housing and homelessness sector. Throughout the life of the Strategy, its implementation and Action Plans will be enhanced by attention to the experience of practitioners, providers, tenants, service users, people living with housing stress and people experiencing homelessness, with appropriate support for their participation where needed.

A Focus Area for data and evaluation of the Strategy at regular intervals. The Discussion Paper provides some figures and graphs showing recent changes in the supply and cost of housing, but it lacks the basis for a future focus in that it does not quantify the number of new dwellings required to meet projected growth in population or the population target set by the Tasmanian Government. To have real value, the Strategy must provide projections of future housing demand linked to future scenarios of population growth, either at a statewide level, or preferably at Regional or Local Government Area level.

A greater emphasis is required on the availability of data across all levels of government and the community sector. For example, projections of the number of new dwellings required to be delivered annually under low, medium and high growth scenarios for five-year intervals aligned with the census years should be an essential element of the Strategy, to ensure it is practical and measurable. It is noted that several other projects (Hobart City Deal and review of the Regional Land Use Strategies) recognise the need to identify and monitor population and housing construction data.

Throughout its twenty-year life, the Strategy needs to be informed by a rigorous approach to all relevant data. This will ensure that changes to circumstances, emergence of new housing needs, impacts such as experienced through COVID-19 on the use of homes as spaces for work and education, or changes to Federal funding models, can keep the Strategy agile and relevant. Evaluating the net gain in social and affordable properties is essential to monitor the effectiveness of the Strategy and its implementation at delivering housing outcomes.

Question 3: Are there additional objectives that are important for Tasmanians and should be included?

The Strategy should take the opportunity to 'market' the benefits of diverse housing forms and seek to increase the visibility of this type of housing in the community. To meet affordable housing goals, there is a need to provide for a diversity of housing forms: from detached single dwellings to multi-generational housing designs to medium and higher density forms. Social and affordable housing could be enhanced by promoting quality medium density housing styles and advocating through the media its benefits in order to increase the community's level of comfort with this built form.

Residents and communities are generally culturally conservative to change. Councils can improve conversations with our communities; however, this needs to be a collaborative approach between all levels of government, non-government and peak bodies. The Strategy should take the opportunity to endorse Shelter Tasmania approach of a YIMBY (Yes In My Backyard) to help counter opposition to social housing while promoting the positive outcomes for community.

Question 4: Are there additional housing outcomes that are important for Tasmanians and should be included?

The Strategy should address the housing needs of migrants regardless of entry or visa status, be that through humanitarian services and skilled migrant program, so that they can fully participate in community life, training and employment opportunities.

FOCUS AREA ONE: AFFORDABLE HOUSING

Question 5: What additional interventions could governments consider to improve housing affordability?

From a planning perspective, a review of the generic rates for parking spaces in the Parking and Sustainable Transport Code of the State Planning Provisions should occur to ensure that an appropriate level of carparking is required for medium density housing. Reduced car parking numbers can make housing cheaper to build and in turn more affordable.

Question 6: What scope is there to increase the role of the private and community sectors in improving housing affordability?

Private and community sectors would require government incentives so that higher rental costs are not passed on to tenants for improvements such as retro fitting for energy efficiency or improved accessibility to existing homes.

Question 7: What other issues would you like to be considered regarding housing affordability?

Promoting medium density housing options close to employment, services and facilities and public transport reduces transport costs for residents. Maintaining an urban growth boundary that maximises the use of existing infrastructure also helps to reduce overall costs to Councils (which impacts on rates) and helps make development more affordable. Further, promoting and mandating best practice environmental design principles in planning schemes helps to reduce energy costs and makes housing more affordable.

Question 8: Noting increased rental prices and decreased rental vacancies across Tasmania, what are some of the ways the challenges in the private rental sector, particularly around security of tenure, could be addressed?

Prevention includes tenant protections and rights, modernising the *Tasmanian Residential Tenancy Act*, and the need to assist people around security of tenure.

Question 9: How could the effects of the short-stay accommodation industry on the rental sector be managed into the future?

To facilitate an increase in rental supply, the application of a levy on short-stay accommodation could be implemented, with funds going to the State to contribute to housing assistance.

FOCUS AREA TWO: HOUSING SUPPLY

Question 10: What must be considered to make sure new housing meets diverse needs into the future?

At the time of the 2016 Census approximately 88% of dwellings across Greater Hobart were detached single-family dwellings. In 2021, there were 17,549 separate houses in the area (80.3%), 4,074 medium density dwellings (18.6%), and 51 (0.2%) high density dwellings, compared with 83.8% (separate houses) 13.2% (medium density) and 2.0% (high density) in the Greater Hobart respectively. Given the diverse range of households there is undoubtedly already a mismatch between supply and the current needs of the community, which without action is certain to increase into the future. The predominance of detached single-family dwellings means an increase in the proportion of new medium and high-density apartment style unit developments is required to arrive at a more suitable mix in the future. An effective Strategy should address housing diversity and provide clear direction on the mix of dwelling types and forms required to move toward a more appropriate mix in the future, including targets for the proportion of attached dwellings at regional and local government levels.

Question 11: How can housing supply respond rapidly to changing social and economic environments?

To have real value, the Strategy must provide projections of future housing demand linked to future scenarios of population growth, either at a state-wide level, or preferably at Regional or Local Government Area level.

Question 12: What additional interventions could governments consider to improve housing supply?

Governments at all levels can be significant holders of land potentially suitable for housing supply. Consulting with housing providers about their needs and strategically releasing land to the market that is potentially suitable for housing are two actions that Governments can undertake to improve housing supply.

Question 13: What other interventions could improve housing supply?

While the State has an important role in providing housing, the majority of new dwellings required to meet future needs will be delivered by the private sector. One of the most common forms of private sector residential development in Glenorchy over the past few years has been the construction of an additional detached single-family dwelling behind an existing detached single-family dwelling. This form of development falls far short of the yield and diversity that would result if the existing dwelling was instead demolished and a multiple unit development constructed in its place. Also the investment in the additional detached dwelling effectively removes any potential for the site to be redeveloped at higher densities in the future. While it is noted that the current costs of buying a property and demolishing the existing dwelling are often prohibitive to achieving higher density built forms, the Strategy should thoroughly examine the reasons behind the popularity of this form of development over multiple units and identify what can be done to encourage a shift toward the delivery of more multiple unit developments by the private sector.

Multiple unit developments in other States have the benefit of providing a lower entry cost into home ownership and function as a pathway through an owner building equity toward future ownership of a

detached dwelling if that is their preference. These benefits come in part from the number of multiple dwelling developments on the market and the efficiencies that developers can achieve by delivering an increase in yield on an individual site. The ability to realise a shift toward more multiple unit developments, that will hopefully be facilitated by the apartment code, will depend on the capacity and willingness of the development industry to change the housing product it delivers. The Strategy should consider the barriers to increasing the attractiveness of multiple unit developments to the development industry, what is necessary for the local industry to adapt to this shift and whether experienced developers of multiple unit projects elsewhere should be encouraged to invest in Tasmania.

Question 14: What can be done further to improve planning processes in Tasmania, particularly in the context of the delivery of social and affordable housing and increased density via infill development?

The State Government should also consider the establishment of a development authority that can buy land, consolidate lots and subsequently deliver this 'missing' medium density-built form. The focus for housing provision should now be on *only* providing medium density housing options to make the most efficient use of land and existing infrastructure. Quality examples of diverse housing forms may also increase market demand for this type of built form encouraging the private sector to deliver this form of housing.

Other options to support housing supply could include a mandated percentage of affordable/social housing lots in subdivisions and multiple dwelling development over a certain size and review of planning scheme controls to consider if minimum density controls are appropriate to address under-utilisation of land.

Question 15: What scope is there to increase the role of private developers and local government in improving housing supply?

It is unclear whether allowing continued urban sprawl by facilitating the subdivision of land to provide more detached single dwellings through 'Headworks Holidays' is increasing the provision of affordable housing, and whether infill medium density development should be incentivised instead. This matter should be thoroughly investigated as part of the Strategy.

It is also unclear which planning processes are not operating 'efficiently and effectively' to deliver housing. Empirical evidence needs to be attained to demonstrate the problem in the planning system (and if there is one, this data would assist in correcting it) before any changes are made, otherwise the problem may remain.

Question 16: How can we bring whole communities along to promote the benefits of social and affordable housing in local areas?

Support for effective advocacy across the full scope of housing and homelessness policy areas. Advocacy for people who use and rely on housing and homelessness services is vital as noted on p 8 of the Discussion Paper. In addition, the Strategy needs to recognise the critical role performed by expert systemic advocates such as Shelter Tas, the peak body for housing and homelessness services. As the Peak Body, Shelter Tas provides a consolidated voice for the sector, provides a conduit for information between the sector and Government, delivers expert policy advice and development, and is recognised by Government for the vital role it plays. Linkages with national bodies such as National Shelter and the Community Housing Industry Association (CHIA), and counterparts in other states enable evidence-

based advice on innovations interstate and overseas. This systemic work is an essential component of an effective Housing Strategy for Tasmania, and this important role needs to be acknowledged within the Strategy.

Adequate and sustainable funding for services to ensure safety and good outcomes for clients and communities. The past twenty years and recent Royal Commissions have taught us the importance of safety, and the need for ongoing improvements in workplaces, professional, residential and institutional settings. The Strategy needs to be up to date with current best practice requirements, and responsive into the future as new understandings of risks and practice requirements emerge. To ensure a truly client-focussed and trauma-informed service system, recognition of people's rights, and adherence to new and emerging legal obligations, the Strategy needs to be well-informed about both the quality and nature of safe services, and the true cost of providing them. Indexation in funding models needs to account for yearly inflation, escalating costs for insurance, costs for compliance with new legislation, and changes to staffing models to ensure safety for clients and workers.

FOCUS AREA 3: HOUSING SUSTAINABILITY

Question 17: What actions are needed to improve sustainability of housing?

Mandating controls in planning schemes to require energy efficiency and universal design in development is supported. Noting that the layout of the dwelling at the planning stage should be the focus rather than relying on the National Construction Code standards at the end of the process.

Question 18: What Government assistance programs could help young people and people with changed life circumstances access affordable home ownership?

In the first instance all affordable homes available to be close to community services, transport, schools etc.

Government initiatives such as Rent to Buy program and the First Home Owners grant to respond to evident need for young people, parents with young children and older women experiencing changed life circumstances directly impacting on secure tenure.

Question 19: What can be done to improve the energy efficiency of existing and new homes?

Private and community sectors would require government incentives for improvements such as retro fitting for energy efficiency.

Question 20: What else can be done by stakeholders to improve sustainability?

Collaboration between businesses, community and all levels of government. To understand how to improve sustainability the Strategy needs to be informed by the various voices of people with lived experience.

IMPORTANT INFORMATION TO NOTE

Your name (or the name of the organisation) will be published unless you request otherwise.

In the absence of a clear indication that a submission is intended to be treated as confidential (or parts of the submission), the Tasmanian Government will treat the submission as public.

If you would like your submission treated as confidential, whether in whole or in part, please indicate this in writing at the time of making your submission clearly identifying the parts of your submission you want to remain confidential and the reasons why. In this case, your submission will not be published to the extent of that request.

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The Tasmanian Government will not publish, in whole or in part, submissions containing defamatory or offensive material. If your submission includes information that could enable the identification of other individuals, then either all or parts of the submission will not be published.

Name:	Tony McMullen
Organisation:	Glenorchy City Council
Please specify if you require any or all of your submission to be treated as confidential	☒ NO ☐ YES
If YES detail which parts are to remain confidential.	



Statement of Commitment on Housing

Adopted
30 January 2023

Glenorchy City Council sees housing as a basic human right and supports more safe, liveable and affordable housing in our City. We will work closely with our community, businesses, developers, community housing providers, Local, State and Federal governments, non-government organisations, and peak bodies to implement the following:

- 1. As a local government,** advocate to and partner with State and Federal governments and peak bodies for more resources and appropriate planning provisions to address housing affordability and homelessness in Glenorchy.
- 2. As a community services coordinator,** work effectively with government agencies, housing and non-government service providers to advocate for, support and promote services needed by the Glenorchy community, including people experiencing homelessness.
- 3. As a planning authority,** seek opportunities to zone land so it can provide for a diverse range of housing developments, and efficiently assess rezoning, housing and subdivision proposals.
- 4. As a landowner,** release surplus Council owned land to increase residential land supply for housing.

FURTHER INFORMATION

Phone: 03 6216 6800

Email: gccmail@gcc.tas.gov.au

Web: www.gcc.tas.gov.au



Table of responses to the draft Housing Strategy by Glenorchy City Council 19 June 2023

	Discussion Paper Question	Councils submission to Discussion Paper	Draft Housing Strategy response	Suggestion for submission to exposure draft Housing Strategy
1	Vision	To be person centred and reflect diversity and challenges in Tasmania	Part way addressed in the draft Vision high level Includes person centred, alignment to current and future State strategies and Tas population challenges and opportunities	Repeat and reinforce. Further consideration in consultation with Peak Bodies TasCOSS, Shelter Tas, LGAT
2a	Focus areas not covered	Need for specific housing needs for women and children	Part way addressed in the draft	Repeat and reinforce. Further consideration in consultation with Peak Bodies TasCOSS, Shelter Tas, LGAT and Women and Children housing services
2b		Housing First Approach	Part way addressed in the draft with inclusion of Housing First re primary homelessness.	Reinforce importance for all people experiencing homelessness. Further consideration in consultation with Peak Bodies TasCOSS, Shelter Tas and LGAT
2c		Data and evaluation	Not addressed in the draft	Further response required
3a	Additional objectives	Diverse housing forms	Not addressed in the draft	Further consideration in consultation with Peak Bodies TasCOSS, Shelter Tas, LGAT and other organisations Actions required on how these diverse housing forms will be delivered, including

				how the planning system can respond.
3b	Additional objectives	Yes In My Back Yard (YIMBY)	Part way addressed in the draft with inclusion of Not in my backyard (NIMBY)	Further consideration in consultation with Peak Bodies TasCOSS, Shelter Tas, LGAT and other organisations Actions required to address community education around the importance of social and affordable housing
4	Additional housing outcomes	Housing needs of migrants	Not addressed in the draft	Further consideration in consultation with Peak Bodies TasCOSS, Shelter Tas, LGAT and other organisations such as MRC and MCOT to determine the needs of migrants addressed
5	Additional Interventions	Review of parking spaces in Parking and Sustainable Transport Code of the State Planning Provisions	Part way addressed in the draft	Actions to identify how the planning system will facilitate these interventions are required
6	Increase role of private and community sector	Private and community sectors would require government incentives	Part way addressed in the draft	Further consideration in consultation with Peak Bodies TasCOSS, Shelter Tas, LGAT to understand implications for Local government
7	Other issues to consider	Promoting medium density housing options close to employment, services and facilities and public transport reduces transport costs for residents.	Part way addressed in the draft	Actions required to address these outcomes is required; consideration needs to be given to: • promoting infill and supporting a rigid Urban Growth Boundary

		Maintaining an urban growth boundary		- education on the values of diverse forms of housing - focus on strategic planning
8	Security of tenure	Modernising the Tasmanian Residential Tenancy Act, and the need to assist people around security of tenure.	Part way addressed in the draft	Further consideration in consultation with Peak Bodies TasCOSS, Shelter Tas, LGAT
9	Management of short-stay accommodation	The application of a levy on short-stay accommodation	Part way addressed in the draft	Further consideration in consultation with Peak Bodies TasCOSS, Shelter Tas, LGAT to understand implications for Local government
10	Housing to meet future diverse needs	An effective Strategy should address housing diversity and provide clear direction on the mix of dwelling types and forms	Part way addressed in the draft	Actions required to address these outcomes is required; consideration needs to be given to: - promoting infill - education on the values of diverse forms of housing focus on strategic planning
11	Respond to social and economic	Strategy to include projections of future housing demand linked to future scenarios of population growth,	Part way addressed in the draft	Detail on the actions required
12	Additional interventions government to consider	two actions that Governments can undertake include consult and release land	Part way addressed in the draft	Detail on the actions required

13	Additional interventions government to consider improving housing supply	Role of State Government and private sector	Part way addressed in the draft	Detail on the actions required
14	Further improvement to improve planning processes	Options in housing provision	Detail required on the actions	A reduced timeframe for assessing planning applications is not supported Focus should be on industry wide education, strategic planning systems and policy development
15	Scope to increase role of private developers	Investigation and evidence gathering called for	Detail required on the actions	Detail on the actions required
16	Bring whole communities along to promote benefits of social and affordable housing	Support for effective advocacy across the full scope of housing and homelessness policy areas	Part way addressed in the draft	Detail on the actions required
17	Improve sustainability	Mandating controls in planning schemes	Part way addressed in the draft	Detail on the actions required
18	Govt assistance programs to assist people with changed life circumstance	Respond to needs and close to services	Part way addressed in the draft	Further consideration in consultation with Peak Bodies TasCOSS, Shelter Tas, LGAT
19	Improve energy efficiency of existing and new homes	Governeemnt incentives	Part way addressed in the draft – however an action plan is	Detail on the actions required

			required to address the implications of this work	
20	Stakeholder actions to improve sustainability	Voice of lived experience and collaboration between businesses, community and all levels of government		Detail on the actions required

**Glenorchy City Council
Reflect Reconciliation Action Plan
[22__] – [May, 2023__]**

FRONT COVER ABORIGINAL ARTIST

DRAFT

Acknowledgement of Country

Glenorchy City Council acknowledges the muwinina people as the traditional owners of this Land. We recognise the Tasmanian Aboriginal people as the original owners and continuing custodians of the land and waters of this island, lutruwita. We pay our respect to Aboriginal Elders, past and present. We commit to working in a way that welcomes and respects all Aboriginal and Torres Strait Islander people.

Glenorchy City Council Commitment to Aboriginal Australians, 17 November 1997

“Glenorchy City Council acknowledges the traditional ownership of this area by Aboriginal people who were dispossessed by European invasion more than two hundred years ago.

The arrival of Europeans brought massive change to this land and to the Aboriginal Australians who occupied it.

For its part the City of Glenorchy grieves for the loss by Aboriginal people of their land, their children, their health, their culture, their language and their lives.

We celebrate the survival of Aboriginal people following the devastating impact of European invasion and support the right for Aboriginal people to determine their own future.

We recognise the right of Aboriginal people to live according to their own values, and customs, subject to the Australian legal system, and we commit ourselves to protecting, preserving and respecting Aboriginal sacred sites and special places. We accept our responsibility to work with the Aboriginal community to develop awareness and appreciation of Aboriginal history and society in our community.

In doing so we acknowledge that Aboriginal culture continues to strengthen and enrich our community. The Glenorchy area is now occupied by people drawn from many different lands who share the values of tolerance and respect for one another.

The Glenorchy City Council encourages indigenous and non-indigenous people across the Nation to work to overcome their differences and to continue to go forward together.

Council supports Aboriginal and non-Aboriginal people working together for reconciliation.”

About the Artwork – In progress

Artists Statement

[PHOTO OF ARTIST]

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Statement from the Mayor and General Manager

We acknowledge as Mayor and General Manager the invasion, dispossession and cultural survival of Tasmanian Aboriginal people and that this land was never ceded.

Glenorchy City Council has a long and proud history of working with the Aboriginal community.

In 1997, Council committed to reconciliation through its *Commitment to Aboriginal Australians* statement and has honoured this commitment by working to understand, acknowledge and appreciate Aboriginal history and society in our community since this time.

But we know there is much more Council can do to make our community a more welcoming place by listening to, learning from and working with Aboriginal and Torres Strait Islander people.

We have taken our next steps in this reconciliation journey through Council's adoption of a Reflect Reconciliation Action Plan (RAP).

In our Reflect RAP, we commit to:

- acknowledging and honouring the traditional custodians of our Council area and their distinctive, cultural, spiritual, physical, and economic relationship with land and waters
- making our Council and community a more welcoming and culturally safe place for Aboriginal and Torres Strait Islander peoples
- remaining accountable and responsive to the needs and aspirations of Aboriginal and Torres Strait Islander peoples in our community
- strengthening our relationships with Aboriginal organisations in their essential role of advancing the rights, interests, and wellbeing of Aboriginal and Torres Strait Islander peoples in Glenorchy.

We recognise that achieving reconciliation will require the collective effort, participation and support of our employees, stakeholders, partners, and members of our diverse community.

We encourage everyone to take the time to connect with our Reflect RAP and get to know what it contains.

On behalf of the Council, we would like to thank the local Aboriginal community for their generosity, leadership and sharing of cultural knowledge and practice which enriches the life of our community.

We would also like to thank the members of Council's project team and internal working group, particularly those who identify as Aboriginal or Torres Strait Islander, for their valuable contributions to this process.

The Elected Members and staff of Glenorchy City Council are very pleased to embark on this journey together with our community, as we work towards a brighter and more inclusive future for all.

With kindness

[PHOTO OF Mayor]

[PHOTO OF GM]

Statement from Reconciliation Australia CEO

This is provided by RA on submission for first review

Reconciliation Australia welcomes Glenorchy City Council to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

The Glenorchy City Council joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables the Glenorchy City Council to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations to the Glenorchy City Council, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine Chief Executive Officer Reconciliation Australia

[PHOTO OF KAREN MUNDINE]

Introduction

In 2022, Glenorchy City Council took steps to further its commitment to reconciliation by embarking on a Reflect Reconciliation Action Plan (RAP). This process was led by Mayor Bec Thomas, General Manager Tony McMullen, a project team and an internal working group. The Aboriginal and Torres Islander community, including Karadi Aboriginal Corporation, First Tasmanians Aboriginal Corporation Glenorchy Reconciliation Group and Reconciliation Tasmania were generous in their guidance and support throughout the process.

Our Community

The City of Glenorchy is a unique and special place. It is our people that make up the heart of our community and the community spirit that inspires the social, cultural and creative life of our City.

Located on the western shore of the timtimili minanya/River Derwent in the foothills of kunanyi/Mount Wellington, the City of Glenorchy is Tasmania's fourth largest local government area with a population of just over 51,000 people distributed over an area of 121 square kilometres. The muwinina Aboriginal people inhabited the area for some tens of thousands of years prior to the arrival of Europeans. Aboriginal and Torres Strait Islander people now make up 5.4% of the population.

Glenorchy is a diverse City, our residents come from 72 different countries and nearly 1 in 5 speak a language other than English at home. The City has experienced increased population growth over the last 5 years, particularly in new residents who were born overseas and young adults.

Our Business

We are a welcoming Council, representing our community and providing services to make Glenorchy a better place every day.

Council has 315 employees who are responsible for a wide range of services it delivers to the community ranging from infrastructure provision, health and wellbeing programs, early years programs, sports facilities, public and environmental health and regulatory services.

Council employs Aboriginal and Torres Strait Islander staff and is committed to creating a culturally safe welcoming environment that shows shared respect, meaning and knowledge.

Our Values

People - We value our diverse and welcoming community. We believe that each person is equal and has a positive contribution to make, with their rights respected and their opinions heard and valued.

Place - We work together to future proof our City so we can enjoy a good quality of life and a safe, sustainable and healthy environment. We respect our heritage and have pride in our City.

Opportunity - We value innovation, flexibility and imagination and strive to create social and economic choices and opportunities for all.

Together - We commit to work as a united Council team to build relationships and partnerships within and outside our community to make a difference in Glenorchy.

Accountable - We are accountable to each other and the Glenorchy community for the difference we make to the life of our City.

Our Partnerships / Activities

Glenorchy City Council has valued partners on its Reflect RAP journey. A priority goal in Council's Community Strategy is to understand and value the stories and aspirations of Aboriginal people. We want to nurture Council's relationships with Aboriginal people and groups to foster mutual respect and build cultural awareness.

In 2023, Council moved the citizenship ceremony date away from 26 January.

Welcome to Country and/or Aboriginal acknowledgements are included at Council meetings and events.

Regular collaboration occurs between Council's Creative Communities team, local Aboriginal artists and Aboriginal organisations, including Karadi Aboriginal Corporation, to help deepen relationships and enrich the community through the arts.

Council's Early Childhood Centres work with Karadi Aboriginal Corporation to support cultural education activities in its two Long Day Care Centres. The centres implement the Reconciliation Action Plan of the peak body, Early Childhood Australia.

Council collaborates with our local Karadi Aboriginal Corporation to support NAIDOC Week events and provides annual support to the Koori Kids NAIDOC School Initiative.

Recently Council worked with the Glenorchy Reconciliation Group and Karadi Aboriginal Corporation to improve the plantings and signage for the Aboriginal Elder Memorial Gardens in Berriedale.

Developing our RAP

Our Reflect RAP highlights Council's commitment to engaging with the Aboriginal community towards meaningful reconciliation. It is a commitment to valuing Aboriginal communities' culture, arts and heritage, and ensuring that Council staff and the community understand and value the stories and aspirations of Aboriginal and Torres Strait Islander people.

Council is resolute in building respectful relationships with the local community, especially the Aboriginal and Torres Strait Islander people, to work towards achieving meaningful and deliverable outcomes in the spirit of reconciliation.

The development of our Reflect RAP involved engaging with Aboriginal and Torres Strait Island community groups through various channels and staff including face-to-face engagements, workshops and individual conversations. Council invited the community to engage through an online survey. This inclusive approach aimed to gather diverse perspectives and insights to inform the Council's commitment and approach to working with Aboriginal and Torres Strait Islander people in the Glenorchy Local Government Area (LGA).

The working group comprised of staff from departments across the Council, including: Property, Environment and Waste; Community Development; Communications; Engineering; Creative Communities; Child Care Connections; People and Culture; Contact and Guidance; Urban Services; and the Works Centre. The Council acknowledges and appreciates the participation of staff members who identified as Aboriginal during this process.

Our Reflect RAP is aligned with existing Council strategies and plans, including the Strategic Plan 2023-2032, Community Strategy 2021-2030, City of Arts 2040 and Annual Plan 2022/23 to 2025/26, demonstrating Council's integrated approach towards advancing reconciliation.

Our Reflect RAP has received advice, guidance, and endorsement from Reconciliation Australia, a leading national organisation promoting reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.

Our Conversations

To shape our Reflect Reconciliation Action Plan (RAP) actions, we listened to our community, Council staff members, and Elected Members.

The summary of conversations and key themes include:

- 1. Recognising the Traditional Custodians of the land**
There was a strong consensus on acknowledging and respecting the Traditional Custodians of the land on which the Council operates. This includes recognising the history, culture, and ongoing connection of the Aboriginal community to the land and waters.
- 2. Acknowledging the wrongdoings of the past**
There was a recognition of the need to acknowledge and address the wrongdoings of the past, including the impact of colonisation, dispossession, and injustices faced by the Aboriginal community. This includes acknowledging the truth of history and promoting healing and reconciliation.
- 3. Building relationships with the local Aboriginal community**
There was an emphasis on building meaningful and respectful relationships with the local Aboriginal community. This includes engaging with local Aboriginal and Torres Strait Islander people and organisations in decision-making processes and involving them in projects that impact them.
- 4. Learning about and sharing local Aboriginal cultures and histories**
There was a shared desire to learn about and promote local Aboriginal cultures, histories, and heritage. This includes increasing cultural awareness and competency through regular training and creating opportunities to share stories, educate, and inform the broader community.
- 5. Celebrating local Aboriginal cultures**
There was a recognition of the importance of celebrating and valuing local Aboriginal cultures, including through cultural events and activities such as NAIDOC week and other cultural experiences throughout the year.
- 6. Working together to share stories that educate and inform**
There was a commitment to working collaboratively with the Aboriginal community to share stories, perspectives, and knowledge that educate and inform the broader community about Aboriginal cultures, histories, and aspirations.
- 7. Being respectful and inclusive**
There was a shared understanding of the need to create an inclusive and culturally safe environment that respects the rights, dignity, and diversity of the Aboriginal community. This includes actions such as Acknowledgements of Country and flying the Aboriginal flag to demonstrate respect.
- 8. Building trust**
There was a shared understanding of the importance of a dedicated Aboriginal Community Liaison position within Council.

Our Action Plan

As a Council, we are committed to going on this journey with our community. This commitment is reflected in words in our strategies, but we want to turn those words into actions.

Through the coming pages you will find our action plan, detailing the specific actions the Council commits to undertake to honour these conversations and themes.

Relationships

	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. (RA)	1.1 Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. (RA)	September 2023	Inclusive City Officer Community Development Coordinator
	1.2 Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. (RA)	March 2024	Inclusive City Officer Social Planning and Policy Officer
2. Build relationships through celebrating National Reconciliation Week (NRW). (RA)	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. (RA)	May 2024	Inclusive City Officer
	2.2 RAP Working Group (RAWG) members to participate in an external NRW event. (RA)	27 May - 3 June, 2024	Inclusive City Officer RAWG
	2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. (RA)	27 May - 3 June, 2024	Internal Champion Executive Leadership Team (ELT) Inclusive City Officer RAWG
	2.4 Council to lead initiative for NRW in consultation with local Aboriginal and Torres Strait Islander Organisations.	27 May - 3 June, 2024	Inclusive City Officer RAWG Cultural Program Officer Coordinator Child Care Delivery

Relationships

	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence. (RA)	3.1 Communicate our commitment to reconciliation to all staff. (RA)	September 2023	ELT RAWG
	3.2 Identify external stakeholders that our organisation can engage with on our reconciliation journey. (RA)	September 2023	Inclusive City Officer Stakeholder Engagement RAWG
	3.3 Identify RAP and other like-minded organisations that Council can approach to collaborate with on our reconciliation journey. (RA)	September 2023	Inclusive City Officer RAWG
4. Promote positive race relations through anti-discrimination strategies. (RA)	4.1 Research best practice and policies in areas of race relations and anti-discrimination. (RA)	July 2024	Inclusive City Officer Social Planning and Policy Officer
	4.2 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. (RA)	July 2024	Manager People and Governance Inclusive City Officer
	4.3 Develop a training package for all staff which is refreshed every 2 years to ensure staff awareness of cultural safety and include in Councils leadership development program.	March 2024	Manager People and Governance HR Coordinator Learning and Development Officer
	4.4 Review Council's staff handbook and induction process.	March 2024	Manager People and Governance
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. (RA)	5.1 Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. (RA)	September 2024	Elected Members ELT Manager Community Manager Finance Manager People and Governance

Respect

Deliverable	Timeline	Responsibility
5.2 Conduct a review of cultural learning needs within our organisation. (RA)	July 2024	Manager People and Governance
5.3 Develop a strategy to demonstrate Council's commitment to ongoing cultural awareness training for staff and Elected Members	December 2023	Manager People and Governance Manager Community Coordinator Community Development
5.4 Offer and facilitate cultural education workshops and On Country opportunities for Council staff and Elected Members.	September 2023	Inclusive City Officer HR Coordinator Manager People and Governance
5.5 Investigate the origin of the current Aboriginal street names, places and public spaces within the Council area.	July 2024	Inclusive City Officer Manager Property, Environment and Waste Council Heritage Officer Manager Infrastructure, Engineering and Design
5.6 Explore the inclusion of local Aboriginal cultural storytelling and cultural awareness information and naming of public spaces.	September 2024	Inclusive City Officer Manager Property, Environment and Waste Creative Communities Urban Services
5.7 Develop processes to include Aboriginal language in the naming of Council's meeting rooms and spaces.	September 2024	Inclusive City Officer Manager Property, Environment and Waste Coordinator Child Care Delivery Coordinator Creative Communities

Respect

Deliverable		Timeline	Responsibility
5.8	Acknowledge the importance of land handback and explore land custodian and stewardship opportunities in consultation with the Aboriginal and Torres Strait Islander community.	September 2024	Elected Members Manager Property, Environment and Waste Inclusive City Officer
5.9	Acknowledge the impacts of colonisation on Aboriginal and Torres Strait Islander people on Australia Day and commit to holding citizenship ceremonies on an alternate date.	January 2024	Elected Members Stakeholder Engagement Inclusive City Officer
6.Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. (RA)	6.1	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. (RA)	Inclusive City Officer Coordinator Community Development Manager Property, Environment and Waste Manager Community Manager Works Elected Members
	6.2	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. (RA)	Inclusive City Officer Internal Champion ELT Manager People and Governance Elected Members

Respect

	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. (RA)	7.1 Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. (RA)	July 2024	Internal Champion Inclusive City Officer GM
	7.2 Introduce our staff to NAIDOC Week by promoting external events in our local area. (RA)	June 2024	Inclusive City Officer
	7.3 Commit to annually support local Aboriginal groups initiatives during NAIDOC week.	July 2024	Inclusive City Officer Health, Wellbeing and Resilience Officer RAWG Cultural Program Officer Elected Members
8. Create a safe and welcoming environment for Aboriginal and Torres Strait Islanders.	8.1 Work alongside Aboriginal and Torres Strait Islander community and staff to create a culturally safe welcoming environment	July 2024	Inclusive City Officer Customer Services RAWG
	8.2 Designate and maintain a primary and secondary contact person, within the Council to manage enquiries, concerns, and related issues regarding the Reconciliation Action Plan (RAP) commitments and other matters related to Aboriginal and Torres Strait Islander groups, Council staff, and the broader community.	September 2023	Inclusive City Officer Recreation and Open Space Designer
	8.3 Engage with local Aboriginal organisations before commencing works on Council-owned land when Aboriginal values are or are likely to be present.	September 2023	Inclusive City Officer Recreation and Open Space Designer Recreation and Environment Coordinator Coordinator Planning Services Urban Services Coordinators Capital Works Supervisor Operations and Maintenance Supervisor

Opportunities

	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. (RA)	9.1 Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. (RA)	July 2024	HR Coordinator Manager People and Governance Manager Finance Community Development Coordinator
	9.2 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. (RA)	September 2024	HR Coordinator Manager People and Governance
	10.1 Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. (RA)	September 2024	Manager People and Governance Procurement and Contracts Coordinator
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. (RA)	10.2 Investigate Supply Nation membership. Supply Nation website. (RA)	July 2024	Manager People and Governance Procurement and Contracts Coordinator
	10.3 Develop a Schedule of fees to ensure that Aboriginal and Torres Strait Islander people who are engaged to provide cultural knowledge and expertise are appropriately remunerated.	February 2024	Manager People and Governance Cultural Program Officer Visual Arts Officer Coordinator Community Development

Opportunities

	Deliverable	Timeline	Responsibility
11. Build respect for Aboriginal and Torres Strait Islander cultures and histories through inclusion in local educational initiatives.	10.4 Provide opportunities to engage an accredited Aboriginal Ranger.	September 2024	HR Coordinator Health Wellbeing and Resilience Officer Recreation and Environment Coordinator Natural Areas Engagement Officer Coordinator Urban Services Operations and Maintenance Supervisor Coordinator Bushfire Management
	11.1 Maintain a culturally appropriate early childhood education curriculum within Council-operated childcare services in consultation with the local Aboriginal and Torres Strait Islander community.	March 2024	Child Care Delivery Coordinator Child Care Education Coordinator
	11.2 Provide opportunities for work experience placements.	March 2024	HR Coordinator Manager People and Governance
	11.3 Explore and identify opportunities to support local Aboriginal and Torres Strait Islander students through learning and/or scholarship programs, traineeships, and apprenticeships.	September 2024	HR Coordinator Manager People and Governance
12. Build connections between Aboriginal and Torres Strait Islander groups and the broader community.	12.1. Support Aboriginal and Torres Strait Islander groups to access and use Council-owned spaces or assist to find other community spaces.	September 2023 and ongoing	Manager Property, Environment and Waste Inclusive City Officer Community Development Coordinator

Governance

Deliverable	Timeline	Responsibility
13. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP. (RA)		
13.1 Form a RAWG to govern RAP implementation. (RA)	October 2023	Manager Community Inclusive City Officer
13.2 Draft a Terms of Reference for the RAWG. (RA)	October 2023	Inclusive City Officer Coordinator Community Development
13.3 Maintain Aboriginal and Torres Strait Islander representation on the RAWG. (RA)	October 2023	Inclusive City Officer Coordinator Community Development
14. Provide appropriate support for effective implementation of RAP commitments. (RA)		
14.1 Define resource needs for RAP implementation. (RA)	October 2023	Manager Community ELT
14.2 Engage senior leaders in the delivery of RAP commitments. (RA)	October 2023	Executive Leadership Team
14.3 Define appropriate systems and capability to track measure and report on RAP commitments. (RA)	September 2023	Manager Community Coordinator Community Inclusive City Officer Social Planning and Policy Officer
14.4 Appoint a senior leader to champion our RAP internally. (RA)	October 2023	Director Corporate Services
14.5 Allocate a budget for ongoing RAP commitments.	October 2023	Elected Members ELT Manager Community

Governance

	Deliverable	Timeline	Responsibility
15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally (RA)	15.1 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. (RA)	June annually	Inclusive City Officer
	15.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. (RA)	1 August annually	Inclusive City Officer
	15.3 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. (RA)	30 September, annually	Manager Community
16. Continue our reconciliation journey by developing our next RAP. (RA)	16.1 Register via Reconciliation Australia's website to begin developing our next RAP. (RA)	September 2024	Coordinator Community Development

Contact details

Name: *Jill Sleifers*

Position: *Coordinator Community Development*

Phone: 03 6216 6800

Email: jill.sleifers@gcc.tas.gov.au

Glenorchy City Council

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Glenorchy City Council Commitment to Aboriginal Australians, 17 November 1997

"Glenorchy City Council acknowledges the traditional ownership of this area by Aboriginal people who were dispossessed by European invasion more than two hundred years ago.

The arrival of Europeans brought massive change to this land and to the Aboriginal Australians who occupied it.

For its part the City of Glenorchy grieves for the loss by Aboriginal people of their land, their children, their health, their culture, their language and their lives.

We celebrate the survival of Aboriginal people following the devastating impact of European invasion and support the right for Aboriginal people to determine their own future.

We recognise the right of Aboriginal people to live according to their own values, and customs, subject to the Australian legal system, and we commit ourselves to protecting, preserving and respecting Aboriginal sacred sites and special places. We accept our responsibility to work with the Aboriginal community to develop awareness and appreciation of Aboriginal history and society in our community.

In doing so we acknowledge that Aboriginal culture continues to strengthen and enrich our community. The Glenorchy area is now occupied by people drawn from many different lands who share the values of tolerance and respect for one another.

The Glenorchy City Council encourages indigenous and non-indigenous people across the Nation to work to overcome their differences and to continue to go forward together.

Council supports Aboriginal and non-Aboriginal people working together for reconciliation."

Community Development Action Plan 2022-23

1.  Develop Council's Reflect Reconciliation Action Plan (RAP)	2.  Facilitate and engage with partners to advocate for the development of safe, liveable, affordable housing options in our City	3.  Implement the Multicultural Hub model
4.  Bring diversional programs and support services for young people to Glenorchy	5.  Address antisocial and unsafe behaviour in Glenorchy CBD	6.  Deliver the 26TEN Community project
7. GLENORCHY On the Go Contribute to improving community health, wellbeing and resilience	8.  Seek lived experience advice from our community	9.  Contribute towards harm minimisation strategies associated with gambling machines

Let's create a more inclusive, safe, healthy and learning community.





Statement of Commitment on Housing

Adopted
30 January 2023

Glenorchy City Council sees housing as a basic human right and supports more safe, liveable and affordable housing in our City. We will work closely with our community, businesses, developers, community housing providers, Local, State and Federal governments, non-government organisations, and peak bodies to implement the following:

- 1. As a local government,** advocate to and partner with State and Federal governments and peak bodies for more resources and appropriate planning provisions to address housing affordability and homelessness in Glenorchy.
- 2. As a community services coordinator,** work effectively with government agencies, housing and non-government service providers to advocate for, support and promote services needed by the Glenorchy community, including people experiencing homelessness.
- 3. As a planning authority,** seek opportunities to zone land so it can provide for a diverse range of housing developments, and efficiently assess rezoning, housing and subdivision proposals.
- 4. As a landowner,** release surplus Council owned land to increase residential land supply for housing.

FURTHER INFORMATION

Phone: 03 6216 6800
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Monday 29 May 2023

Council Meeting Agenda

5. GLENORCHY CBD SAFETY AND YOUTH ENGAGEMENT UPDATE

Author: Manager Community (Marina Campbell)

Qualified Person: Director Corporate Services (Jenny Richardson)

ECM File Reference: Community Safety

Community Plan Reference:

Making Lives Better

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

Building Image and Pride

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

Strategic or Annual Plan Reference:

Making Lives Better

Objective: We deliver services to meet our community's needs.

Strategy: Deliver services to our community at defined levels.

Strategy: Identify and engage in partnerships that provide services effectively to our community.

Objective: We champion greater opportunities for our community

Strategy: In partnership with others, facilitate and advocate for a welcoming, inclusive, healthy and learning community

Building Image and Pride

Objective: We work for a safe and clean City

Strategy: Work proactively with other governments, service providers and the community to improve public safety in our City

Objective: We nurture and celebrate our proud and vibrant City with its strong sense of belonging.

Strategy: Welcome diversity and inclusion in our community, creating connections that enable a sense of belonging and acceptance.

Strategy: Deliver or facilitate events to strengthen our community's sense of pride and belonging.

Monday 29 May 2023

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Community Strategy 2021-30

Safe	We are a safe community with a strong sense of belonging, ownership and pride
Goal S1	People, including our most vulnerable, are safe and connected in our community
Goal S2	Public spaces provide for diverse activity and strengthen our social connections

Reporting Brief:

The purpose of this report is to update Council on the effectiveness of actions taken to address public place behaviour in the Glenorchy CBD since the November 2022 Council meeting.

Proposal in Detail:Background of security officers' presence at Council Chambers

In November 2021, Council commenced a trial, stationing two security officers in and around the Council forecourt and surrounding area.

At its meeting on 21 December 2021, Council was formally advised of the trial, and endorsed its continuation until 14 April 2022 (taking the trial up to the Easter break) including authorisation of \$48,400 (exc. GST).

At its meeting on 28 March 2022, Council endorsed a continued security presence until 31 December 2022, noting the likely costs for the remainder of the 2021/22 financial year to be \$24,200 and a total of \$52,800 for the first six months of the 2022/23 financial year. Council resolved to receive a follow-up report in November 2022 and in May 2023 on the outcomes of the trial.

At its meeting of 28 November 2022, Council endorsed a continued presence until 30 June 2023, noting that the likely additional costs are up to \$57,200 (ex GST) for the remaining six months of the 2022/23 financial year.

The security officers are in place on weekdays for five hours per day between 12.00pm to 5:00pm. They patrol the area between the Glenorchy Bus Mall, Main Road, Terry Street and the rear of the Council Chambers building.

Effectiveness of security officer presence

The security officers are positioned as a visible deterrent that have vigilant 'eyes and ears' on public spaces attached to the Council Chambers lawns. The daily reports from the security officers are routinely collated by Council's Safe City Lead and are categorised for internal information sharing purposes. The security officers are reporting numerous occurrences of antisocial behaviour, violence and intimidation. It is important to note that the value of the security officer presence is also measured by what it is deterring and de-escalating, not solely events that are visible. When

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incidents occur, face to face management, swift police contact and sharing of intelligence via footage are all aspects of management that contain escalation of incidents. Over time, the data collection will demonstrate patterns and be able to provide measurement of trends.

An important consideration is that Council's security provider and other providers are now servicing several inner city LGAs. As young people are very mobile, it is likely that if services are withdrawn without the implementation of other interventions, Council is at risk of an increase in young people congregating on the Council Lawns and other open spaces to avoid the security presence of other areas. Models other than the two-worker approach are being investigated by Council and the security provider, such as the model provided at Safe Space.

Cost of security presence

As noted in the previous report to Council, the placement of security officers was an unforeseen expense that was not part of Council's 2022/23 budget

Engaging security officers for the current hours is costing approximately \$2,200 per week (exc. GST)

Provision of approximately \$115,000 (exc. GST) has been made in the draft 2023/24 budget to resource the continuance of a security service.

Understanding our young people

Glenorchy City, and particularly the CBD area, has seen a rise in offending and antisocial behaviour of young people. ABC Story '*Surge in Repeat Youth Crime Worries Tasmania Police*' posted on the ABC Website on 8 May 2023 (Lucy Macdonald) addresses the most recent data trends. "Data from the Australian Bureau of Statistics shows there has been a five per cent increase in youth offending in Tasmania in the past year [since 2022]" but that offending "over the longer term show a marked decline - 13 years ago youth offending was three times higher". The Mercury reported in its story "*Harassed, Bullied in Youth Crime Chaos*" 8 May, 2023 (Sue Bailey), that there is an increase in recidivist behaviour. In the article, Police Southern District Commander Jason Elmer, acknowledges the long-term decline but is quoted as saying "we are concerned by the growing elements of youths who are recidivist offenders."

There is no doubt that any increase in youth offending is of concern to the community. The concern is twofold, firstly, it impacts on the feeling of safety within the broader community and offending sets young people themselves, on a trajectory that can limit future opportunity and wellbeing outcomes.

2020 pandemic disruptions to educational routines, for some students, adversely affected an already tenuous connection to schools, education, and the ability to engage with building blocks for future personal opportunity. Our understanding of significant social changes from COVID-19 is still being collated as emerging trends are

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being observed and experienced in real time. A complete understanding of all the COVID -19 and non-COVID-19 influences of a social shift is yet to be defined.

Active Policing of the Glenorchy CBD area

In December 2022 Inspector John Ward and Divisional Sergeant Amanda Hall implemented a visible response to anti-social behaviour with a before and after school (8.30am-9.30am and 2.30pm-5pm) policing regime. This regime has resulted in arrests, cautions, move on directions, contraventions and some summonses. However, generally the police presence is preventative in nature. This presence has resulted in improvement in the 'before school' period of the day, with a visible decrease in incidents and antisocial behaviour of young people. Afternoon police presence is also important and the security officers, Council Youth Engagement Worker and PCYC workers all note that Tasmania Police are very responsive when called.

Inspector James Semmens has recently been appointed as Inspector Glenorchy Division. He has previously worked at Glenorchy police station and has also worked in the policing area of youth and early intervention. Inspector Semmens currently oversees the PCYC and has a strong working relationship with this organisation. Inspector Semmens has given a commitment to continue the before and after school regime.

PCYC pilot

The need for direct intervention resulted in Council engaging PCYC to deliver a pilot to help address the service gaps in local service delivery. The service was established to prioritise:

- youth and community engagement
- improved youth participation in schools and secondary or sporting activities
- increased community access to existing social infrastructure
- improved local vocational pathways; and
- reductions in anti-social behaviours.

During school hours the PCYC 'High Vis' (High Visibility) program operates out of Cosgrove High School, Hobart City High and has a small footprint at Montrose Bay High. The program operates on a platform of connection and engagement with young people and transfers the school-based relationships between the PCYC workers and the young people out into the public space. PCYC operate in the Glenorchy CBD between 3.30pm-5.30pm each weekday and work alongside Council's Youth Engagement Worker. The engagement is intentionally 'low-key' to ensure that young people stay within a zone of relative regulation without getting 'over excited' with structured high energy activities. Workers take a non-judgemental supportive stance that is relationship driven and occasionally has an element of practical support.

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Effectiveness of PCYC pilot

Within a relatively short time, PCYC has had some evidence of incremental developments. While PCYC is not an active 1:1 case management service, there are some individual young people whose level of risk and disengagement has instigated focused work. The service needs time to embed its approach to reengage young people and model positive behaviours. Furthermore, a timely response to reconnecting young people back to the broader community standard, requires a multiagency approach.

The collaboration between PCYC, Council's security provider and Tasmania Police has demonstrated an effective change in the response to incidents in the CBD. This consistent approach between organisations aims to send a message to community that these united efforts are working towards keeping people safe.

Following advocacy from Mayor Bec Thomas and Elected Members, the State Government provided \$50,000 toward this pilot until 30 June 2023.

It is recommended to continue this program for the 2023/24 financial year with a budget allocation of approximately \$100,000. A State Government budget submission has been made requesting this amount however the outcome of that submission will not be known until 25 May 2023, therefore has been included in Council's budget should it not be successful.

Salvation Army Street Teams

The Salvation Army, in conjunction with Your Church (Moonah), launched its Street Teams initiative in the Glenorchy Council Gardens and Bus Mall areas in March 2022 operating initially one day per week and extending to two days per week between the hours of 1:00 pm to 4:00 pm (Wednesday and Friday). The program was coordinated by a social worker employed by Salvation Army, working with trained volunteers from Your Church and City North Church.

The main objectives of the Street Teams were to:

- form connections with local members of the Glenorchy community, particularly young people who frequented the space
- increase positive use of the Glenorchy CBD area
- help tackle some of the areas of concern, such as safety, crime prevention, antisocial behaviour, respond to incidents and bullying amongst the youth; and
- provide passive surveillance within the area.

Following an evaluation by the Salvation Army the pilot was ceased. The evaluation determined that the pilot did not deliver on the specific needs of youth engagement.

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Discussions with the Premier and relevant Ministers

Following the co-signed Elected Member's letter, as endorsed in the November 2022 Council meeting, Mayor Thomas, Deputy Mayor Hickey, Aldermen King, Aldermen Dunsby, Aldermen Slade, General Manager Tony McMullen and Council officers met with the Premier Rockliff, Ministers Jaensch, Ellis, Street and Archer on 31 March 2023. At the meeting, Mayor Thomas conveyed the urgency of the need for a State Government response to the increasing antisocial behaviour and youth disengagement issues being witnessed in Glenorchy. The Premier and Minister for Department for Education, Children and Young People (DECYP) acknowledged the work already done by Council and committed to working with Council on a pilot through the implementation of the Youth Justice Blueprint Action Plan. To date, there has been two meetings between Council and DECYP staff in which Council officers have provided DECYP with place-based insights and local observations.

It is understood that a long-term multi-agency approach is required to ameliorate the risks of an entrenchment of a negative youth sub-culture; both with the young people currently engaging in antisocial behavior and with a younger cohort who are currently observing their older peers.

Effectiveness of interventions

Council is gaining a better understanding of our young people and how to respond through our Safe City Lead and Youth Engagement Worker roles and with support to the PCYC program, delivery of the HAPPY Youth Mentor and Full Gear Youth Motorbike Safety programs, in addition to collaboration with Mission Australia Youth Beat.

The combined effort of Council's responses including the security officers, PCYC pilot, Youth Engagement Worker and collaboration with Tasmania Police have been effective in the context as outlined in this report. Change will require a longer response time and a coordinated response with government agencies.

Consultations:

Mayor
General Manager
Director Corporate Services
Director Infrastructure and Works
Executive Manager Stakeholder Engagement
Manager Property, Waste, Environment
Coordinator Community Development
Safe City Lead
Youth Engagement Worker
Property Assets Coordinator
Senior Facilities Officer

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Human Resource / Financial and Risk Management Implications:Financial

Engage the security services for the current hours for a further 12 months to 30 June 2024, at approximately \$115,000 (ex GST).

Engage PCYC to continue the delivery of the youth engagement program for a further 12 months to 30 June 2024 at approximately \$100,000 (ex GST).

As noted, both of these have been included in budget bids for the 2023/24 financial year. Council was invited to make a submission to the State Government for funding toward the PCYC program for the 2023/24 financial year.

Human resources

An outcome of the Community Development review resulted in the recruitment of the Safe City Lead and the interim position of Youth Engagement Worker. Both positions are actively engaged in Council's response to youth engagement and community safety.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation	Minor (C2)	Possible (L3)	Medium	Continue to monitor the operation of the security officer response. Continue to work strongly with Tasmania Police and PCYC to create an environment within the CBD that is welcoming, safe and does not tolerate poor behaviour.
There is a risk that Council is perceived as a pseudo police force – which is not a sustainable long-term solution. Implementation is expensive and may also shift the issue to other areas within the municipality.				
Do not adopt the recommendation	Moderate (C3)	Almost Certain (L5)	High	Continue to work strongly with Tasmania Police, PCYC to create an environment within the CBD that is welcoming, safe and does not tolerate poor behaviour. Continue to monitor other more cost-effective actions to reduce this behaviour in the CBD and report back to Council as options become available.
The pre-existing behaviours in and around the Council forecourt may revert as they were prior to the security presence and PCYC pilot, thus normalising those behaviours to the CBD area.				

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Community Consultation and Public Relations Implications:Community consultation

Community feedback is currently being received via collaborative initiatives with organisations including:

- Local primary and secondary schools
- Mission Australia Youth Health Service (South)
- Migrant Resource Centre
- Metro Tas
- Glenorchy Library
- St Vincent de Paul Society Tasmania
- Troublesmiths (Impact Communities)

Ongoing external consultation continues with:

- Tasmania Police - Glenorchy Station
- The Salvation Army
- PCYC
- Department for Education Children and Young People

Public relations

Council is sharing information about what is being done to address poor behaviour in the Glenorchy CBD through its media channels, Facebook, and website, and in a recent Gazette article. Council will continue to keep the community informed about actions undertaken – as evidenced by the positive article in the May 2023 Gazette on Council's HAPPY youth mentor program.

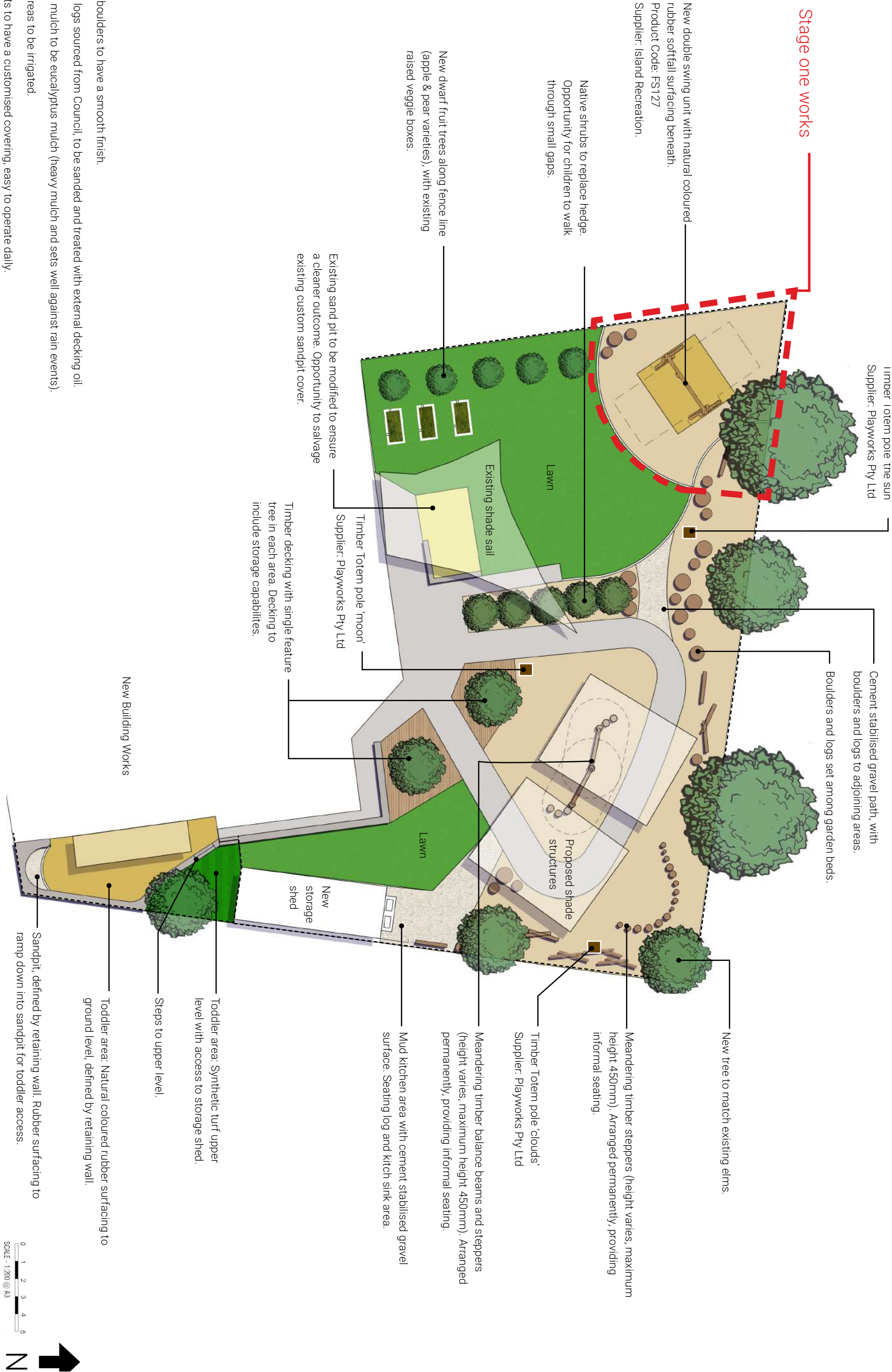
Recommendation:

That Council:

1. NOTE this update report on initiatives underway to address youth engagement and CBD safety
2. REQUEST Council give serious consideration to funding for ongoing security and the PCYC program, included in the 2023/24 Council budget, noting the latter expenditure would be offset if the State Government grant is successful
3. REQUEST an update report to the November 2023 Council meeting on public space behaviour in the Glenorchy CBD, particularly the effectiveness of using security guards, continued trial of the PCYC and collaborative approach with DECYP and any other grant funding available.

Attachments/Annexures

Nil.





Natural boulders and logs configurations to offer group outdoor seating or balancing.

Stage one works

Central feature multi play unit on rubber softfall, achieving natural cubby appearance.

New farm style maintenance access gate, with ability to open up for children.

Swing Set (Island Recreation)



Single Tee-Pee with natural boulders and moveable logs, beneath existing tree.

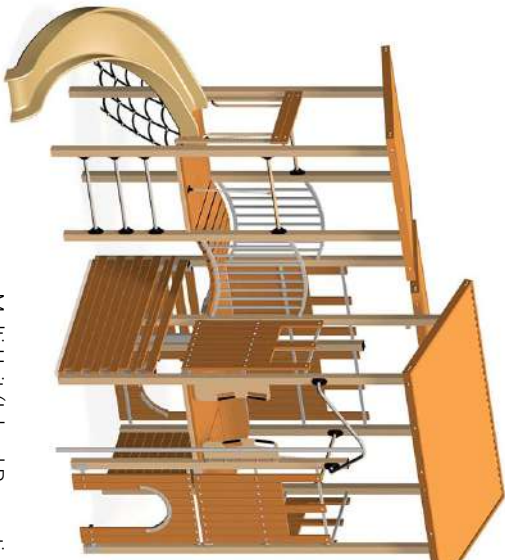
Natural boulders of varying size (300 x 300 up to 900 x 900), Embedded in ground to be secure with no rocking.

Additional storage shed (Kitchen garden cubby) to store toddler equipment and garden tools (3.4 x 2.5m).

Re-do kitchen garden area with timber planter boxes. Concrete steppers amongst pebbles to facilitate access and provide informal play opportunities i.e. chalk drawing or painting with water etc.

Note: Ensure appropriate screening to existing service units.
Future consideration for slim line rainwater tank.

Multi Unit (Island Recreatio



Kitchen garde

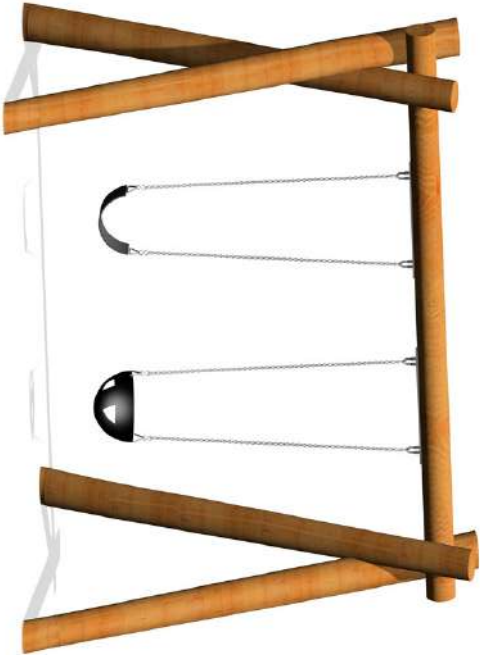


Kitchen garden cub

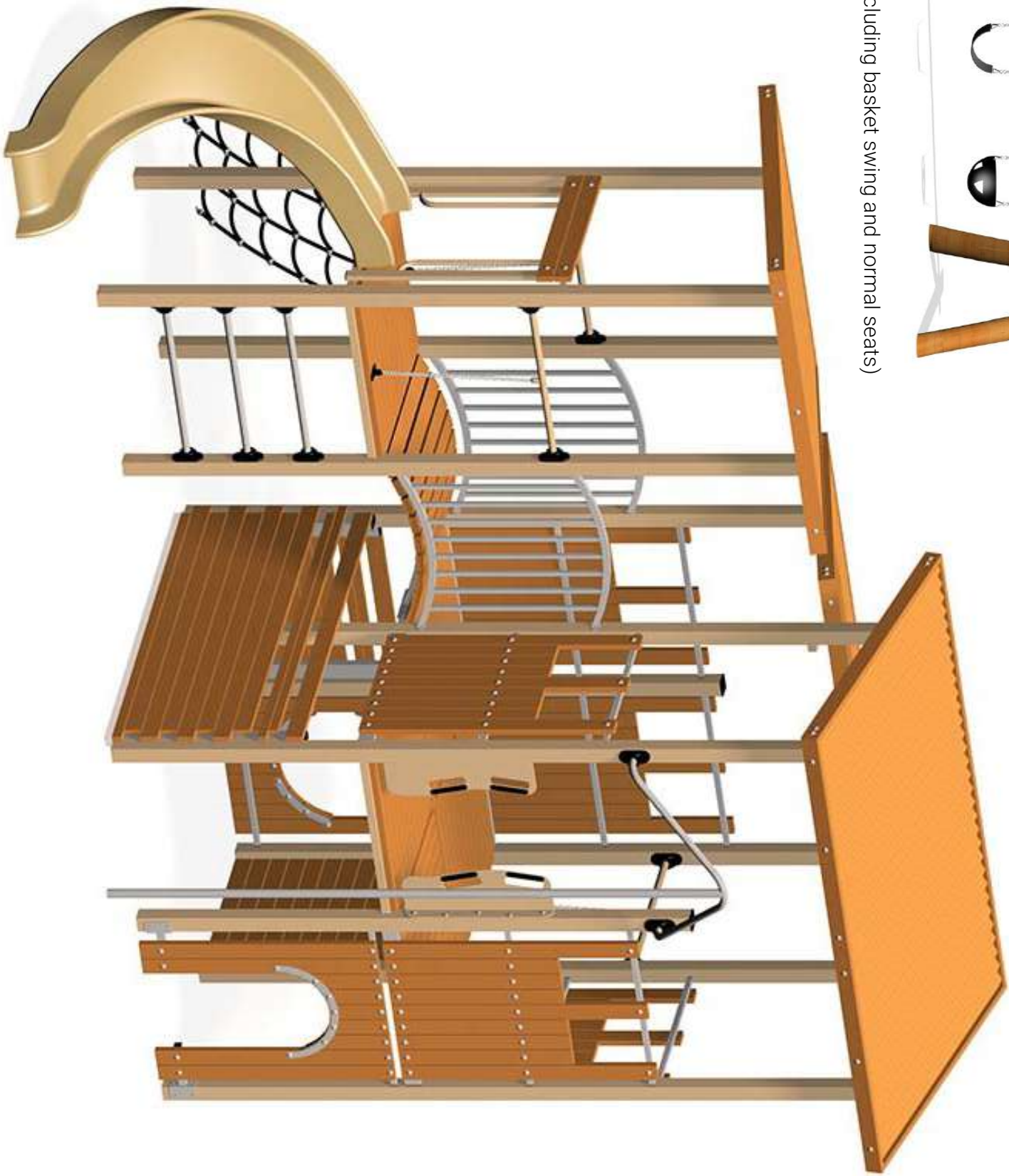


Natural logs and boulder arrangements in garden





wing Set (including basket swing and normal seats)



This nature play inspired multi-unit replaces the old ship, fitting into a natural setting, paired with the timber swing set.

AGES: 2+

Functions:

Climbing: Climbing develops the child's motor and psychomotor skills as they balance and deliberate to progress in their movement.

Sliding: Sliding is always exciting and fun. On a classic slide, or sliding pole, on your stomach, on your back, as you please.

Meeting: Playing together, children meet new faces, new behaviours, new personalities, and how to interact.

Handling: Handling is a great activity for developing motor skills and abilities in young children while having fun.

Crawling: Crawling is a fun exercise that allows young children to become aware of their body in a small space.

Hiding: Feel the excitement of being hidden somewhere, and then the pleasure of finally being found.

Sheltering: Finding a small refuge to shelter in ensures children have a space of their own.

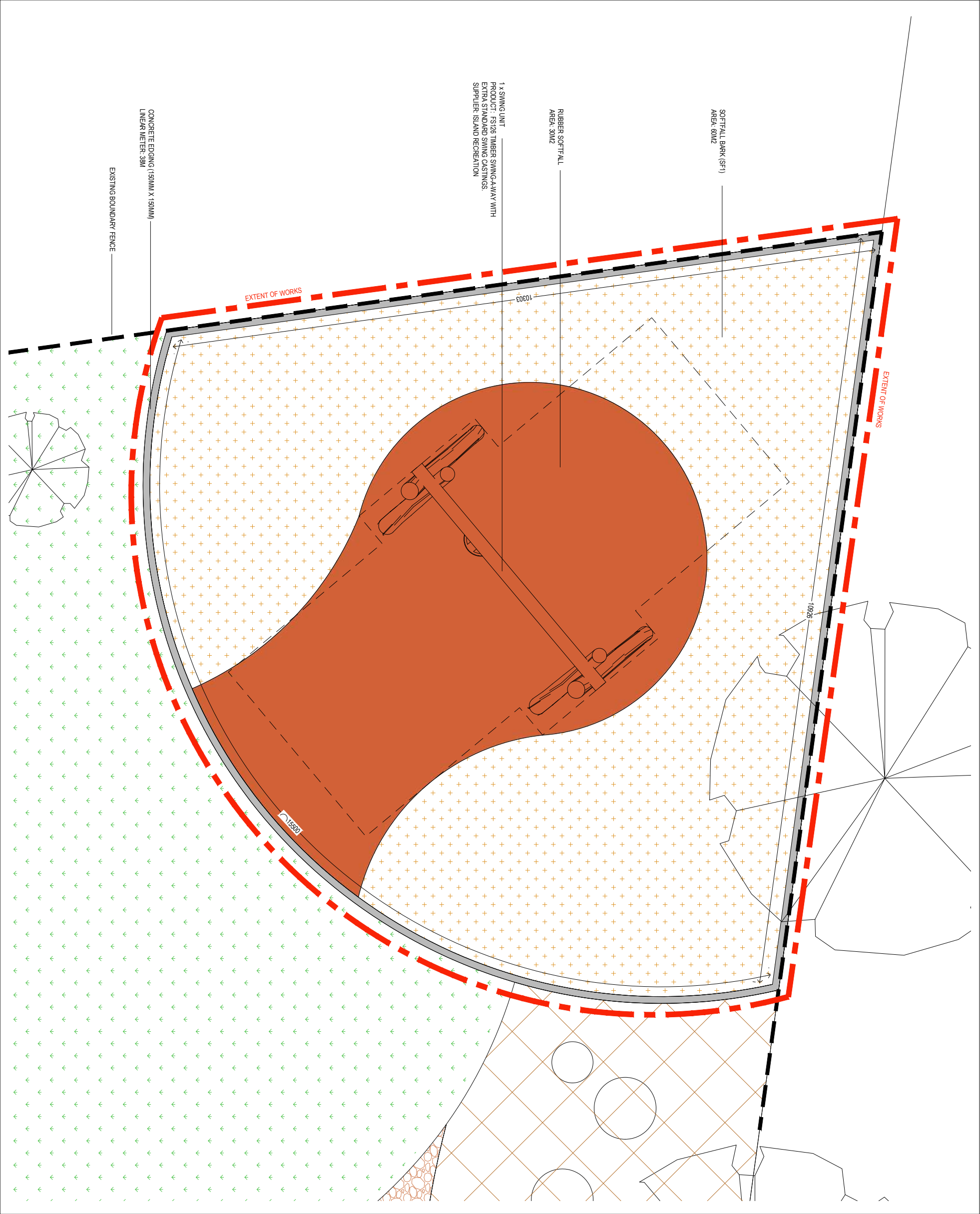
Climbing: Climbing promotes dexterity, balance and coordination of movements. On the way up, the child learns to deal with height and space.

Traversing: Successfully traversing promotes self-confidence and motivates the child to undertake more complex movements.

NOTE: This unit fits within the paramters of the site, while allowing the addition of a swing set.

Materials:

- Timber panels
- Steel posts with brown powdercoat, for natural appearance.
- Brown colourbond roof.



Property ID _____

Bengfield Child Care Centre

DISCLAIMER: CONCEPT USE ONLY.

Rev.	Date	Description	Dwn.	Chk.
01	30.11.22	FOR COORDINATION	AH	AH

Stamp

PRELIMINARY
NOT FOR CONSTRUCTION

Approval Details

APPROVAL NO.: 00000

Drawing

SITE PLAN

Scale Bar

SCALE 1:25 @ A1 1:50 @ A3

0m 5m 10m 15m 20m

N

Project No.

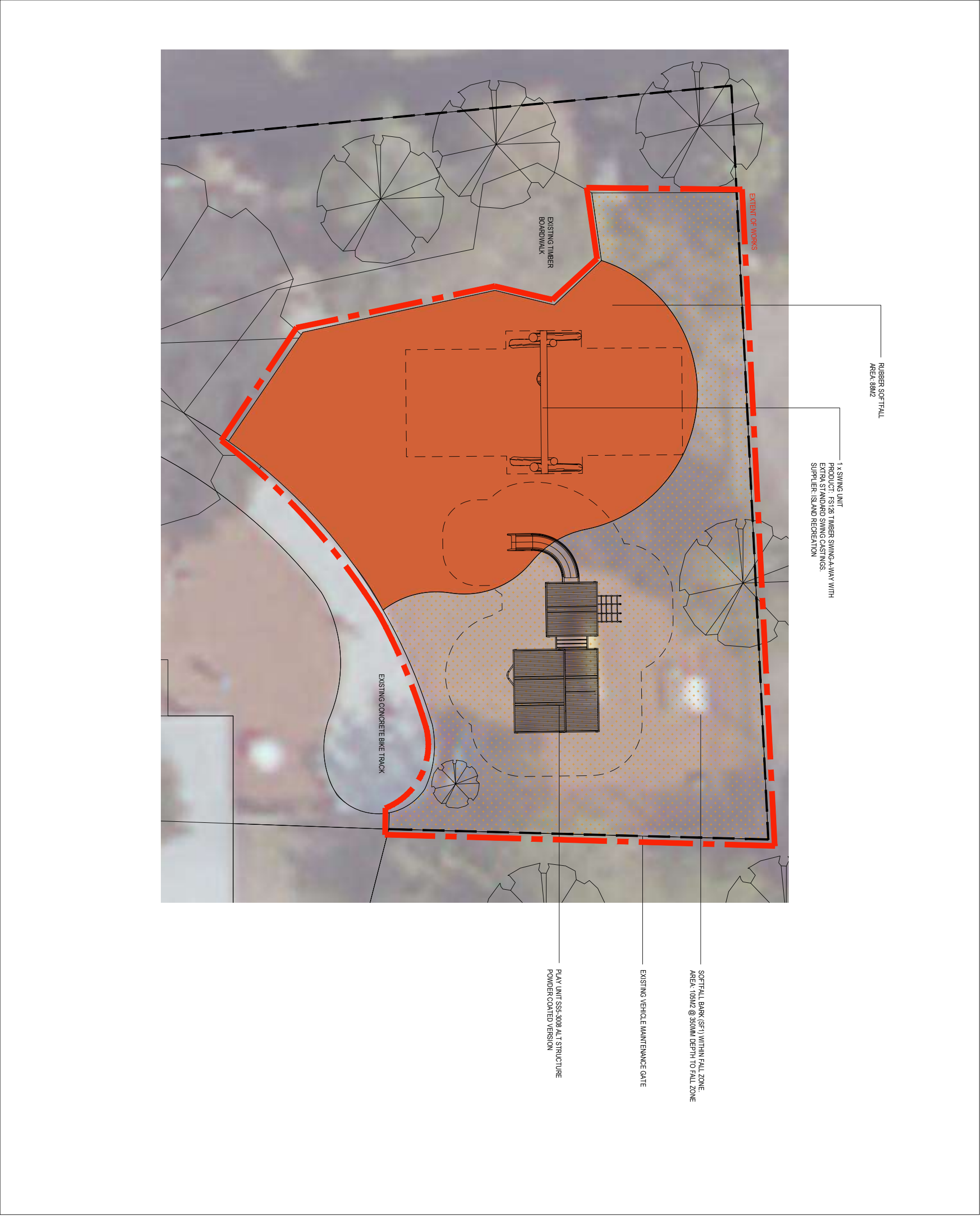
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Drawing No.

100

Rev No.

01



Property ID

Berridale Child Care Centre

DISCLAIMER: CONCEPT USE ONLY.

Rev#	Date	Description	Dwn.	Chk
01	31.11.22	FOR COORDINATION	AH	AH

Stamp

PRELIMINARY
NOT FOR CONSTRUCTION

Approval Details

APPROVAL NO.: 00000

Drawing

SITE PLAN

Scale Bar

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SCALE 1:50 @ A1 1:100 @ A3

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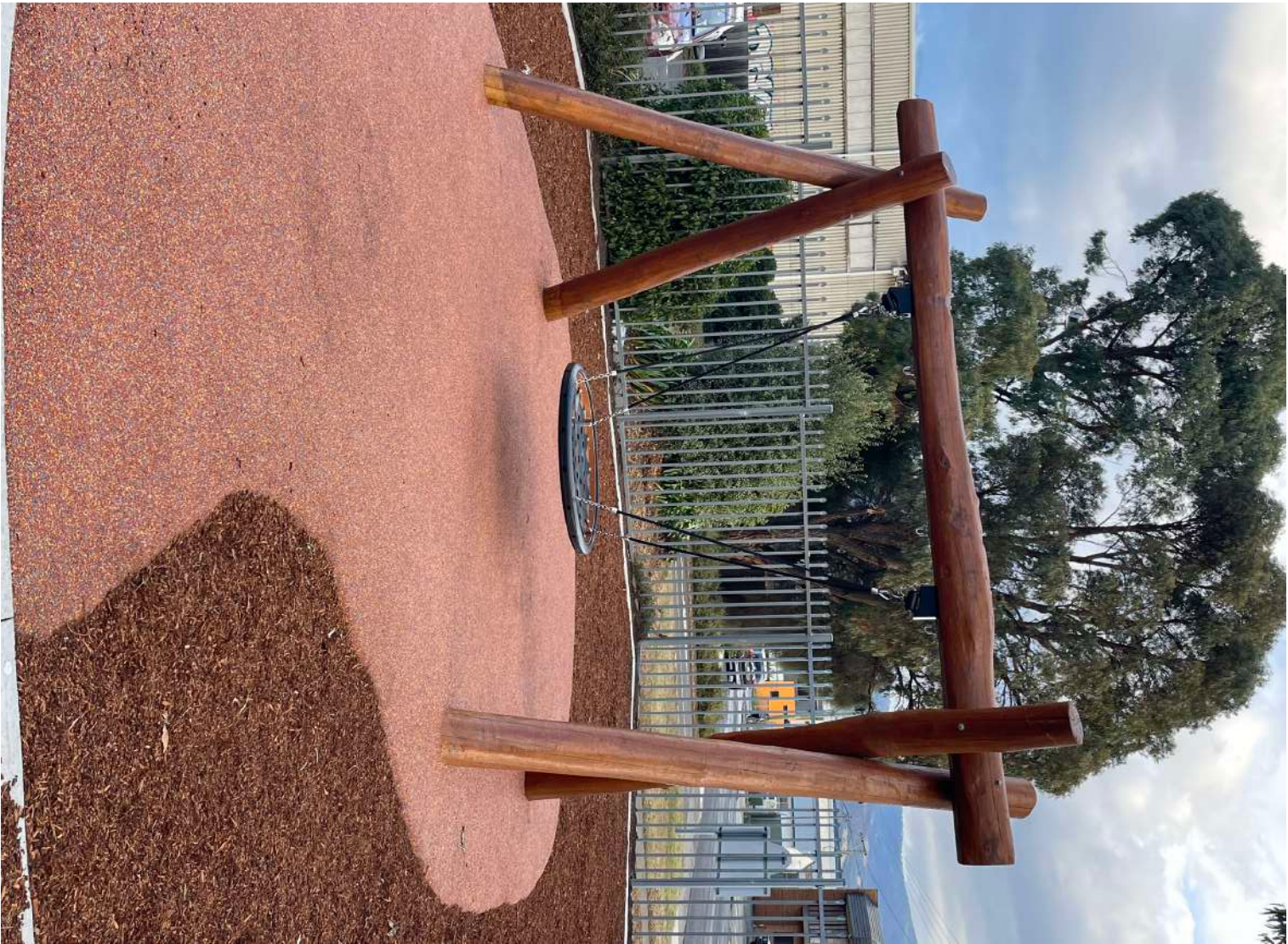
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200

Rev No.

01



Benjafield Child Care



Berriedale Child Care



REVISIONS

REV

PROJECT

PROJECT NO.

PROJECT ADDRESS

DRAWING TITLE

Plot Date:

GLENORCHY CITY COUNCIL

ACCREDITED DESIGNER DETAILS

Keith Nancarrow

Licence Number: 389945551

obo GLENORCHY CITY COUNCIL

Benjafield CCC Upgrade

0921 109

Hopkins Street Moonah 7009

Overall Site Plan

DRAWING NO.

A02

DRAWN

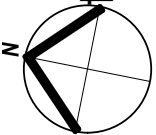
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GLENORCHY CITY

GENERAL NOTES:

1. Check and verify all dimensions on site prior to undertaking the works. Resolve any discrepancies with architect.
2. Coordination: These drawings are to be read in conjunction with the specifications and other associated documents of the architects and consultants. Any discrepancies between the architectural and other documents are to be reported to the architect for clarification prior to undertaking the works.
3. Comply with NCC 2013, Australian standards & Council requirements.
4. Refer to structural drawings for all members sizes and notations



REVISIONS

REV

PROJECT

PROJECT NO.

PROJECT ADDRESS

DRAWING TITLE

Plot Date:

GLENORCHY CITY COUNCIL

Benjafield CCC

0921 109

Proposed site plan

8/06/2023

ACCREDITED DESIGNER DETAILS

Keith Nancarrow

Licence Number: 389945551

obo GLENORCHY CITY COUNCIL

Upgrade

Hopkins Street

Moonah 7009

A03

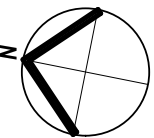
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37/4 MAIN ROAD GLENORCHY
GPO BOX 103 GLENORCHY 7010

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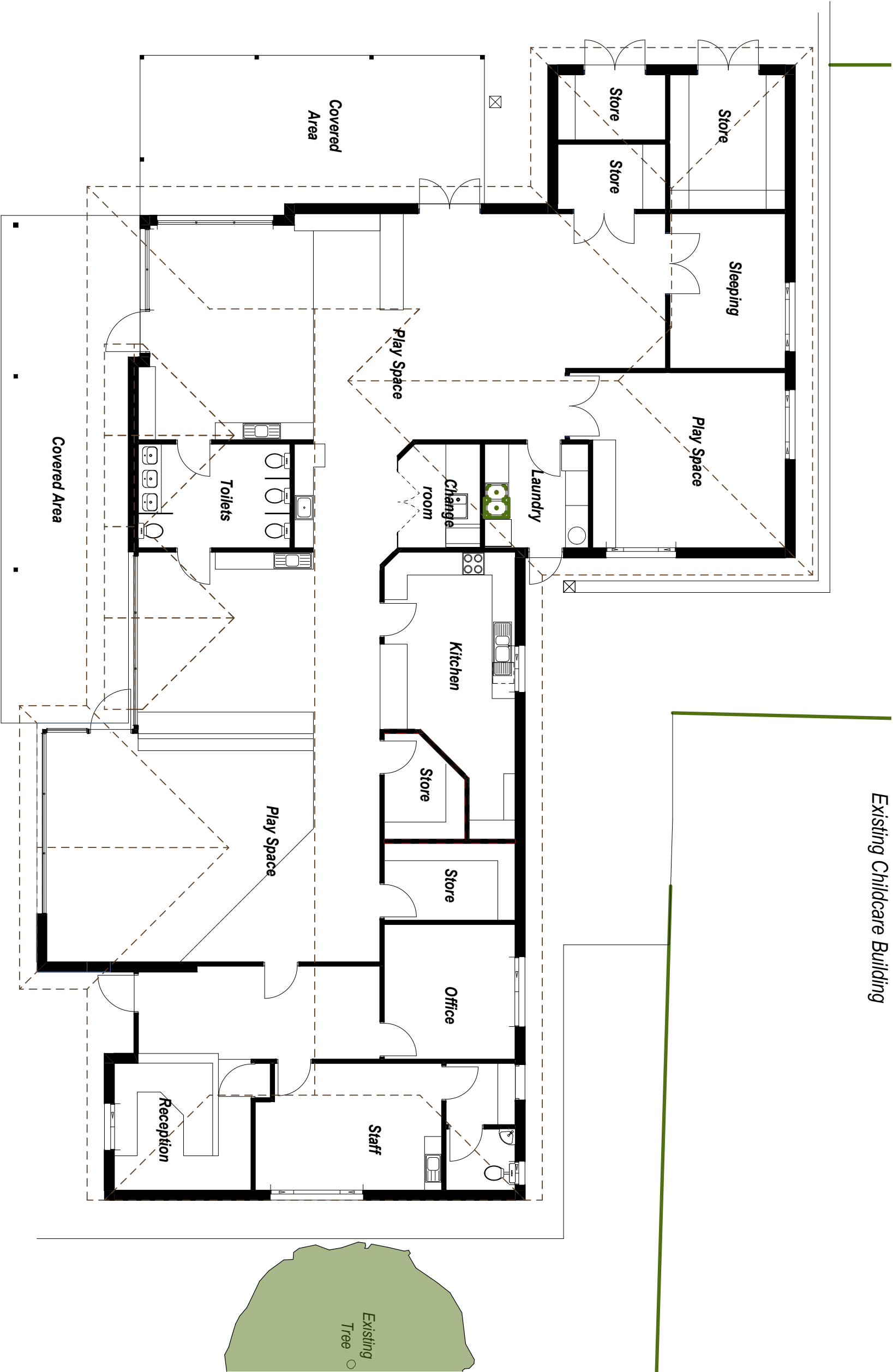
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GLENORCHY CITY



REVISIONS

ACCREDITED DESIGNER DETAILS
Keith Nancarrow
Licence Number: 389945551
obo GLENORCHY CITY COUNCIL

REV

PROJECT
Benjafield CCC Upgrade

PROJECT NO. **0921**

PROJECT ADDRESS
Hopkins Street Moonah 7009

DRAWING TITLE
Existing Conditions

Plot Date:
8/06/2023

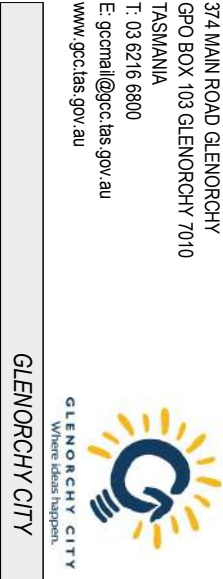
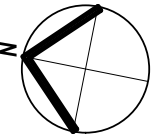
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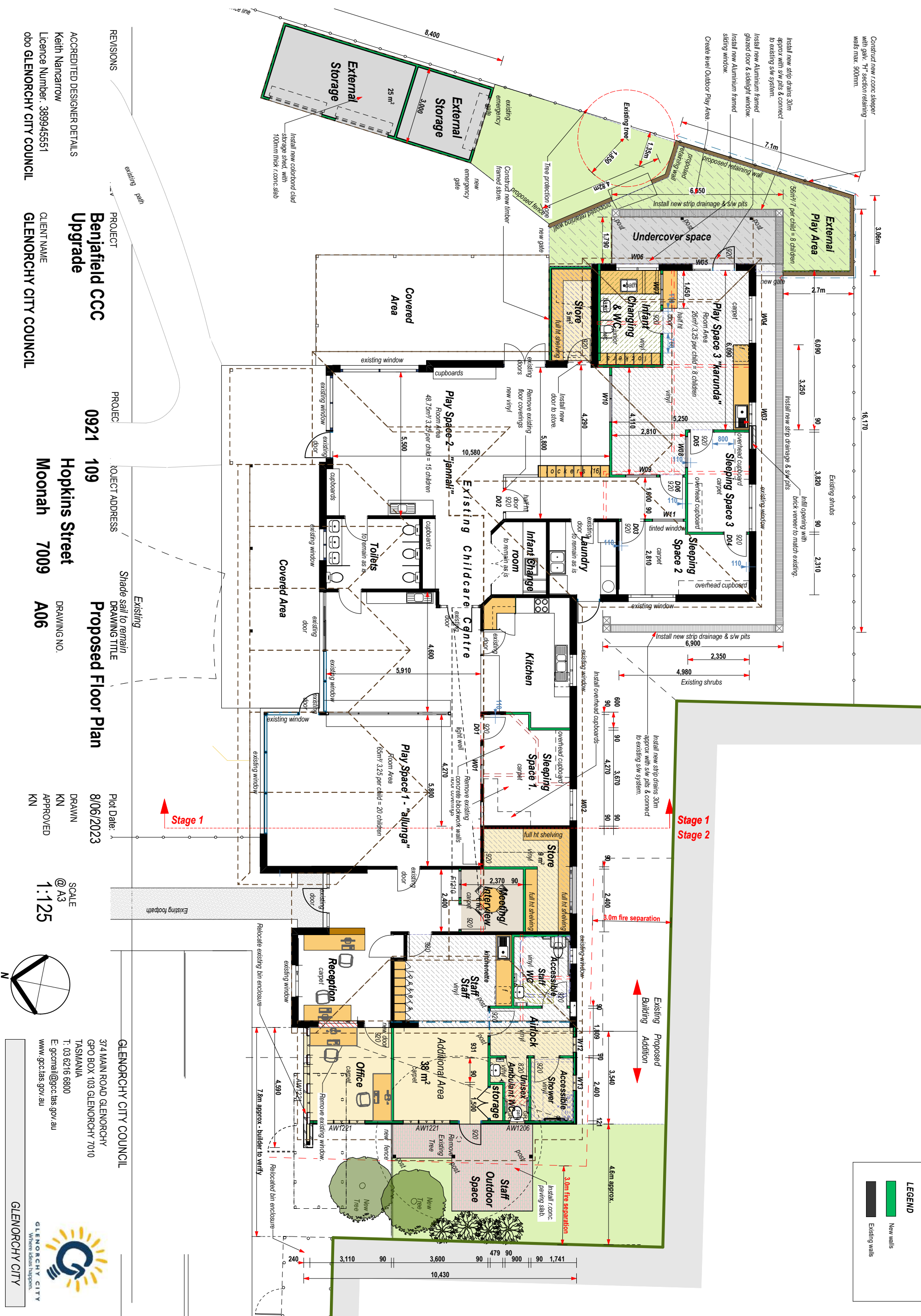
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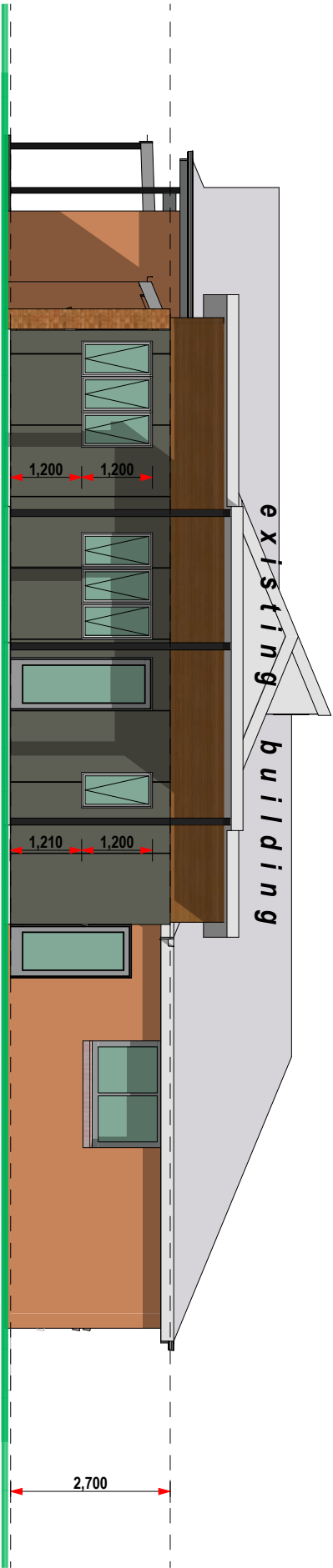
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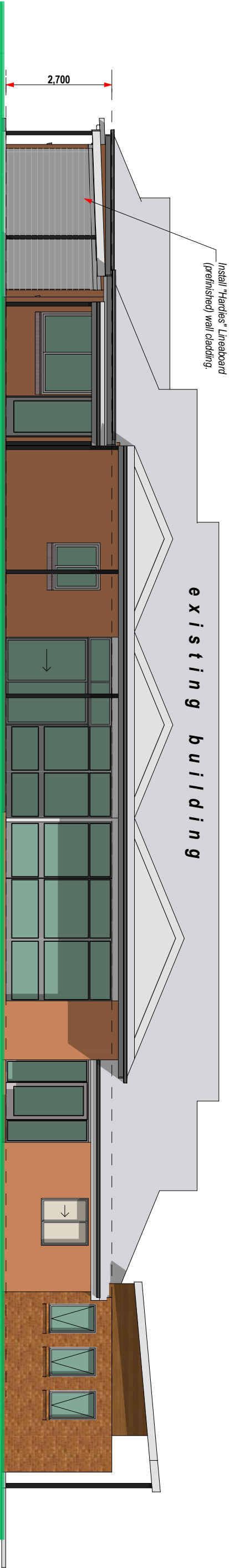


REVISIONS	REV	PROJECT	PROJECT NO.	PROJECT ADDRESS	DRAWING TITLE	Plot Date:
ACCREDITED DESIGNER DETAILS Keith Nancarrow Licence Number. 389945551 obo GLENORCHY CITY COUNCIL		Benjafield CCC Upgrade	0921	109 Hopkins Street Moonah 7009	Demolition Plan	8/06/2023
		CLIENT NAME GLENORCHY CITY COUNCIL			DRAWING NO. A05	DRAWN KN APPROVED KN SCALE @ A3 1:125
						
GLENORCHY CITY COUNCIL 37/4 MAIN ROAD GLENORCHY GPO BOX 103 GLENORCHY 7010 TASMANIA T: 03 6216 6800 E: gcm@mail@gcc.tas.gov.au www.gcc.tas.gov.au						
 Where ideas happen. GLENORCHY CITY GLENORCHY CITY						





Proposed West Elevation 1:100



Proposed North Elevation 1:100

REVISIONS

REV

PROJECT

PROJECT NO.

PROJECT ADDRESS

DRAWING TITLE

Plot Date:

Benjafield CCC

0921

109

Elevations 01

8/06/2023

ACCREDITED DESIGNER DETAILS

Keith Nancarrow

Licence Number: 389945551

obo GLENORCHY CITY COUNCIL

CLIENT NAME

GLENORCHY CITY COUNCIL

Hopkins Street

Moonah

7009

DRAWING NO.

A08

SCALE

@ A3

1:100

GLENORCHY CITY COUNCIL

374 MAIN ROAD GLENORCHY

GPO BOX 103 GLENORCHY 7010

TASMANIA

T. 03 6216 6800

E. gcccouncil@gcc.tas.gov.au

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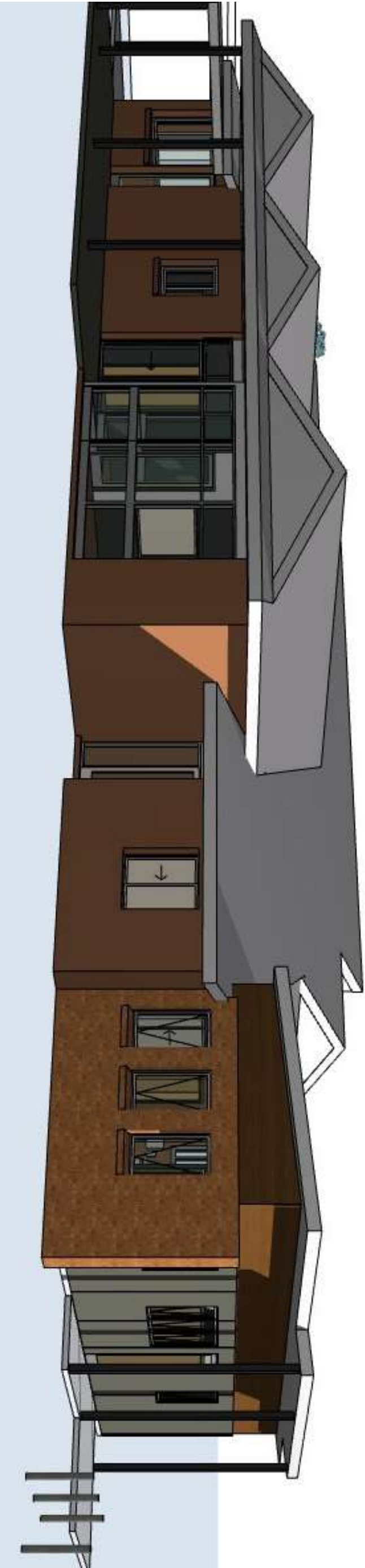
GLENORCHY CITY



GLENORCHY CITY COUNCIL
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REVISIONS

REV

PROJECT

PROJECT NO.

PROJECT ADDRESS

DRAWING TITLE

Plot Date:

0921

109

Perspectives

8/06/2023

ACCREDITED DESIGNER DETAILS

Keith Nancarrow

Licence Number: 389945551

obo GLENORCHY CITY COUNCIL

Benjafield CCC
Upgrade

CLIENT NAME

GLENORCHY CITY COUNCIL

Hopkins Street
Moonah 7009

DRAWING NO.

A14

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APPROVED

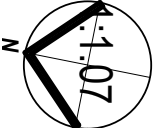
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SCALE

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GLENORCHY CITY COUNCIL

374 MAIN ROAD GLENORCHY
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Benjafield Child Care Centre

Financial Report as at 31/5/2023

Account Description	Amount YTD	Budget YTD	Variance YTD	Annual Budget
Revenue				
User Charges				
Childrens Services Parent Fees	(\$253,475)	(\$185,500)	\$67,975	(\$202,365)
Total for User Charges	(\$253,475)	(\$185,500)	\$67,975	(\$202,365)
Grants & Subsidies				
Grants - Child Care Benefit	(\$506,222)	(\$432,835)	\$73,387	(\$472,184)
Grants - Other Grants & Subsidies	(\$97,515)	\$0	\$97,515	\$0
Grants OpEx - Carry Forward Unspent Amount	(\$28,481)	\$0	\$28,481	\$0
Total for Grants & Subsidies	(\$632,219)	(\$432,835)	\$199,383	(\$472,184)
Other Income				
Miscellaneous income	(\$16,353)	\$0	\$16,353	\$0
Total for Other Income	(\$16,353)	\$0	\$16,353	\$0
Total for Revenue	(\$902,047)	(\$618,336)	\$283,711	(\$674,549)
Expenses				
Employee Costs				
Salary - Salaries & Wages	\$532,993	\$456,672	(\$76,321)	\$503,755
Salary - Overtime	\$23,792	\$8,882	(\$14,910)	\$9,612
Salary - Casual & Relief Salaries	\$98,940	\$28,127	(\$70,813)	\$30,684
Salary - Allowances	\$5,760	\$3,326	(\$2,434)	\$3,663
Salary - Superannuation	\$89,489	\$63,087	(\$26,402)	\$69,593
Salary - Meal Allowance	\$33	\$0	(\$33)	\$0
Salary - Pre-employment Expenses	\$357	\$0	(\$357)	\$0
Job Costing On Cost Expense	\$88,337	\$61,766	(\$26,571)	\$68,136
Total for Employee Costs	\$839,700	\$621,860	(\$217,840)	\$685,443
Administration Office Costs				
Salary - Staff Recognition	\$0	\$734	\$734	\$734
Property - Electricity & Gas Charges	\$4,862	\$8,636	\$3,774	\$11,515
Marketing & Advertising Costs	\$0	\$2,347	\$2,347	\$2,347
General - Payment to Statutory Authorities	\$329	\$3,588	\$3,259	\$3,588
ICT Lease - Photocopier	\$489	\$0	(\$489)	\$0
General - Stationery	\$162	\$0	(\$162)	\$0
Debt Collection Commission	\$0	\$940	\$940	\$1,025
General - Bad Debts	\$1	\$0	(\$1)	\$0
Catering - Internal Staff	\$200	\$0	(\$200)	\$0
Catering - External	\$88	\$0	(\$88)	\$0
Travel	\$350	\$1,538	\$1,187	\$1,538
IT - Consumables (Other)	\$0	\$718	\$718	\$718
Total for Administration Office Costs	\$6,482	\$18,499	\$12,017	\$21,464
Materials, Contractors & Other				
Salary - Clothing & Footwear	\$3,335	\$2,348	(\$987)	\$2,563
Materials - General	\$18,601	\$13,329	(\$5,272)	\$14,555
Food & Drink - Childcare	\$2,181	\$3,516	\$1,335	\$3,844
Minor Equipment Purchases	\$973	\$9,738	\$8,765	\$9,738
Contractor - Miscellaneous	\$18,888	\$27,111	\$8,223	\$29,717
General - Storage	\$734	\$866	\$132	\$947
Total for Materials, Contractors & Other	\$44,712	\$56,907	\$12,196	\$61,363
Total for Expenses	\$890,894	\$697,267	(\$193,627)	\$768,269

Berriedale Child Care Centre Financial Report as at 31/5/2023

Account Description	Amount YTD	Budget YTD	Variance YTD	Annual Budget
Revenue				
User Charges				
Childrens Services Parent Fees	(\$288,819)	(\$294,821)	(\$6,002)	(\$321,623)
Total for User Charges	(\$288,819)	(\$294,821)	(\$6,002)	(\$321,623)
Grants & Subsidies				
Grants - Child Care Benefit	(\$711,195)	(\$687,915)	\$23,281	(\$750,454)
Grants - Other Grants & Subsidies	(\$86,966)	\$0	\$86,966	\$0
Grants OpEx - Carry Forward Unspent Amount	(\$48,414)	\$0	\$48,414	\$0
Total for Grants & Subsidies	(\$846,575)	(\$687,915)	\$158,660	(\$750,454)
Other Income				
Miscellaneous income	(\$8,913)	\$0	\$8,913	\$0
Total for Other Income	(\$8,913)	\$0	\$8,913	\$0
Total for Revenue	(\$1,144,307)	(\$982,736)	\$161,571	(\$1,072,077)
Expenses				
Employee Costs				
Salary - Salaries & Wages	\$589,515	\$473,037	(\$116,478)	\$521,806
Salary - Overtime	\$37,048	\$8,360	(\$28,688)	\$9,133
Salary - Casual & Relief Salaries	\$77,060	\$22,956	(\$54,104)	\$25,043
Salary - Allowances	\$5,204	\$366	(\$4,838)	\$403
Salary - Superannuation	\$87,367	\$65,348	(\$22,019)	\$72,087
Salary - Meal Allowance	\$133	\$0	(\$133)	\$0
Salary - Pre-employment Expenses	\$235	\$0	(\$235)	\$0
Job Costing On Cost Expense	\$98,204	\$63,696	(\$34,508)	\$70,265
Total for Employee Costs	\$894,766	\$633,763	(\$261,003)	\$698,736
Administration Office Costs				
Staff Training	\$53	\$0	(\$53)	\$0
Salary - Staff Recognition	\$0	\$734	\$734	\$734
Property - Electricity & Gas Charges	\$3,889	\$10,552	\$6,664	\$14,070
Marketing & Advertising Costs	\$718	\$2,347	\$1,629	\$2,347
General - Payment to Statutory Authorities	\$329	\$3,588	\$3,259	\$3,588
ICT Lease - Photocopier	\$210	\$0	(\$210)	\$0
General - Stationery	\$98	\$0	(\$98)	\$0
Debt Collection Commission	\$20	\$940	\$920	\$1,025
General - Bad Debts	\$276	\$0	(\$276)	\$0
Catering - External	\$192	\$0	(\$192)	\$0
Travel	(\$1,388)	\$1,538	\$2,926	\$1,538
IT - Consumables (Other)	\$0	\$718	\$718	\$718
Total for Administration Office Costs	\$4,397	\$20,416	\$16,019	\$24,019
Materials, Contractors & Other				
Salary - Clothing & Footwear	\$3,364	\$2,348	(\$1,016)	\$2,563
Materials - General	\$23,388	\$15,837	(\$7,551)	\$17,063
Food & Drink - Childcare	\$2,261	\$4,036	\$1,776	\$4,408
Minor Equipment Purchases	\$1,136	\$9,738	\$8,602	\$9,738
Contractor - Miscellaneous	\$59,178	\$25,830	(\$33,348)	\$28,179
Consultants	\$1,091	\$0	(\$1,091)	\$0
General - Storage	\$734	\$876	\$142	\$958
Total for Materials, Contractors & Other	\$91,152	\$58,665	(\$32,486)	\$62,908
Depreciation & Amortisation				
Depreciation Plant & Vehicles	\$608	\$0	(\$608)	\$0
Total for Depreciation & Amortisation	\$608	\$0	(\$608)	\$0
Internal Expenditure				
Internal - Council Leased Plant	\$56	\$0	(\$56)	\$0
Total for Internal Expenditure	\$56	\$0	(\$56)	\$0
Expenses	\$990,980	\$712,845	(\$278,135)	\$785,663



Community Engagement Review Survey

Report: Round 1 Survey Report

Start: 6 October 2022

Close: 28 February 2023

Data received from:

- 53 hard copy surveys
- 139 online surveys via Let's Talk, Glenorchy
- People aged 14-87
- Every suburb in Glenorchy

Introduction

Purpose

The purpose of this report is to present the results of the Community Engagement Review, Round 1 Survey. This report provides responses to 18 questions in the following formats:

- Likert questions: respondents are able to scale their opinion on a question. These questions are represented in this report using column graphs
- Multiple choice questions: participants are able to choose one or more, or all options from a list of choices. These answers are represented in this report using a mixture of column graphs and pie charts.
- Open response questions: respondents could provide a written response to these questions, these are to ask for more information or to provide survey-taker with more flexibility in what information they provide us with. The information provided in these answers has been analysed using the Sentiment Analysis Tool:

Sentiment Analysis - This feature in our online engagement platform allows us to evaluate feedback provided in open responses questions. Using this feature, we filter the information received into the following categories:

- **Positive** - respondent expresses positive comments towards the question.
- **Negative** - respondent expresses negative comments towards the question.
- **Mixed** - respondent expresses negative and positive feelings.
- **Neutral** - response indicates an indeterminate feeling towards the question, or respondent has provided an unrelated comment.

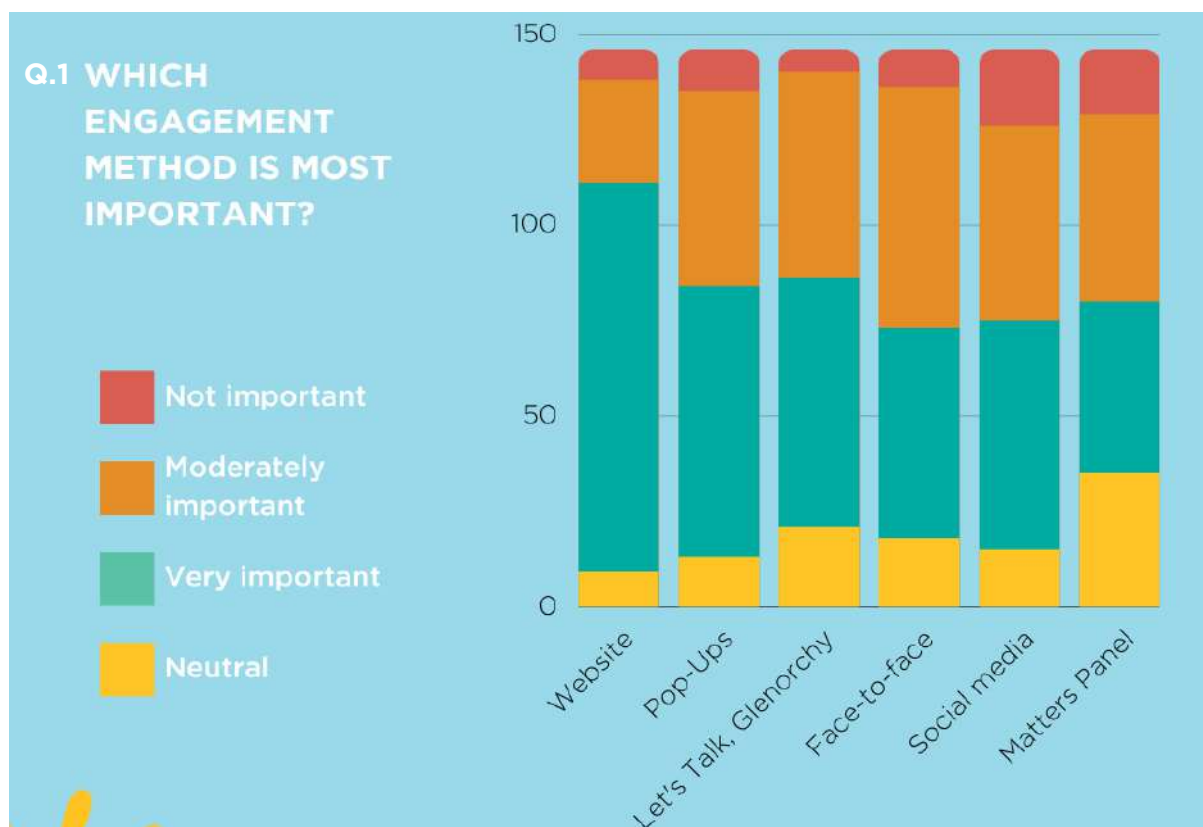
These categories are represented in this report using a line summary graph.:



Outcomes

There are 3 main outcomes from the engagement survey. These will guide outputs in Round 2 of the engagement review and any required updates to Council's Community Engagement Framework.

1. Both face-to-face and online engagement is important to our community
2. Representation is important, our community want to see their diverse range of opinions considered and represented in Council's projects and decisions.
3. Our community view their participation in Council decision-making as an important right as community members and ratepayers.



Key Findings:

- Positivity towards both face-to-face and online methods
- Website is an important pathway to engagement tools
- Social media important but needs to be used in addition to / alongside other methods.

Key comment from each category (from 41 received):

Positive: *I hate to be that one who puts very important for every category, but I think all the suggestions you have put are very important. I particularly love the engagement platforms and panels enabling consistent feedback and thoughts on programs, assets and developments of our awesome City.*

Neutral: *A range of options to engage ensures that more community members can be active in Let's Talk.*

Negative: *Stop organising engagements during hours when a majority of people are at work.*

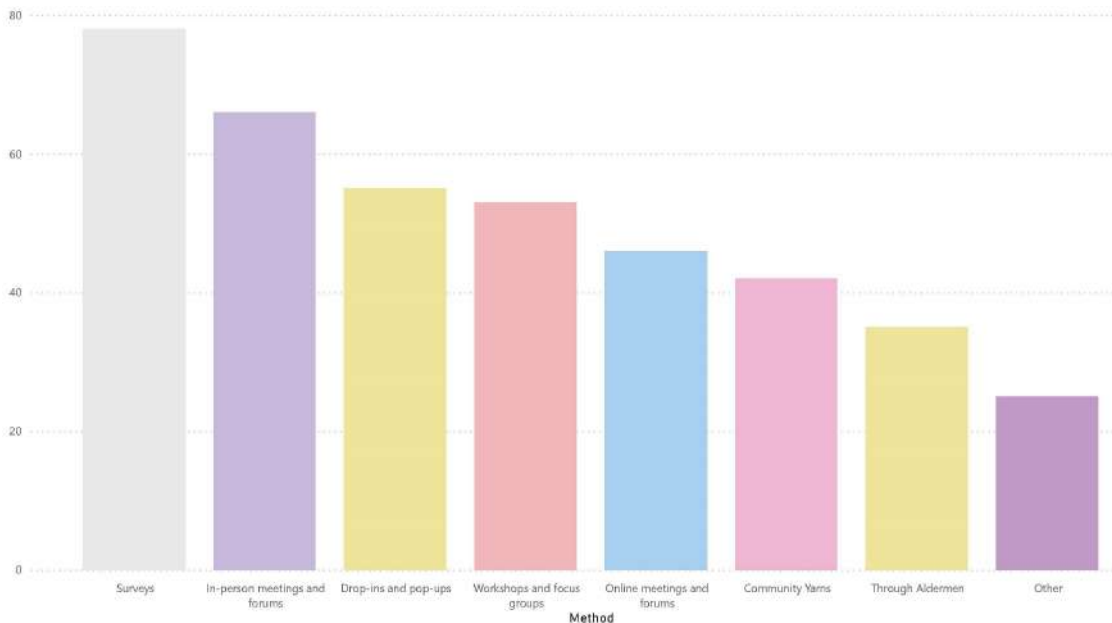
Mixed: *Glenorchy has a large ageing community and many don't use Facebook or the internet. It's important to have inclusive events that they can attend so a face to face meeting during the daytime might have to capture this large section of the community.*

Sentiment Summary:

Negative	Mixed	Neutral	Positive
12.2%	7.3%	51.2%	2.23%

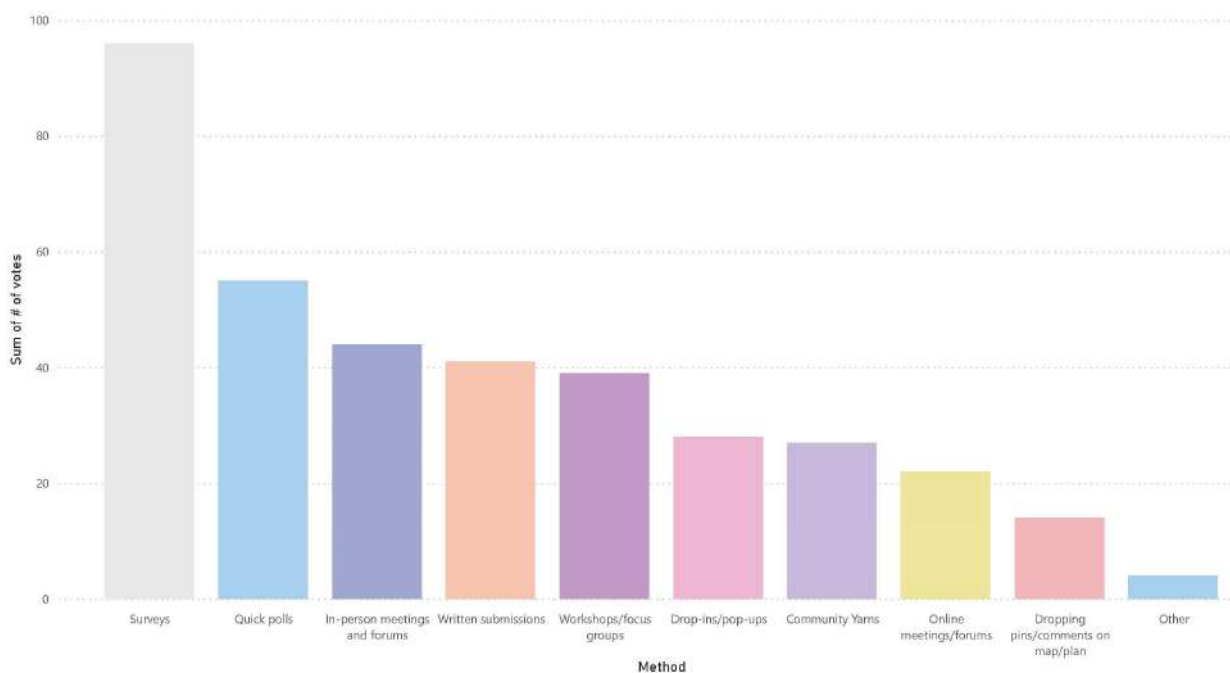
Implications: Council should continue to offer a range of online and face-to-face engagement tools. Important to ensure information on Council's website and social media is clear and takes users directly to engagement tools.

Q.3 How do you think Council should engage to reach more people?



‘Other’ responses included numerous suggestions around face-to-face opportunities such as door knocking, community BBQs, visits to community groups etc., as well as letterboxing, suggestion boxes and more targeted consultations.

Q.4 How do you like to share your views and ideas?

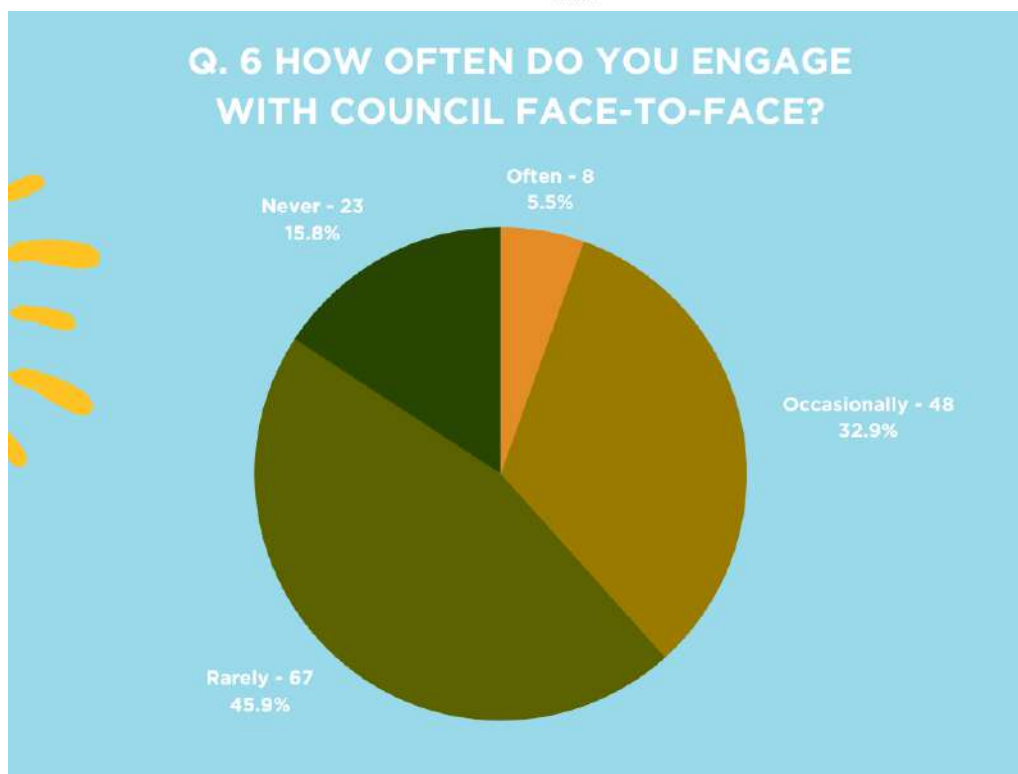
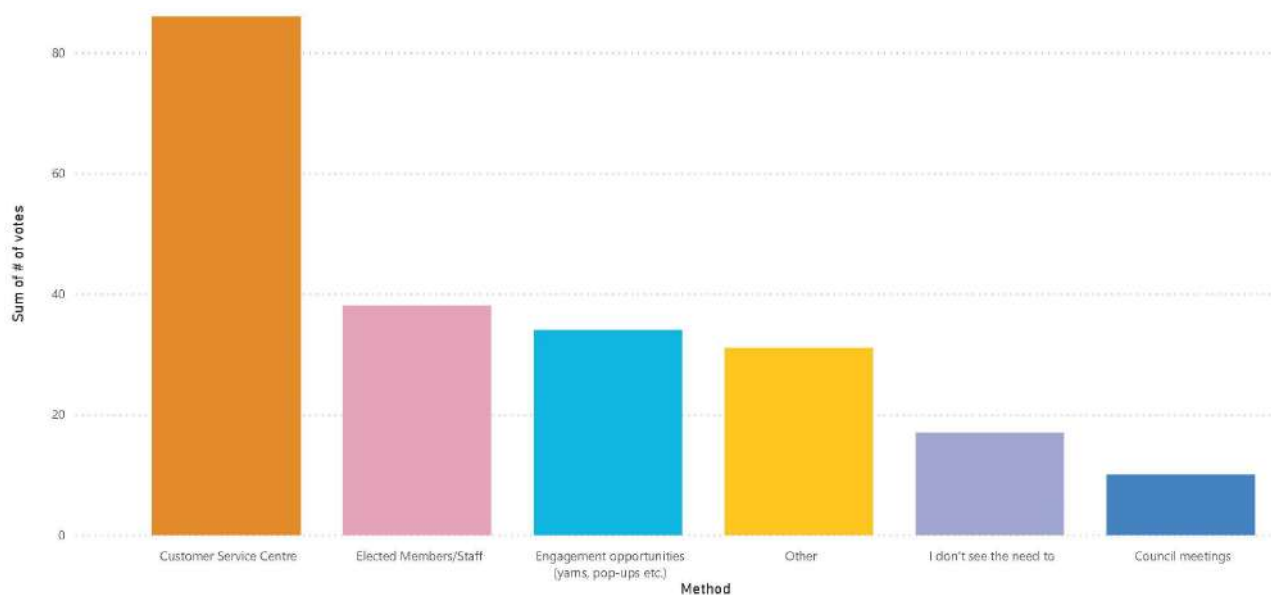


Implications:

Feedback (including comments provided in ‘other’ option) shows there is a desire for Council to provide a combination of in-person and online engagement methods. Respondents value a Council that seeks out views and ideas from all areas of the community.

Council should continue to offer a range of engagement opportunities using both face-to-face and online methods, and continue to develop a culture of engagement by ensuring broad diversity of ways for people to engage with Council decisions and projects.

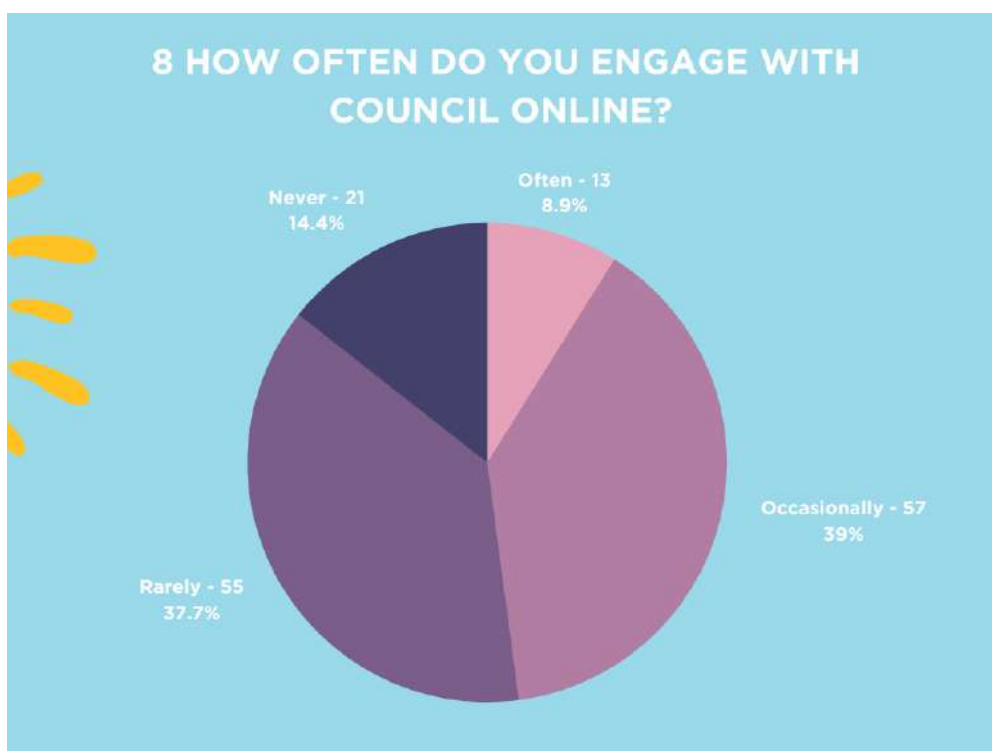
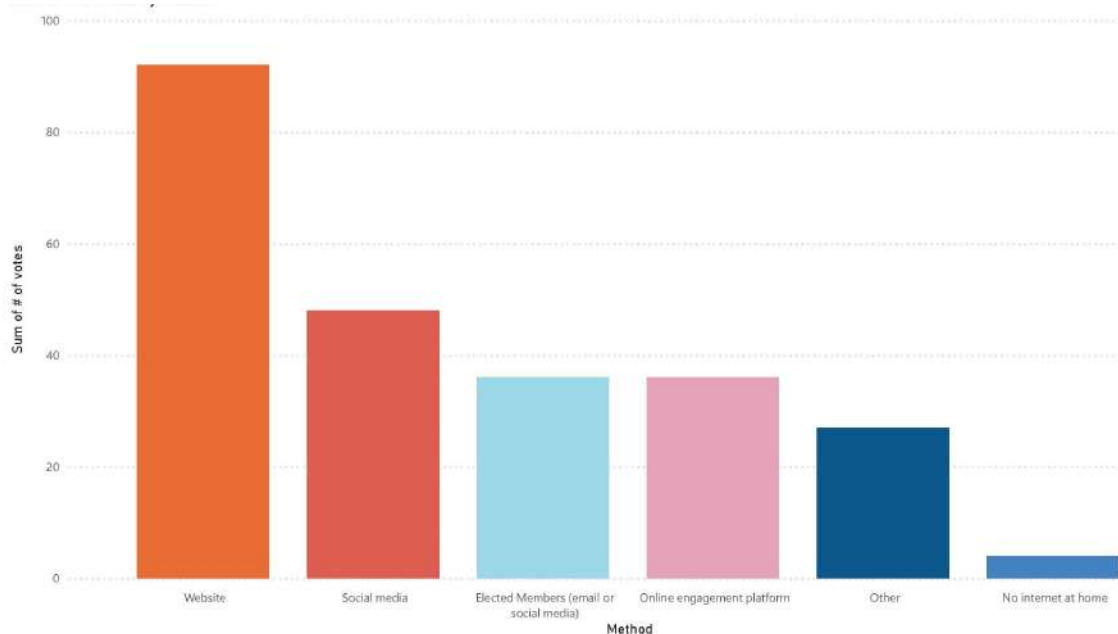
Q.5 When you want to speak face-to-face with someone at Council, how do you do it?



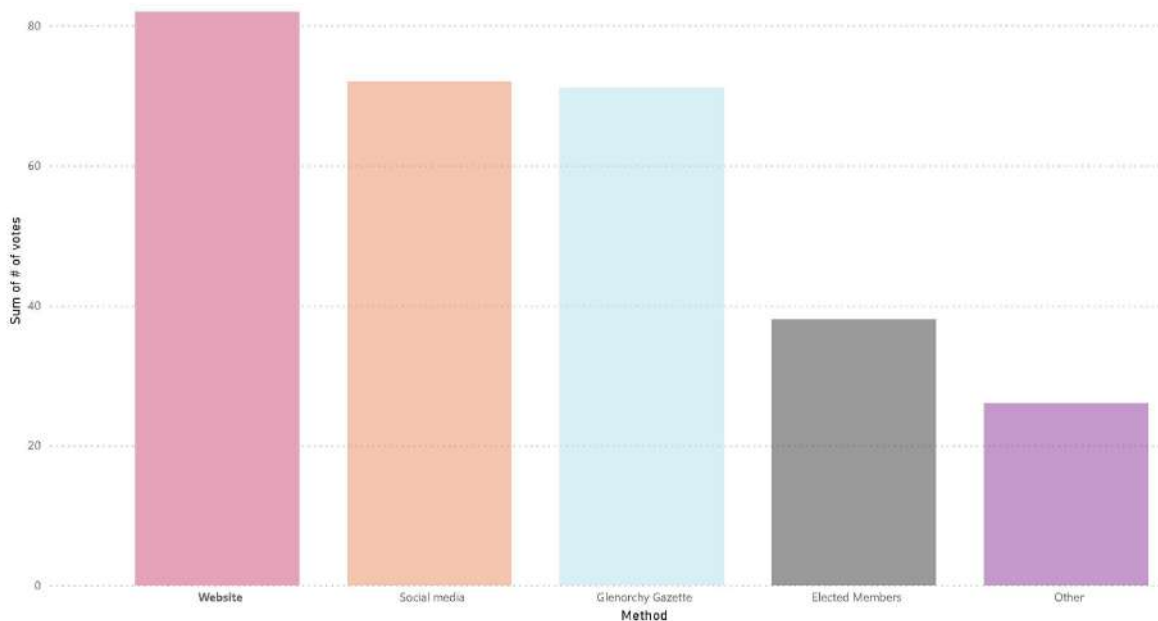
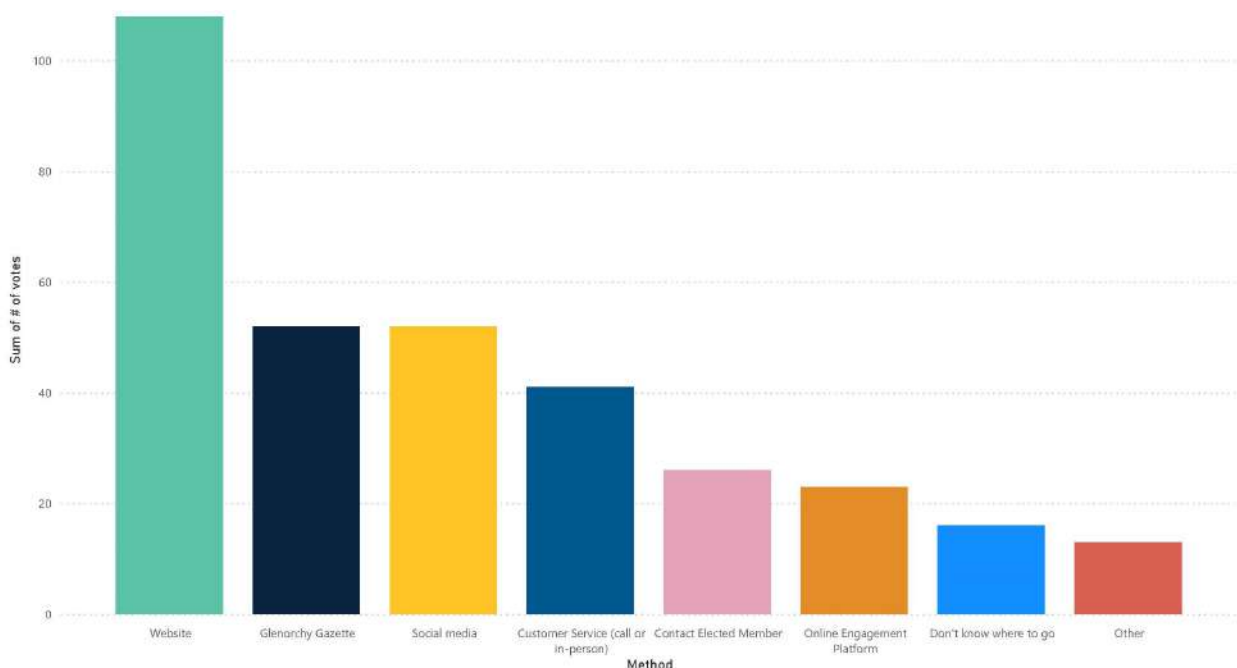
Implications: Engagement Officer should ensure continue to promote Customer Service as an important way for community to gain information on Council's engagements; and ensure Customer Service staff are well briefed on engagement opportunities and tools.

Council could look at ways of increasing promotion of how to attend Council meetings and what the process is for submitting a question.

Q.7 When you want to engage with Council online, how do you do it?



Implications: Council's website and social media accounts are important methods for the community to stay informed. Recommend promotion of Council's engagements via these platforms. Continue developing content and building trust.

Q.9 How do you like to stay informed on Council activities?**Q.10 Where do you go to look for information about a Council decision?**

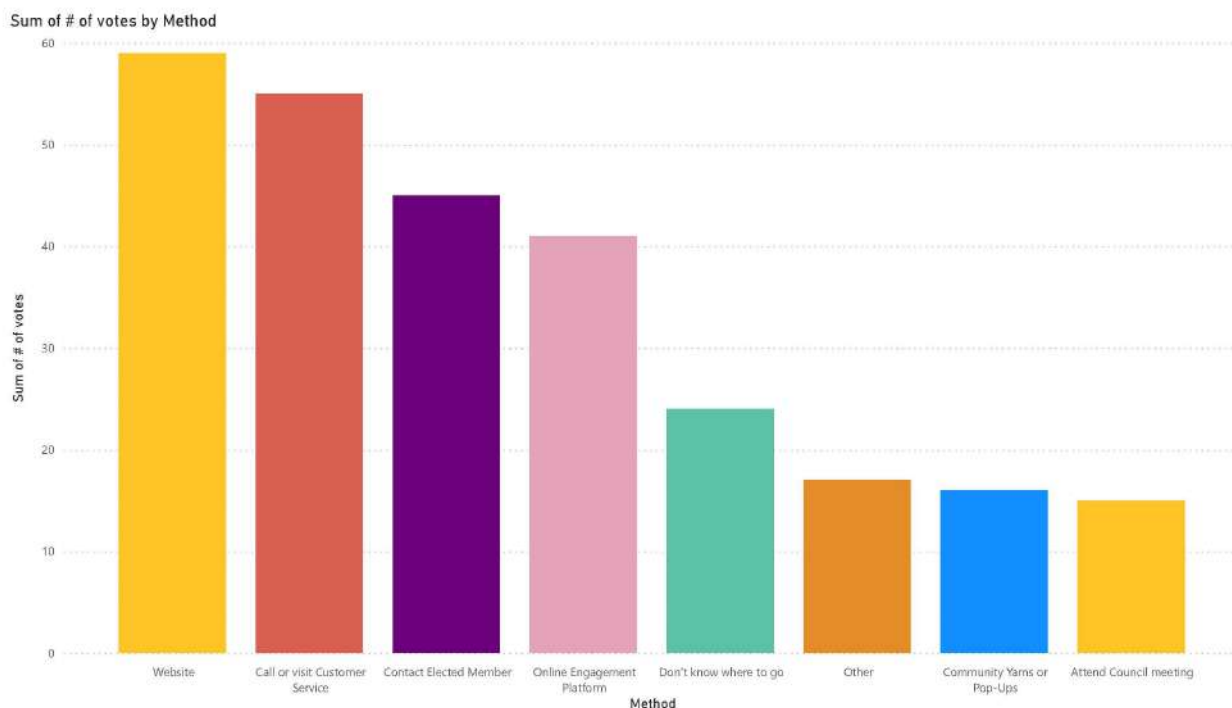
'Other' responses included suggestions for mail-outs, email newsletters and direct contact with Elected Members. A lot of respondents commented on how important the Glenorchy Gazette is to them (some also commenting they don't receive it).

Implications:

Council's website and social media accounts are important methods for the community to stay informed. Recommend promotion of Council's engagements via these platforms and the Glenorchy Gazette is important.

As well as online we need to promote through hard copy platforms such as the Glenorchy Gazette, which a lot of people in our community still utilise.

Q.11 Where do you go to have your say on an issue that's important to you?



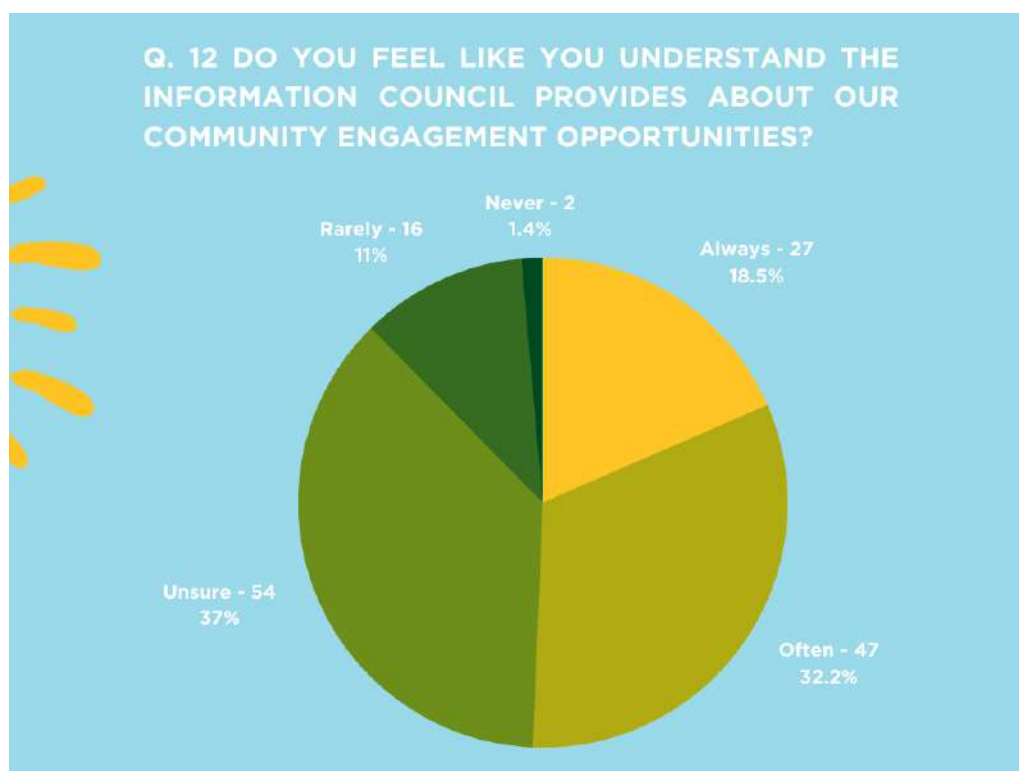
'Other' responses included comments regarding face-to-face methods (more information needed) and a range of comments around social media which was omitted from this question intentionally as Council's social media is a communications tool rather than an engagement method.

Implications:

Public Participation Brochure: More education/information around difference between communications and engagement which would improve information flow between community and council. Also recommend ensuring elected members are more accessible at yarns and pop-ups

Note: website responses may actually be indicative of Let's Talk, Glenorchy visits as this is the online area where people can contribute to engagements, this is not possible on Council's website.

Call or visit Customer Service responses may be indicative of general customer service enquiries.



Key Findings:

- Mixture of positive and negative comments regarding Council's engagement and communications
- Most comments relating to Elected Members indicated respondents want to hear more from them or are happy with information received from Elected Members. Some negative commentary also.
- Lack of trust / accountability
- Lack of understanding / English / access

Key comments from each category (of 71 received):

Neutral: Council as a whole and individual councillors need to be more active on social media.

Mixed: I'm have a sound knowledge of local government but sometimes decisions and information are not explained well or are confusing. Imagine if you were not a speaker of English as a first language or someone with low literacy or with a disability!

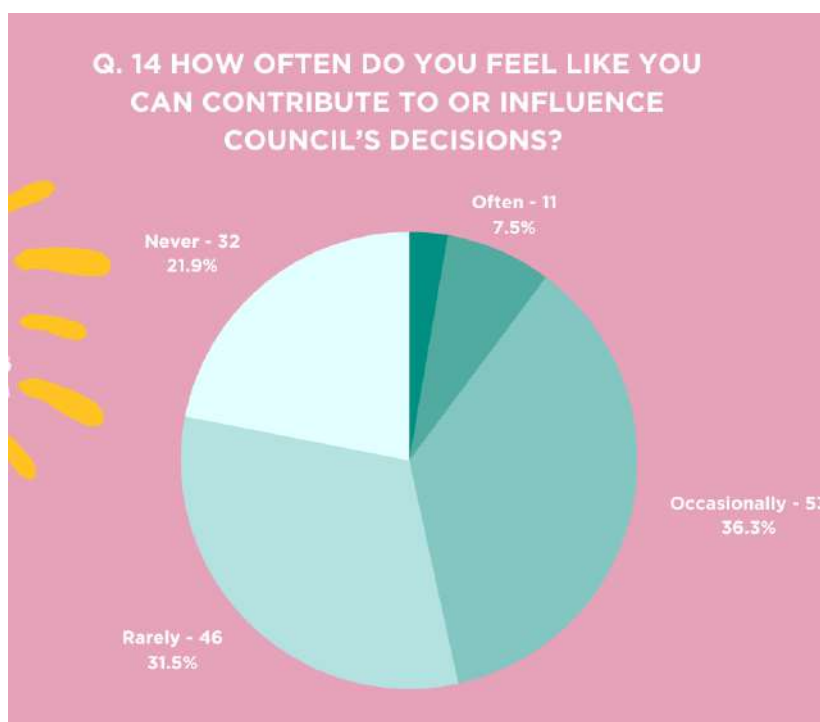
Negative: Sometimes decisions are difficult to understand.

Positive: Glenorchy Council has lifted its game in recent years around community consultation and transparency.

Sentiment Summary:

Negative	Mixed	Neutral	Positive
23.9%	9.9%	45.1%	21.1%

Implications: Council should continue developing communication methods to ensure it is meeting its guiding engagement principles of timeliness and access to information. Consistency of information reported back to the community needs to be developed to ensure Council is meeting its guiding engagement principles of transparency, responsiveness and continuous improvement. Recommend including more information to the community about Level of Impact and IAP2 Spectrum of Participation for each engagement project.



Key Findings:

- Mixed views on Elected Members – many comments indicate desire for more active community presence from Elected Members
- Lack of trust – many comments indicate respondents don't feel they can influence any Council decision
- Lack of transparency – many comments indicate respondents feel that Council doesn't follow through on feedback heard and don't report back on decisions made

Key comments from each category (of 72 received):

Mixed: *I have never involved myself. In saying that I always read the Gazette to keep updated with what is going on in community if I felt there was a concern I would call or visit Customer Service to voice my concerns.*

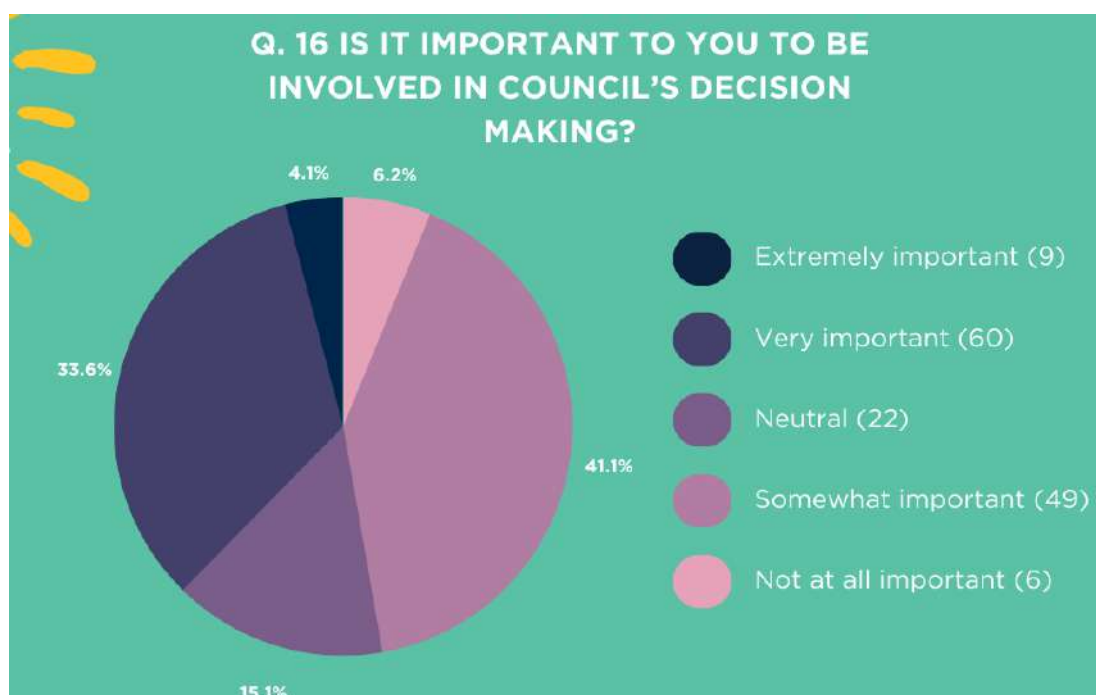
Negative: *I don't honestly think my opinion can make any difference. Usually it's a decision that's already made. There seems to be little or no follow-up news on discussion items that I have seen.*

Neutral: *Honestly, Council does it's thing and though I feel there is the opportunity to have my say, I expect Council to have priorities and conflicting interests and to make the final decision with my small contribution having little impact.*

Negative	Mixed	Neutral	Positive
37.5%	9.7%	38.9%	13.9%

Implications: Council should ensure internal project staff are provided training opportunities and resources regarding Council's Community Engagement Framework; including tools such as the IAP2 Spectrum of Public Participation and Level of Impact. Consistency of information reported back to the community needs to be developed to ensure Council is meeting its guiding engagement principles of transparency, responsiveness and continuous improvement. Recommend including more information to the community about Level of Impact and IAP2 Spectrum of Participation for each engagement project.

Council should continue to provide opportunities with elected members.



Key Findings:

- Majority of respondents view being involved in Council's decision making important
- Democratic right / community responsibility - many expressed their strong belief that *"Council decisions affect me and my neighbours so it's very important to be involved."*
- Ratepayer - many respondents highlighted that it is their rates that are implicated in Council's decisions; therefore, they feel strongly about being involved.

Key comments from each category (of 66 received):

Positive: *Because many decisions made by Council directly impact on the community. I believe the community should have some input into any decisions that greatly impact them.*

Mixed: *I love elections, but there are times when big decisions about the future of our city should be part of discussions with residents. I love new developments, but I also love dissenters because they make us pause. I don't want just the loudest voices to be heard as the direction of Glenorchy doesn't just impact our daily lives and livelihood but our future and financial wellbeing as well!*

Neutral: *There is SO MUCH unrealised potential in GCC. A proactive approach that was innovative and drew on progressive community would be so refreshing.*

Neg- ative	Mixed	Neutral	Positive
3.2%	22.2%	39.7%	34.9%

Implications: Council should continue to communicate engagement opportunities widely across a variety of channels. Council should also continue to provide a variety of methods and tools for the community to be involved in its decision making.

Clear and consistent information should be provided to the community about what Council is responsible for.

Q.18 Do you have any other comments or suggestions on Council's Community Engagement?

Key comments / suggestions (of 66 received):

- *I would like to see some more email prompts - I don't log in as much as I should so more email prompts would direct me to engage more often.*
- *Do some door knocking and ask people face to face about anything.*
- *Council should draw more upon expert panels to assist with difficult decisions. Also engage early with community.*
- *More work in sustainable practices, more trees. Make Glenorchy carbon neutral.*
- *The Gazette should be provided with stories that include staff images and images of facilities and not just images of the Mayor.*
- *I would like to see greater promotion of all the platforms the community can access to be involved with their local council.*
- *Cross advertising with Clarence and Brighton councils would provide information for people who live in those areas but work or play in Glenorchy.*
- *I would be interested in a Vision Statement from the council that excites the residents of Glenorchy and maybe even engages them to be active in their community. Shops, schools, roads, night life, family life pride and community engagement. Pride and motivation if you will.*
- *Improve collaboration with migrant services organisation such as MRC Tas and MCOT as we have a strong concentration of migrants living and working in Glenorchy.*
- *Information re Let's Talk, Glenorchy etc. could be included in our rates notices.*
- *It would be good to see aldermen/women out and about and not just when its election time.*

Sentiment Summary:

Negative	Neutral	Positive
23.1%	67.7%	9.2%

Implications: It is clear that providing a range of engagement methods is important to the community. Council should continue to provide a wide variety of ways the community can take part in its engagements.

Council should continue to strive to meet its guiding engagement principles of inclusiveness, partnership and respect by being adaptive in its approach to community engagement. Council should also continue to take opportunities to seek community input as they arise.



Community Engagement Review Survey

Report: Round 2 Survey Report

Start: 28 April 2023

Close: 15 May 2023

Data received from:

- 15 hard copy surveys
- 41 online surveys via Let's Talk, Glenorchy
- 12 quick poll responses

Introduction

The purpose of this report is to present the results of the Community Engagement Review Round 2 Survey.

Respondents were asked to consider feedback received by Council in Round 1 of the Community Engagement Review (via the Round 1 Report), and what changes Council has planned based on this feedback. A Quick Poll *“What can Council prioritise to give you more of a say in its decision-making?”* remained open for the duration of Round 1 and 2.

Round 2 in numbers:

- The survey was open for 18 days and was emailed to over 300 previous participants and local organisations.
- 1,200 Let’s Talk, Glenorchy registrants also received the survey direct to their inbox.
- Over 400 people interacted with the Let’s Talk, Glenorchy project page.
- Over 13,000 people interacted with 10 posts on Council’s Facebook page.
- 189 people downloaded the Round 1 Report

Council’s Engagement Officer held 2 face-to-face sessions at the Glenorchy Library and visited local community houses and service organisations visited in Round 1.

Youth Engagement

The Mayor and Engagement Officer visited Guilford Young College and spoke to over 200 students about the review during Round 2. The students were provided with a QR code flier to distribute in their Friday tutor groups. So far 19 students have responded to the survey which asked them questions like “How do you like to share your views and ideas?” and “How do you think Council should engage to reach more young people?”. It is interesting to note that the students are split evenly between preferring online vs face-to-face engagement; this is in-line with the broader community. An example of suggestions and feedback we are receiving:

- “By giving a youth voice to government and more active participation...”
- “By posting on platforms that the younger people use, like Instagram, Snapchat and mainly TikTok.”
- “Do more community activities and to go into schools.”
- “Tackle topics that are suited to the young audience. Hold events that can provide entertainment as well as information.”

Round 2 Results

Approximately 50 suggestions/comments were provided in the Round 2 consultation, most of these comments re-affirm that the Glenorchy community value a range of engagement methods (both face-to-face and online). Further to this, the vast majority of people interacting with the review in round 2 did not think Council has missed anything in Round 1 or in its future planning for Framework updates.

The comments provided indicate that community members want to feel connected to their Council, they want flexible and accessible opportunities to feel part of decision-making that affects them. A summary of responses is below.

Feedback from Round 2 also indicates that pop-up opportunities with elected members and staff are important to Glenorchy. They want to know Council is out in the community listening to them.

Summary of Responses

Question 1

Participants were asked to consider the following 6 key findings:

1. Support for both face-to-face and online engagement opportunities.
2. Surveys are considered important as a way for you to share your views and ideas.
3. Council's website and online engagement platform are important. Social media and the Glenorchy Gazette are also important to our community, as well as direct contact with Elected Members.
4. Only a small percentage of respondents didn't know where to go to have their say or look for information about a Council decision.
5. Some of you expressed a lack of trust in Council's accountability and transparency in engagement.
6. You want more opportunities to meet face-to-face with our Elected Members.

Q.1 Do you have any other feedback you think Council should consider?

Summary of suggestions (19 received):

- If the community isn't engaging in the conversation, then [community input into strategic plan] is where the time should be spent to understand where it went wrong.
- Suggestion box in various places (supermarkets etc.) as not everyone has email/phone/internet, by the time they can get access the importance may have passed.
- Part of your communication should be focusing on educating the community around the challenges and reasons of decisions.
- Over the last few years Council has reduced and completely removed key programs in the community, youth, safety, economic development and arts sectors. This action has led to issues for the community, with a lack of support for residents. There needs to be more investment in these sectors, with cross-sectoral programs that can build resilience...Council need to reflect accessibility, creativity and support through its face to face interaction with the community.

- Considering that the Glenorchy municipality has one of the lowest - if not lowest - computer literacy rates in the state, the Glenorchy City Council are failing their community by not considering alternate means of communication; specifically, getting letters into people's mailboxes.
- Community Development and engagement needs to have a community centered approach.
- Different methods of community engagement regarding living sustainably, retaining and enhancing habitats for wildlife and wildlife corridors
- The GCC website would be my preferred option for information sharing.
- Don't book all sessions for during the "average" workday. Constantly missing engagements because of work and I wouldn't be the only one.
- Have community face to face meetings to engage householders in their own area and give them a way of expressing what they would like to happen or get attended to.

Question 2

Participants were asked to consider how we propose to update Council's engagement tools and methods based on their feedback. Updates under consideration include:

- Further developing our online engagement platform (Let's Talk, Glenorchy) to help you stay informed.
- Continuing to hold Community Yarns to provide in-person engagement opportunities to discuss important topics.
- Continuing to provide Community Pop-Ups so you can engage with elected members in a less formal way.
- Updating our engagement framework to ensure we provide tailored engagement opportunities that suit the project and community.
- Talking to us face-to-face is important to you, we will consider using Reference Groups as another way for you to do this.

Q.2 Do you think we have missed anything?

Summary of suggestions (total of 16 received):

- A variety of different times for face-to-face events
- Allowing each Aldermen to freely express their view on a topic instead of group talk. To hear other Aldermen speak in a GCC meeting.
- Council needs resources in the way of PEOPLE within the organisation across many sectors who can respond to issues, questions, suggestions every day. Rather than spending \$ on tools to communicate or setting up groups for small numbers of people, it would be fantastic to know that when you walked in the door, or called about an issue that there was a friendly face who was open to your ideas and feedback. This is the starting point. Once there is a positive relationship with Council, then people will engage proactively and be part of groups, committees etc.
- Convening expert panels as per HCC Portfolio committees
- Develop let's talk into an app. That way people who are time poor/ working / parents etc can get notifications to participate in quick polls. Also, advertise let's talk on the council rate bills / emails!

- door knocking talking to real people in their own home
- Face-to-face can also mean a video meeting. Not everyone has accessibility or the ability to be in a physical location with others.
- Greater opportunity for all people to participate on advisory boards.
- Targeted requests for information. I can't comment on disability etc but playgrounds and services for families I can provide far better insights.
- An online forum of some kind would be appreciated. Not based on a Facebook group though.

Question 3

Do you have any further information/comments you would like to provide?

Summary of suggestions (total of 15 received):

- Don't encourage exclusion. Please encourage inclusion.
- General informal chats at my local Community centre in Goodwood.
- Given the extreme breadth of age, ethnicity, computer literacy and interest of the population no one method or even a certain combination of methods will reach everyone. Consequently, Council will always be criticised by some individuals or groups saying that there has been insufficient consultation on specific topics they believe to be relevant to them. I think the approach outlined in the report and the nominated methods to be developed and enhanced is a very reasonable way forward.
- I believe you are going in the right direction - keep up the good work.
- More community engagement that supplies what initiatives and projects are planned or being done so the whole community feels connected to their local government. That is to say rather than having to go look for surveys or log on to the GCC site have a more hands on approach.
- Please make our history info etc available for people to see.
- The former precinct system was an effective means of tapping community sentiment.
- The process is sound. It just needs to be followed with room for dynamic updates as required at review points.
- This is all about relationships and unfortunately due to many factors, including staffing cuts and lack of investment in the community, there is little relationship between the general rate payer and the Council, except to pay rates or dog registrations. You need to get the foundations strong before building the walls and the foundations need work first.
- That Council gives equal weight to the rate payers as it does to developers when it comes to what concerns then about responsible development and what we want in our community. When developers have long gone, as in the McGill Rise saga, it is the Council, ratepayers and residents who are left with the mess. Residents need input earlier because when the DA is exhibited it is also effectively in a form that just needs rubber stamping by GPA.

Working Group

The 3rd Working Group meeting was held on Tuesday 16 May. The group viewed the DRAFT Round 2 report and discussed feedback received and planned updates to Framework and engagement tools.

Key points of discussion:

- Supportive of proposed Framework updates.
- Working Group would like to know what commitment elected members will be required to make regarding attendance at Community Yarns and Pop-Ups.
- Is there a way Council can report on elected member attendance at engagement opportunities.

Statements of Support

"The Chigwell Child and Family Learning Centre is an integrated child and family service that offers wrap around support and learning opportunities, for families with children aged between 0-5 years. We support Glenorchy City Council's recent Community Engagement Review. Council sought our input into the review by attending the centre and sharing engagement opportunities. We are aware that Council sought input into the review from stakeholders, including the Chigwell Child and Family Learning Centre in a variety of different ways including in person and online. The key findings represent the diverse views of our community, and we look forward to working with Council on any further engagement opportunities."

- Tash Cowles – Chigwell Child and Family Learning Centre, Centre Leader

"Glenorchy City Council's 2022-2023 community engagement review was very well planned and executed. The program demonstrated a best-practice engagement approach by IAP2 standards, with a range of hybrid community engagement activities undertaken to reach a good cross-section of your community. By statistical research measures for your population base in Glenorchy, you have managed to hear from a statistically representative sample of your community which you should be very proud of. Kudos to you for your efforts in planning and implementing this community engagement program with the resources you had at your disposal. With your consent, I would love to highlight your engagement review and how you went about it, to other Granicus Engagement Hq clients as a best practice community engagement approach."

- Leanne Robb – Engagement Consultant, Granicus

Support for the review process also provided from Montrose Bay High School.

COUNCIL POLICY

COMMUNITY ENGAGEMENT POLICY



PURPOSE

This policy provides direction for how Glenorchy City Council ('Council') will engage with the community and stakeholders when making decisions, delivering services, or representing the community.

SCOPE

This policy applies to all Council ~~Aldermen~~Elected Members, employees and external consultants who undertake or are expected to undertake community engagement projects or activities as part of their responsibilities.

This policy does not alter any statutory consultation requirements under the Land Use Planning and Approvals Act 1993.

STRATEGIC PLAN ALIGNMENT

~~Making Lives Better~~

~~Objective 1.1 — Know our communities and what they value~~

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

~~Strategy 1.1.2 Encourage diversity in our community by facilitating opportunities and connections~~

~~Objective 1.2 Support our communities to pursue and achieve their goals~~

~~Strategy 1.2.2 Build relationships and networks that create opportunities for our communities~~

~~Leading Our Community~~

~~Objective 4.1 — Govern in the best interests of our community~~

~~Strategy 4.1.1 — Manage Council for maximum efficiency, accountability and transparency~~

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

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

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

STATUTORY REQUIREMENTS

Acts	Local Government Act 1993 Land Use Planning and Approvals Act 1993 Environmental Management and Pollution Control Act 1994 Public Health Act 1997 Dog Control Act 2000 Local Government Act 1993 Land Use Planning and Approvals Act 1993
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	Environmental Management and Pollution Control Act 1994 Public Health Act 1997 Dog Control Act 2000
Regulations	Local Government (General) Regulations 2015 Local Government (General) Regulations 2015
Australian/International Standards	IAP2 Quality Assurance Standard 2015 AS/NZS ISO 9001:2015 Quality Management Systems

DEFINITIONS

Community or Communities means any specific group of people who share similar location, interest, or affiliation with the Glenorchy Local Government Area. These include but are not limited to residents, ratepayers, business owners and operators, workers, students, visitors, including tourists and shoppers, government establishments, community organisations, including clubs, churches, and charity groups.

~~**Stakeholder** means a person, group of persons or organisations that have or feel they have an interest or can affect/be affected by an issue or decision.~~

Community Engagement means a planned process whereby Council and the community exchange information through different methods and take actions to solve common problems or make decisions. This process exists on a spectrum from *inform, consult, involve, collaborate*, to *empower*, as defined by the International Association for Public Participation (IAP2).

IAP2 means International Association for Public Participation.

Stakeholder means a person, group of persons or organisations that have or feel they have an interest or can affect/be affected by an issue or decision.

POLICY STATEMENT

1. Glenorchy City Council is committed to engaging with its communities on issues that affect them.
2. Council's Community Engagement Framework will guide the delivery of community engagement projects and activities.
3. We will take into account the opinions, ideas and feedback of our community when making decisions or delivering services.
4. We will engage with our communities when in the opinion of Council officers or the elected Council:



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- i) the views of individuals or groups within our community will provide further information valuable to the planning, solution, or decision
 - ii) the issue will significantly affect existing levels of service
 - iii) the issue is complex or controversial
 - iv) the issue will have long term impact on the community, or when it is a legislative requirement.
5. There may be circumstances under which community engagement is impracticable, such as where emergency response is required, or a statutory process may be compromised.
 6. The level of community participation in the decision making and the engagement method used will be determined by factors including the level of impact of the issue, time, and resources available, to what degree it will influence the decision or any legal requirements.
 7. As much as possible, appropriate level of resourcing, including time, will be committed to community engagement.
 8. Community Engagement sessions will be made available to officers whose roles involve delivering projects, programs, and activities within the community.
 9. Council's Community Engagement Framework shall be guided by the International Association for Public Participation (IAP2) Core Values and Public Participation Spectrum.
 10. Council shall maintain a register of community engagement activities for the purpose of planning and reporting.

GUIDING VAULES

The following values guide Council's community engagement processes. This is our commitment to the community.

Inclusiveness and Representation

- If you are affected by an issue, we actively seek your views and ensure there are ways for you to have your say and find more information.
- By having a range of engagement methods, we ensure decisions are informed by people who represent our diverse community.
- We respect our community – their history with the land, people, and times of Glenorchy.
- We build relationships and promote mutual understanding. We encourage engagement activities that allow people to work together.

Access and Transparency

- We ensure accessible information is available to help our community understand decisions and be part of the process.



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- We promote the use of plain English in community engagement.
- We are honest and open-minded. As stakeholders too, we will communicate our views and consider expert opinions where available.

Timely and Responsive

- We plan for engagement and engage as soon as possible to allow time for the community and stakeholders to participate in the process.
- We acknowledge feedback, provide updates, and inform participants of the outcome of the process and how feedback was used in decision-making process.
- We use IAP2 best practice methods to adapt our engagement methods to suit the project or issue.

Continuous Improvement

- We evaluate our engagement activities and learn from community feedback.
- ~~10.~~ We are committed to the IAP2 Quality Assurance Standard in Community and Stakeholder Engagement.

Guiding Principles

The following nine (9) principles are to guide Council's community engagement processes:

- ~~Inclusiveness — We will provide opportunities for those who are affected by or interested in an issue to have their say and seek to ensure participants are representative of the concerned communities and stakeholders.~~
- ~~Fostering and maintaining positive relationships — Council will treat its community and others with respect and in the spirit of achieving efficiency, inclusiveness, and effective participation¹.~~
- ~~Timeliness — We will plan for engagement and engage early or as soon as practicable in the process and allow sufficient time for the community and stakeholders to participate in the process.~~
- ~~Partnership — We will seek to build relationships and promote mutual understanding. We will discourage activities that risk dividing the community into conflict or opposing extremes.~~
- ~~Respect — We will listen to and value the ideas, feelings and opinions expressed. While we cannot satisfy all views expressed, we will take them into account.~~
- ~~Access to Information — We will provide information to participants to help them form sound opinions and judgements. We will promote the use of plain English in community engagement.~~
- ~~Transparency — We will be honest and open minded, and not seek pre-determined outcomes. As stakeholders too, we will communicate our views and consider expert opinions where available.~~

¹ Fostering and maintaining positive relationships is a component of good governance as recognised in the Good Governance Guide for Local Government in Tasmania 2018. This sentence is Council's undertaking regarding this.



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- ~~• Responsiveness – We will acknowledge feedback, provide updates, and inform participants of the outcome of the process.~~
- ~~• Continuous Improvement – We will evaluate and take measures to improve the process. We will endeavour to ensure adequate resourcing is available for better ways and means to engage.~~

Community engagement framework

This Policy is part of a broader Community Engagement Framework developed by Council to progress a culture of meaningful engagement with the communities and stakeholders in the City of Glenorchy. The Community Engagement Framework includes the following four (4) components:

- This *Community Engagement Policy* – this provides direction and outlines the guiding principles for community engagement
- A *Community Engagement Procedure Guide* – this guides Council staff and community on when and how they should engage with the community and stakeholders under different circumstances. ~~(internal document)~~
- A *Community Engagement Procedure and Toolkit* – this includes staff guidelines and resources on how and when they should use different methods in delivering community engagement activities (internal document), and
- ~~A A Public Participation~~ *Community Engagement Brochure* – this contains information for the public on Council's community engagement processes and how they can get involved.

Privacy in community engagement

Council is committed to protecting the personal information of all participants of its community engagement process. In demonstrating this commitment, Council will be guided by the Personal Information Protection Principles listed in Schedule 1 of the *Personal Information Protection Act 2004*.

Personal information collected in public meetings or any engagement activity will only be used for the purpose of ongoing engagement on the issue by Council. Such information will not be made available to the public.

Reporting requirement

Proposals submitted to Council on policies, programs, projects, and activities are to include a section on Community Engagement. If community engagement is required as part of the decision making on the proposal, an Engagement Plan is to be included in the proposal as per the Community Engagement Procedure Guide.

Reports submitted to Council on policies, programs, projects, and activities where community engagement has taken place as part of the decision-making process is to include information on the engagement process and output.

BACKGROUND

Council is committed to working with its local communities and stakeholders to understand the needs and aspirations of our diverse communities. This has been demonstrated in various ways including the processes and outcomes of the City of Glenorchy Community Plan 2015 – 2040. Council is faced with increased community expectations to deliver improved outcomes for our communities whose problems are also increasingly complex



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and varying. Council recognises that solving these problems will require working with those who have an interest in or are affected in order by an issue to ensure effective and efficient solutions, while Council acknowledging acknowledges there will be factors that make mean some people/communities are less likely or less able to engage and will work to ensure its engagement activities are as accessible as possible. Therefore, Council has developed a Community Engagement Policy to guide its practice of community engagement to improve public participation in decision making and help guide Council's service delivery.

DOCUMENT CONTROL

Version:	2.0	Adopted	27 September 2021	Commencement Date	28 September 2021
Minutes Reference	Item 11			Review Period	4 Years from adoption
Previous Versions:	1.0 adopted 19 December 2016 (Council meeting, Item 17)				
Responsible Directorate	Community and Customer Services <u>Stakeholder Engagement</u>		Controller:	Manager Community <u>Executive Manager Stakeholder Engagement</u>	
ECM Document No.:	Policies by Directorate				

COUNCIL POLICY

COMMUNITY ENGAGEMENT POLICY



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Community Engagement means a planned process whereby Council and the community exchange information through different methods and take actions to solve common problems or make decisions. This process exists on a spectrum from *inform*, *consult*, *involve*, *collaborate*, to *empower*, as defined by the International Association for Public Participation (IAP2).

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5. There may be circumstances under which community engagement is impracticable, such as where emergency response is required, or a statutory process may be compromised.
6. The level of community participation in the decision making and the engagement method used will be determined by factors including the level of impact of the issue, time, and resources available, to what degree it will influence the decision or any legal requirements.
7. As much as possible, appropriate level of resourcing, including time, will be committed to community engagement.
8. Community Engagement sessions will be made available to officers whose roles involve delivering projects, programs, and activities within the community.
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- If you are affected by an issue, we actively seek your views and ensure there are ways for you to have your say and find more information.



- By having a range of engagement methods, we ensure decisions are informed by people who represent our diverse community.
- We respect our community – their history with the land, people, and times of Glenorchy.
- We build relationships and promote mutual understanding. We encourage engagement activities that allow people to work together.

Access and transparency

- We ensure accessible information is available to help our community understand decisions and be part of the process.
- We promote the use of plain English in community engagement.
- We are honest and open-minded. As stakeholders too, we will communicate our views and consider expert opinions where available.

Timely and responsive

- We plan for engagement and engage as soon as possible to allow time for the community and stakeholders to participate in the process.
- We acknowledge feedback, provide updates, and inform participants of the outcome of the process and how feedback was used in decision-making process.
- We use IAP2 best practice methods to adapt our engagement methods to suit the project or issue.

Continuous improvement

- We evaluate our engagement activities and learn from community feedback.
- We are committed to the IAP2 Quality Assurance Standard in Community and Stakeholder Engagement.

Community engagement framework

This Policy is part of a broader Community Engagement Framework developed by Council to progress a culture of meaningful engagement with the communities and stakeholders in the City of Glenorchy. The Community Engagement Framework includes the following four (4) components:

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BACKGROUND

Council is committed to working with its local communities and stakeholders to understand the needs and aspirations of our diverse communities. This has been demonstrated in various ways including the processes and outcomes of the City of Glenorchy Community Plan 2015 – 2040. Council is faced with increased community expectations to deliver improved outcomes for our communities whose problems are also increasingly complex and varying. Council recognises that solving these problems will require working with those who have an interest in or are affected by an issue to ensure effective solutions Council acknowledges there will be factors that mean some people/communities are less likely or less able to engage and will work to ensure its engagement activities are as accessible as possible. Council has developed a Community Engagement Policy to guide its practice of community engagement to improve public participation in decision making and help guide Council’s service delivery.

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ECM Document No.:	Policies by Directorate				

Community Engagement



Guide

This document provides information on how and when Glenorchy City Council will engage with the community and why it is important.



Glenorchy City Council acknowledges the Muwinina people as the traditional owners of this Land. We recognise all Tasmanian Aboriginal people as the original owners and continuing custodians of the land and waters of this island, lutruwita. We pay our respect to Aboriginal Elders, past and present. We commit to working for a City that welcomes and respects all Aboriginal and Torres Strait Islander people.

Community Engagement Guide

Stakeholder Engagement
Glenorchy City Council
Version XX July 2023



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Introduction

In 2022/23 we asked the community how Glenorchy City Council should engage with them. We heard from over 1,000 people across our community at events, markets, and pop-ups and via online and paper surveys. This feedback has informed our Community Engagement Framework.

The Framework details how and why Council engages and is our commitment to the community that we will continue to build a culture of engagement both within Council and in the community.

This Guide complements three other documents in Council's Community Engagement Framework:

- *Community Engagement Policy* - Provides direction for how Council will engage with the community and stakeholders when making decisions, delivering services, or representing the community.
- *Community Engagement Procedure and Toolkit* - Planning is a vital ingredient for any meaningful engagement process. This document assists Council staff in the design, implementation, and evaluation of community engagement plans.
- *Community Engagement Brochure* - Promotes the various methods Council uses to engage with the community and provides information on how community members can talk to Council.

In preparing this *Community Engagement Guide*, Council has drawn from past experiences of community engagement, feedback from key stakeholder groups, knowledge and skills of staff, research, and best practices in the field of community engagement promoted by the International Association for Public Participation (IAP2) Australasia.

Understanding our community

Glenorchy is a vibrant, progressive City that has experienced significant growth in the last few years. From 2016 to 2021, the City's population increased by 4,167 people (9.0%) to 51,083.. The largest change in age over this time was an increase of nearly 3,500 people in the 25–34-year age group. With a median age of 37, the local government area has the equal second youngest demographic in Tasmania.

Glenorchy is culturally diverse, with 21.6% of people living in the City born overseas. Of the people born overseas, 33% arrived from 2016 onwards. Our residents come from 72 different countries and nearly 19% speak a language other than English at home. The City is also home to 5.4% of the population who identify as Aboriginal or Torres Strait Islanders, which is higher than the Greater Hobart area.

In Tasmania, the *Local Government Act 1993* prescribes processes and actions Council must take in making certain decisions for the good governance of the City. Other legislative instruments also establish specific procedures for community consultation and decision making by Council, for example, the *Land Use Planning and Approvals Act 1993*.

What is Community Engagement?

Community engagement is a planned process where Council and the community exchange information through different methods to enable problem solving and service delivery. Community engagement enables quality decision making by Council that is informed by an understanding of community values, needs, and aspirations.

Council is committed to hearing from our community about issues that affect them. Council does this in planned ways throughout the year, such as Community Yarns, pop-ups, reference groups, our online engagement platform and meetings with groups and individuals.

Council also acknowledges that it's important for the community to hear from us. Council is committed to keeping the community informed on Council decisions, news, opportunities to be involved and how we are delivering the projects and infrastructure that supports our communities. We do this through Council's website, social media, posters and flyers and local media like the Glenorchy Gazette.

The words 'Stakeholder' and 'Community' are used throughout the Framework.

Stakeholder

This refers to a person, group of people, or organisation/s who are involved in an engagement because:

- They could be impacted by project outcomes.
- They have an interest in project outcomes.
- They are responsible for some of the project outcomes.



Community

Refers to any group of people who share a connection with place, affiliation, or identity within the Glenorchy Local Government Area. Community can refer to Glenorchy as a whole, or to groups such as residents, ratepayers, business owners, workers, students, visitors, including tourists and shoppers, government establishments, community organisations, including clubs, churches and charity groups.



Why Community Engagement?

Community engagement provides the opportunity for the community to have a say and contribute to the decisions and actions of Council. Communications (marketing and advertising) complements Council's engagement by ensuring our activities and outcomes are promoted.

When effectively delivered, community engagement can lead to better outcomes for all with the following benefits:

To the Community



Improved community participation in Council's decisions.

Well informed and resourced community with improved understanding of Council's policies, projects and decisions and actions.

Community members feel included and empowered because they have expressed their right to be heard and informed.

Community members feel more trusting of Council and its processes.

Increased involvement and shared ownership of problems and solutions.

Appreciation and recognition of local community knowledge.

Empowerment for social change.

To Council



Ability to make better informed decisions guided by an understanding of community values, needs, and aspirations.

Improved planning and delivery of services that meet community expectation, including efficient use of resources.

Provides opportunity to help the community understand issues, alternatives, opportunities, and solutions.

Builds confidence in Council's ability to deliver on services.

Gains early buy in and strengthens trust and partnership.

Community engagement will take place when:

- the views of individuals or groups within our community will provide further information valuable to planning, or decision-making.
- the issue will significantly affect existing levels of service.
- the issue is complex or controversial.
- the issue will have long term impact on the community.
- when it is a legislative requirement.

Using the Community Engagement Procedure and Toolkit, project coordinators will work with the Community Engagement Officer to determine level of engagement required for decision or project.



Community Engagement Values

Council's engagement procedures are guided by our community engagement values. In planning and delivering engagement activities, Council commits to these standards.

We commit to community engagement that is:

Inclusive and Representative	• If you are affected by an issue, we actively seek your views and ensure there are ways for you to have your say and find more information. • Council will listen to and value the ideas, feelings and opinions expressed during community engagement processes. • Council will promote the choice and rights of the community to engage and encourage those who wish to engage. • We respect our community – their history with the land, people, and times of Glenorchy. • We build relationships and promote mutual understanding. We encourage engagement activities that allow people to work together. • Where other government bodies undertake projects or activities that will impact on Council's communities, Council will advocate for participation in the decision-making process.
Accessible and Transparent	• We ensure accessible information is available to help our community be part of the process and understand decisions. • We promote the use of plain English in community engagement. Where information is technical in nature, supporting information will be provided. Where appropriate, information will be provided in languages other than English. • We are honest and open-minded. As stakeholders too, we will communicate our views and consider expert opinions where available.
Timely and Responsive	• We plan for engagement and engage as soon as possible to allow time for the community and stakeholders to participate in the process. • We acknowledge feedback, provide updates, and inform participants of the outcome of the process and how feedback was used in decision-making process. • We use IAP2 best practice methods to adapt our engagement methods to suit the project or issue.
And we commit to Continuous Improvement	• We evaluate our engagement activities and learn from community feedback. • We are committed to the IAP2 Quality Assurance Standard in Community and Stakeholder Engagement. • Adequate resourcing (staff, skill, and financial means) is provided to enable each engagement process to fulfil its objectives and to enable a culture of meaningful community engagement.

International Association for Public Participation (IAP2)

The International Association for Public Participation (IAP2) is the leading professional organisation advancing the practice of public participation globally.

“Community and stakeholder engagement is now required and accepted as a standard component of any significant project as much as traditional disciplines such as planning, development, and implementation.” (IAP2 Quality Assurance Standard)

IAP2 has developed the IAP2 Core Values for Public Participation for use in the development and implementation of public participation processes. These core values help facilitate better decisions that reflect the concerns and interests of stakeholders.



CORE VALUES

IAP2 Federation's Core Values for Public Participation professionals define the expectations and aspirations of the public participation process. Processes based on the Core Values have been shown to be the most successful and respected.

1 Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.

2 Public participation includes the promise that the public's contribution will influence the decision.

3 Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision-makers.

4 Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.

5 Public participation seeks input from participants in designing how they participate.

6 Public participation provides participants with the information they need to participate in a meaningful way.

7 Public participation communicates to participants how their input affected the decision.

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Council's engagement approach requires professional agility and flexibility to adapt to the nature of varying projects. IAP2's Public Participation Spectrum (page 10) is designed to assist engagement specialists and provide a structure when choosing engagement methods. The Community Engagement Procedure and Toolkit provides a list of tools to choose from – these tools can be adapted depending on the project requirements.

Differing levels of public participation are valuable depending on the goals, time frames, resources, and levels of impact of the decision to be made. The five levels of public participation are: Inform, Consult, Involve, Collaborate and Empower.

IAP2 Spectrum of Public Participation



IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

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

Community engagement requires that those who are affected by an issue have the opportunity to contribute to the decision-making process.

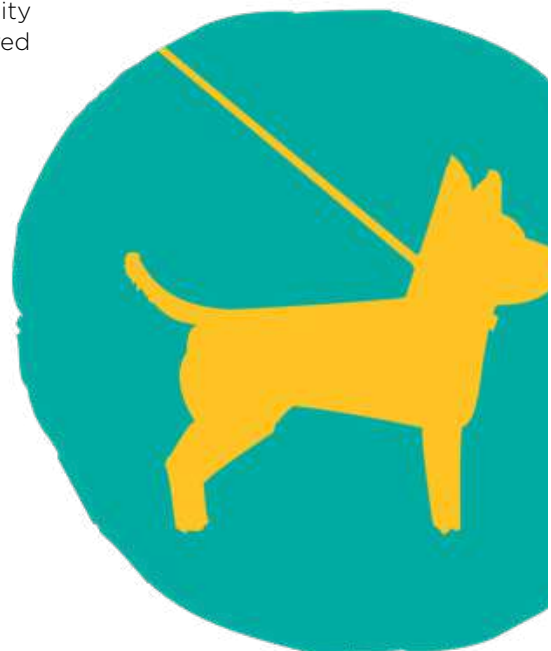
Glenorchy is a vibrant, diverse city, we will encourage maximum participation of the broadest section of those affected or interested, and we will work to ensure representativeness.

In practice it can sometimes be difficult for everyone who is affected or interested to participate in the process. Councils are often described as the level of government 'closest to the people'. Elected Members are voted in by the community to represent their views, they then become a way for people to have their say on important local issues.

Representativeness describes the level of how well or how accurately a smaller number of people reflect a larger group. When an engagement process gives a good indication of what the broader community believes, the engagement is said to be representative. Representative engagement may require undertaking both quantitative and qualitative types of engagement.

Qualitative engagement is used to gain an understanding of underlying reasons, opinions, motivations, and trends in thought. It provides insight into issues and helps to develop ideas. Data collected does not measure the number of responses and therefore its statistical validity cannot be determined. Data collection is often unstructured or semi-structured and includes methods such as focus group discussion.

Quantitative engagement is used to generate numerical data about observable issues that can be described or determined in mathematical forms such as percentages, averages, sums, etc. Data collected can be tested for validity and data collection is structured. Examples of quantitative engagement methods are surveys and polls.





GLENORCHY
CITY COUNCIL

More Information

If you would like any further information,
please contact Council's
Community Engagement Officer

E letstalk@gcc.tas.gov.au

W gcc.tas.gov.au

P 6216 6800

COME AND SEE US:

374 Main Road, Glenorchy

WRITE TO US:

PO Box 103, Glenorchy

Community Engagement



Procedure & Toolkit

This document provides an overview of how Glenorchy City Council plans its engagement projects.



Glenorchy City Council acknowledges the Muwinina people as the traditional owners of this Land. We recognise all Tasmanian Aboriginal people as the original owners and continuing custodians of the land and waters of this island, lutruwita. We pay our respect to Aboriginal Elders, past and present. We commit to working for a City that welcomes and respects all Aboriginal and Torres Strait Islander people.

Stakeholder Engagement
Glenorchy City Council
Version XX July 2023

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Introduction

This *Community Engagement Procedure and Toolkit* outlines how we deliver our community engagement activities. It has been developed as a resource for Council staff and the Glenorchy community.

The document guides Council staff in the creation of their Community Engagement Plans and provides a list of methods that are currently used or likely to be used by Council in community engagement activities. There is an appendix with further methods Council staff can consider. Engagement methods need to remain flexible to suit varied audience sizes, project types and desired outcomes. Each method can be tailored to specific issues in the community.

Council is a member of the International Association for Public Participation (IAP2). IAP2 is the leading professional organisation advancing the practice of public participation globally.



Responsibility

Council is committed to developing a culture of engagement both internally with staff, and externally in the community. To achieve this, everyone has a part to play.



Mayor

The Mayor is the spokesperson for Council and plays an important role in community engagement. The Mayor shows leadership by upholding Council's Community Engagement Principles and encouraging a culture of engagement.



Elected Members

Demonstrate commitment to community engagement and participate in community engagement activities. They also support community engagement by approving adequate funding and/or resources.



Department Managers and Coordinators

Maintain an 'engagement mindset' when overseeing projects, plans, and activities in their team. Support teams to prioritise the delivery, reporting, and reviewing of community engagement. Ensure engagement activities within their team are communicated to elected members through the General Manager. Approve Community Engagement Plans developed by Council officers.



General Manager and Directors

Ensure the *Community Engagement Policy* is implemented and applied across Council projects. Ensure reporting is provided to elected members on engagement processes and outcomes. Oversee engagement processes of Council and ensure engagement needs and risks are considered.



Responsibility cont...



Community Engagement Officer

Provide ongoing guidance and support to Council staff in planning and delivering community engagement activities. Coordinate and promote Let's Talk, Glenorchy online engagement platform, plus all in-person engagement opportunities. Identify community engagement training and development needs and opportunities for Council employees.

Council Staff



Community engagement is the responsibility of all Council staff who deliver projects or services that impact the community. Staff work with the Community Engagement Officer to prepare engagement plans, deliver activities, utilise information gathered, and report back on engagement outcomes. Ensure adequate feedback is provided to the community. Determine the legislative requirements for community engagement.

Community

Community members are encouraged to participate in Council's engagement opportunities to help inform Council decision making.



Communications Officer



Works with Engagement Officer and project teams to create communications plans for Council's engagements. Provides advice on appropriate communication methods to promote engagement opportunities and outcomes.

Challenges in Community Engagement

Interaction between Council and the community occurs every day in many ways. Council will communicate with people at events, via customer service and at engagement activities. Throughout all these instances there are opportunities for engagement – an exchange of ideas.

Council actively seeks these opportunities for feedback.

Because Council is working across so many areas in the community, there will be challenges that arise in community engagement. It is important for project teams to plan for these and work together to overcome them.

- Some projects involve engaging the community on large documents and complicated information. We will work with project teams and Communications Officer to ensure communication is accessible.
- Engaging hard to reach segments of the community can be challenging. We will build relationships with our community to enable open sharing of information.
- Lack of trust can occur if community form unrealistic expectations, they may perceive an inability to make meaningful contribution or influence the decision-making process. We will incorporate 'closing the loop' into every engagement, meaning we will report back project outcomes and how input shaped the decision-making process.
- Decisions and actions may be slower to reach than planned when there are a lot of people to consult. We will plan early.
- A variety of demands or oppositions may arise during the process. We will be open to listening to the community.
- Loudest voices may wish to influence outcomes, it is not always a majority who are the loudest. We will ensure engagement methods aim to seek the most representative sample possible. We will make our engagement activities accessible.
- Engagement fatigue may become a factor. We will plan early to avoid too many requests for feedback in the community at the same time.
- Confusion can occur if stakeholders misinterpret what impact they can have on a project. We will clearly outline what the negotiables and non-negotiables are early in the engagement.

Steps To delivering effective Community Engagement

Any community engagement process must have a clearly defined purpose and scope, this is achieved through careful planning. The information gathered in steps one to ten form the basis of a community engagement plan. This is a template provided by Council's Community Engagement Officer.

1. Prepare Early

Preparing a community engagement plan is essential for Impact Levels 1, 2 and 3 and optional for Impact Level 4.

2. Engagement Purpose and Checklist

Defining the engagement purpose is a crucial first step when preparing to engage.

Question	Action
Has a decision been made on the issue or project?	If yes, community engagement is not appropriate. A communications plan may be more suitable.
Will community feedback be considered in the decision or project?	If no, community engagement may not be appropriate. For engagement to be authentic, there must be an opportunity for feedback to be considered.
Is the issue an internal Council issue?	If yes, community engagement may be unnecessary. An internal engagement or communication plan may be useful.



Staff Tool: Community Engagement Checklist

Level of Impact

Timeline and Constraints

☐

- What are the time constraints?
- What milestones and dates are critical to meet?
- At what stages of the decision/project will engagement occur?
- What time, budget and personnel resources are required?
- What are the negotiables / non-negotiables?

Engagement Context

☐

- Are there any issues (current or historical) that may impact the project/engagement?
- Are there existing assumptions about the project or engagement? What are they?
- What location/s will the engagement decision or project impact? City-wide or specific suburb/s.

Engagement Objective

☐

- What feedback is being sought and how will it be used? Use the IAP2 Spectrum to outline how feedback will influence decision-making
- What is hoped to be achieved from the engagement?
- What question/s are being answered by engaging?
- What questions have been answered already?

Why engage?

☐

- Is there a legislative or policy requirement to fulfil?
- Is there a link with other Council/community issues or decisions?
- What community need or aspiration will be met?
- What are the expectations of the community?

Stakeholders and Community

☐

- What is Level of impact? Use the Level of Impact Grid in the Community Engagement Procedure and Toolkit
- Is there already a history of engagement?
- Has another section of Council already completed a recent similar engagement?
- Can they provide advice on who and how to engage?
- Who will make the decision? Elected Members, Council staff, or an external authority?
- Who is the sponsor of the project?
- What are the positive and negative (real or perceived) impacts?
- Who are the affected or interested group/s?

Communication Plan

☐

- What materials/collateral will be needed to promote engagement?
- Who are the internal and external stakeholders? When and how will they be engaged? Complete the Engagement Comms Plan

Engagement Tools

☐

- What resources will be needed?
- What location/s can the engagement activities take place? Can it be virtual or real?

Evaluation

- 'Close the loop' – how will feedback be provided to the community once engagement is complete?
- What will the measures of success be?

3. Level of Impact on Community

The Level of Impact Tool is used to assess how the community will be affected by a project or decision. This helps guide selection of engagement methods and timeline.

Impact is defined as the effect of an action or change on the community. Levels of impact do not imply importance - Level 1 is not more important than Level 4.

It is important to consult with relevant Council teams when assessing the level of impact, there may be historical or future issues to consider.



Level of Impact	Category	Description	Criteria one or more may apply	Example
				
Level 1	High Impact LGA	Issue has higher level of real or perceived impact on the whole or large parts of Glenorchy LGA. A community engagement plan is essential.	- Existing or potential for conflict or controversy. - High level of interest from the community. - Potential to impact on regional or state strategies or direction. - Significant impact on attributes that are valued by the City of Glenorchy, e.g., art, culture, multiculturalism. - Any impact on health, safety, and wellbeing of the broader community.	- Community, strategic and annual plans. - Significant Council policies/ strategies/plans or by-laws, e.g. Access Plan, Multicultural Strategy, Capital Works Program, Environmental Management Strategy, etc. - Major changes to City-wide services, e.g., waste management, childcare, etc. - Provision, removal or major changes to a regional facility or infrastructure
Level 2	High Impact Local	Issue has higher level of real or perceived impact on a specific suburb, local area, community, or user group. A community engagement plan is essential	- Removal or significant changes to a facility or service to a local community/user group. - Existing or potential for conflict or controversy at a local level. - High level of community or sectional interest.	- Removal or relocation of local playground. - Changes to valued youth activities. - Major street work or road closure. - Significant changes to car parking arrangement in local shopping centre. - Development changes to sports grounds, parks or local facilities.
Level 3	Lower Impact LGA	Issue has lower level of real or perceived impact on the whole or large parts of Glenorchy LGA. A community engagement plan is essential.	- Potential for some controversy or conflict. - Potential for some, although not significant impact on regional or state strategies or direction. - Minor changes to recurring large scale programs.	- Minor changes in customer service processes, e.g., rates payment, hours of operations, etc. - Minor changes to City-wide activities and services, e.g., major event, NAIDOC Week, Youth Week, etc. - Review of community needs and plans, e.g., Capital Works Program review, community satisfaction survey, etc. - Non-contentious changes to fees and charges.
Level 4	Lower Impact Local	Issue has lower level of real or perceived impact on a specific suburb, local areas, community, or user group. A community engagement plan is still useful, work with Community Engagement Officer to tailor plan to suit project. .	- Minor changes to a facility or services at a local level. - Low potential for controversy or conflict at local level.	- Minor changes to local playground - Normal street works. - Changes in time and venue to a local community activity. - Development of a localised program, e.g., community garden, leisure program, etc.

4. Understanding stakeholders

Stakeholders are people who have an interest in or can affect/be affected by an issue or decision. It is important to identify stakeholders early in the engagement planning process.

Glenorchy is made up of a variety of stakeholders with differing levels of interest, influence, power, or impact relative to any issue. The level of influence/interest of a stakeholder group should be a consideration in shaping their level of participation in the engagement process, timing of engagement and the methodology for the engagement.

The following may be helpful in identifying stakeholders:

- Work with the Community Engagement Officer to identify internal teams who will be able to assist with stakeholder identification.
- Consult with colleagues across Council whose work may be related to the issue under consideration.
- Utilise Let's Talk, Glenorchy and ECM databases to review records of people who have previously been in contact with Council about a relevant issue/area.
- Consult with key members of the community or subject matter specialists.
- Use an expression of interest process to call for interested stakeholders to make contact.
- Consider possible barriers to participation and think about measures to remove or mitigate them. These barriers could involve accessibility, culture, language, timing, communication, etc.
- Use engagement locations close to public transport and where parking is available (preferably free parking).
- Consider outreach engagement to specific groups if this will be more practical and culturally appropriate, e.g., Aboriginal, and multicultural community groups, young children, etc.
- Have a general idea of the diverse views held by different stakeholders about the issue/s. Remember that things are not always black and white – there are often many shades of grey.
- Using the Community Engagement Plan, develop a comprehensive list of stakeholders.

Council aims to remove or mitigate any barriers to participation. Appendix 2, Stakeholder Groups Checklist can be used to assist in the planning stages.

Depending on how complex the issue for engagement is, a Stakeholder Analysis may be helpful to assist in the management of the key stakeholders:

Staff Tool: Stakeholder Assessment Template

Stakeholder Group	Level of Impact	Level of Influence	What is important to the stakeholder	Potential contribution to the issue	Potential threat to the issue	Strategy for engaging the stakeholder	Contact Person

5. Level of engagement

IAP2 has developed the IAP2 Spectrum of Public Participation that outlines five levels of increasing influence that the public can have on an outcome or decision.

Staff Tool: Spectrum of Public Participation

IAP2 Spectrum of Public Participation



IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

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

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6. Engagement methods

It's important to ensure time is spent planning which engagement methods will be most effective for the project. Engagement should always be inclusive and transparent. There is a vast array of engagement methods, some commonly used by Council and others rarely or never used. It is also important that project coordinators and Council has the resources to execute the engagement method.

Staff Tool: Engagement Method Matrix

The Engagement Matrix below is designed to guide project coordinators in determining appropriate methods for their community engagement based on the four levels of impact and the five levels of engagement identified in this Procedure and Toolkit..

The Matrix indicates methods that are essential (must be done), desirable (will be useful) and optional (as situations allow). Where there are no symbols, it indicates that the engagement method may not be appropriate for that level of engagement and level of impact. Note that it is not compulsory to carry out all the engagement methods designated as essential under each assessment, but at least one essential method should be used.

Council's Community Engagement Officer can help with the use of the Matrix in determining suitable engagement methods.

Level of Engagement	Method	Level 1 High Impact - LGA wide	Level 2 High Impact - Local	Level 3 Lower Impact - LGA wide	Level 4 Lower Impact - Local
Inform	Advertisement	E	E	D	O
	Billboard, Banner, Poster, Signage	E	D	D	D
	Direct Mail and Letter Drop	D	E	O	D
	Let's Talk, Glenorchy Newsletter and email databases	D	D	D	D
	Local Radio and Television	D	D	D	O
	Media Release	E	E	D	O
	Printed Information Materials • Fact Sheet • Brochure • Flyer • Newsletter	D	D	D	O
	Public Display	E	D	D	D
	Social Media	E	E	D	D
	Let's Talk, Glenorchy project page	E	E	E	D

E = Essential, D = Desirable, O = Optional

Level of Engagement	Method	Level 1 High Impact - LGA wide	Level 2 High Impact - Local	Level 3 Lower Impact - LGA wide	Level 4 Lower Impact - Local
Consult	Door Knocking	O	O	O	O
	Attendance at local events	O	O	O	
	Focus Group	O	O	O	O
	Forum, Briefing and Information Session	D	D	D	D
	Let's Talk, Glenorchy project page	E	E	E	E
	Survey	D	D	D	D
	Quick Poll	E	E	E	E

E = Essential, D = Desirable, O = Optional

Level of Engagement	Method	Level 1 High Impact - LGA wide	Level 2 High Impact - Local	Level 3 Lower Impact - LGA wide	Level 4 Lower Impact - Local
Involve	Card Storming / Post-it Note Activity	O	O	O	O
	Council Reference Group	D	O	O	
	Creative Arts Expression	O	O	O	O
	Let's Talk, Glenorchy project page	E	E	E	E
	Public Meeting	O	O	O	
	Site Tour	O	D	O	O
	Stakeholder Networks and Interagency	E	E	D	D
	Council Working Group	D	O	O	
	Workshop	D	D	O	O

E = Essential, D = Desirable, O = Optional

Level of Engagement	Method	Level 1 High Impact - LGA wide	Level 2 High Impact - Local	Level 3 Lower Impact - LGA wide	Level 4 Lower Impact - Local
Collaborate	Co-design	D	D	O	O
	Let's Talk, Glenorchy project page	E	E	E	E
	Survey and Quick Poll	E	E	E	E
	Dialogue and Round Table	D	D	O	O

E = Essential, D = Desirable, O = Optional

7. Resources

To deliver effective community engagement, consider the following important factors in planning:

- When does the decision need to be made?
- Are there timeframes stipulated by legislation for the community engagement? E.g. the *Local Government Act 1993* (section 57) stipulates the number of days within which a public meeting in relation to a petition must be held.
- Is there enough time to promote the engagement, encourage participation, circulate information and allow the community to make considered response?
- Consider school holidays, public holidays, events, publication deadlines etc.
- Notify Community Engagement Officer as early as possible.
- If a community engagement project is not part of an annual plan, the community engagement project needs to be registered with the Community Engagement Officer as soon as possible.
- Develop a budget to execute community engagement.
- Consider the number of people and skill level required to deliver the community engagement.
- Where necessary, use external consultants or facilitator, e.g. if the issue is controversial, an external facilitator may be useful for the purpose of perception management and assurance of fairness, etc.
- It is recommended that community information be provided in plain English. Council's Community team and Community Engagement Officer can assist.
- Work with Council's Communications Officer to promote the engagement.



8. Deliver the engagement activities

Once an engagement plan has been developed, it is time to promote the engagement and deliver the activities. Ensure Glenorchy City Council's Community Engagement Values are displayed in all engagement methods.

Some important things to consider include:

- For any form of public meeting ensuring broad and diverse representation is vital.
- Ensure venue is safe, accessible, and appropriate, and make sure any additional accessibility requirements are requested and planned for.
- Follow Council's risk assessment procedure where required. Make health and safety (including COVID-19 requirements) a high priority.
- Ensure all necessary equipment is booked and working. Consider virtual access where possible.
- Advise participants when a decision will be reached, who will be making the decision and when they can expect feedback. If there is opportunity for further questions, provide details of who to contact.
- Plan for assistance with:
 - Set up and pack up
 - Monitoring attendance sheets and evaluation forms
 - Chairing the meeting
 - MC
 - Taking notes and recording proceedings, decisions, and actions

9. Analyse Responses and Evaluate Feedback

Once feedback is gathered at the end of the engagement process, it is important to work quickly to ensure all input is recorded.

Glenorchy is diverse, and stakeholders don't all have the same needs, expectations, or opinions on the same issue; therefore, it is important to collate all information received during the engagement and record it accurately. This work then assists with decision-making.

When analysing feedback:

- Utilise reporting tools in Let's Talk, Glenorchy and work with Community Engagement Officer to create any reports needed.
- Pay attention to trends, e.g., what/who's response is similar or dissimilar?
- If both qualitative and quantitative information has been collected, consider feelings, not just facts and figures.

- Keep accurate records of responses in line with Council's information management procedure, including details of attendees.
- Adhere to the privacy policy of Council. Personal information of participants must be appropriately managed.

Evaluation is necessary to assess the performance of the community engagement against its desired objectives. It also serves the purpose of continuous improvement of Council's community engagement practice.

It is a good idea to debrief with colleagues and other staff that participated in the process as they can provide additional insight into the process. Evaluation is about learning what worked well, what didn't work so well and what can be done better next time.

10. Feedback to participants

Feedback needs to be provided not only to participating stakeholders, but the whole community, depending on the issue. Providing feedback is one way to build/maintain relationships with the community. It is important to note that depending on the type of project or engagement being undertaken, providing feedback to participants or the community can take place at various stages during the engagement process. This helps to ensure participants are not disengaged. Always be ready to use the ongoing feedback to improve the current process.

When providing feedback:

- Thank the participants.
- Provide information on the process.
- Provide information on the decision reached, including when and by whom.
- Let the participants know how their views were considered and/or influenced the decision.
- Where possible, give opportunity for further comments.
- Where possible, use direct engagement methods, e.g., email, letter.



Staff Tool: Community Engagement Toolkit

Tool	To consider
Community Yarns Structured one-hour sessions facilitated by Council staff and elected members. An opportunity for community members to discuss main priorities for their local area.	Can be topic-based or place-based. A range of activities can be used to facilitate discussion such as post-it note activity (card-storming). Important to understand local issues before yarn is held. Ensure key internal stakeholders are made aware of yarn.
Community Pop-ups Casual opportunity for community members to chat with elected members and Council staff. Held in shopping centres or busy, central locations.	Important to understand local issues before pop-up is held. Ensure location is appropriate. Ensure pop-up is visually appealing and has information to hand out. Ensure Customer Service are aware of pop-up and make sure any requests received at pop-up are communicated through appropriate channels.
Let's Talk, Glenorchy Council's online engagement platform. Can utilise a variety of tools on the site to gather feedback and provide information. A good way to keep participants up to date on the outcome of engagements. Includes a staff portal with a variety of engagement resources. Participants are required to register to use most tools, however a "quick poll" should always be provided as an option for those who don't want to register.	Registration is important for Council to be able to meet its Community Engagement Values. Work with Community Engagement Officer to set up project. Can be used across all levels of the engagement spectrum. Ensure Community Engagement Plans detail when key project information will be updated and how participants will be notified of project outcomes. Works alongside Council's various face-to-face engagement activities to provide more ways for the community to have their say at a time that is convenient to them. Project pages are managed by the relevant project coordinators.
Social Media Facebook – platform where comments, photos and videos can be shared with the community. Instagram, YouTube – Upload, edit and share photos and videos.	Work with Communications Officer. Effective in promoting engagement opportunities - information is easily shared with others. Able to broadcast to a large audience and suitable for reaching the public instantly. It can invite negative comments on the public domain.
Printed promotional material: • Fact Sheet • Brochure • Flyer • Newsletter • Postcard Can be used to inform, receive feedback, and update the community on issues.	Keep it short and simple. Use reader-friendly graphics. Provide contact details for further enquiries. Ask direct questions about preferences, satisfaction levels, etc. Great way to seek input and provide feedback on Council decisions and engagement outcomes. Able to reach a wide audience. Effective in collecting immediate response from participants at events.

Surveys A series of questions to collect information on views, opinions or concerns on an issue or a range of issues. Types of surveys include online, telephone or written. Useful in understanding community better, identifying issues and generating ideas.	Provide information on the purpose of the survey, how the information gathered will be used and how participants will receive updates. Can provide incentive for participation, e.g., prize draw. Allow time for participation. Online surveys via Let's Talk, Glenorchy. It takes time to plan and develop an effective survey. Use different types of surveys (online, phone, written) to gather feedback as this can facilitate greater participation. It can be difficult to measure qualitative information – work with Community Engagement Officer to develop questions and format.
Email Bulk email to a large database can be an effective way to provide information and seek feedback.	Work with Communications Officer. Observe privacy laws – never share email distribution list. Use blind copy to ensure recipients do not see the email address of others. Ensure distribution list is up to date. Work with Community Engagement Officer about Let's Talk, Glenorchy newsletter as an option as well.
Posters/Signage/Public Display Signs or posters can be used in busy locations to promote engagement.	Work with Communications Officer. Should contain a single, simple message. Potential to reach a large audience driving or passing by.
Media Release Information can be provided to local print, broadcast, or online media. Useful in keeping community informed on important local issues	Work with Communications Officer to draft a media release. Be clear and provide specific information. The Mayor is the official spokesperson of Council. Ensure internal stakeholders are notified (including elected members). Great way to promote information quickly and broadly. Suitable for highly political issues. Consider giving a press conference if the issue is newsworthy.
Advertisements Paid ads in print media can be useful for promotion of engagement activities or projects. It is a legal obligation in some circumstances.	Work with Communications Officer. Follow Council's Media Policy. Be aware of cut-off dates. Some free advertising opportunities may be available in community newsletters. Glenorchy Gazette – project feature stories, regular engagement ad. The Mercury – planning ads
Online/Apps (Survey/Poll Tools)	Work with Communications Officer. Effective in getting information to a broad section of the community. Can deliver detailed information in multiple languages and alternative formats.
Community Events Attendance at local events with displays of information.	Be intentional and creative about how to incorporate engagement activities. Provide motivations to participate, e.g., prizes. Make the engagement activity simple and short, e.g., brief interview, comment form, etc. Provides opportunities for relationship building and information sharing in a fun environment. Effective for reaching families with children, young people, and multicultural communities.

Written Submissions Formal document submitted to Council to provide feedback or concerns. In some instances, written submission is prescribed by regulation or legislation.	Where submission is a legislative requirement, ensure full compliance is provided for. Include contact details for further enquiries. Useful for receiving detailed response to issues being considered. Able to provide information on underlining reasons for respondent's opinion.
Post-it Notes Activity/Card-Storming Using cards or post-it notes to capture the key ideas of individuals in a conversation and organising them into clusters of ideas thereby enabling an authentic dialogue that includes a larger number of participants.	Inform participants beforehand that the meeting will be interactive. It can be used with many other methods especially those that then assist to prioritise the issues identified. It is effective when a group is brainstorming ideas about a specific issue. This method has many uses that involve capturing and blending the ideas of a diverse group.
Working and Reference Groups A structured small group of community or stakeholder representatives that meet regularly and operate under a terms of reference. Offers expert and community input on policies, plans, issues, and initiatives. Citizens Juries can also be utilised.	Record of all meetings should be properly documented as per the Reference and Working Group toolkit. Representativeness is vital. Consider the expertise that is required in the Reference Group Identify and directly invite persons with the required skills for the assignment. Effective for understanding the broader community better. Good for drawing on the expertise of a range of people to help develop policy or solve a problem. Reference Group members gain understanding of other perspectives. Balanced and full representation can be difficult. It can be seen as providing an independent view from Council.
Creative Arts Expression Activities that allow artistic expression, such as music, painting, photography, etc. to communicate feelings, thoughts, and opinions. Useful for engaging people who express themselves in visual and other creative ways.	Understand the specific needs of the participants. Smaller groups work better. Allow time for participation. Work with professionals in the field of interest, e.g., youth workers, childcare workers, special education teachers, etc. Ask for written consent to collect, keep and use creative works of participants. May be an effective way of engaging children, youth, older people, and people living with disability. Promotes inclusion and participation of hard-to-reach audiences.
Stakeholder and Interagency Networks Liaising with existing groups in the community that are affected, concerned about, or deliver services related to the project or issue under consideration. Their knowledge and experience provides broader insight and feedback to consider before making a decision.	Work with Community Engagement Officer and Community Department. Engagement can be through stakeholder meetings, participation in established network activities or correspondence.

Appendix 1 - Less frequently used Tools

Forum, Briefing, Information Session

Presentations and discussions with community or stakeholder groups to provide information and gather feedback, ideas, or opinions.

Provides opportunity to increase stakeholders' awareness, build capacity and relationships.
Can be formal or semi-formal, depending on the audience.
Allow time for questions.
Request RSVP and take records of attendance.
Provide publications to take away as necessary.

Dialogue/Round Table

A facilitated discussion where participants freely share their views on an issue, reflect on the views of other participants and seek to reach a shared understanding of the issue. Every participant gets to say something and contribute to broader thinking of the issue.
Useful in building trust, understanding stakeholders' needs, achieving a balance between needs and expectations, and improving the quality of a proposed action.

Can provide stakeholders with a better understanding of each other's position and result in more realistic expectations and willingness to work in partnership.
To have credibility, all key stakeholders should be present.
Potential to resolve conflicts and build relationships.
Effective for long-term engagement.

Workshop

A structured method where a small group meet to explore specific complex issues and develop solutions. It is typically interactive and involves a facilitator, invited stakeholders, information sharing and small group exercises/breakout sessions to consider different aspects of the issue under consideration.
Useful for in-depth consideration of issues, problem identification and generating solutions.

Can provide a more open exchange of ideas and facilitate mutual understanding.
Useful for dealing with complex, technical issues and allowing for in-depth consideration.
Can be targeted at particular stakeholder group.
Effective in improving the quality of policy, strategy or plan.
Fosters stakeholders' ownership of problems and solutions, fosters communication and builds credibility.

Stakeholder Interviews

One-on-one conversation with stakeholders. Interviews collect information from a wide range of people, e.g., community leaders, professionals, residents, who have firsthand knowledge about the community.
Useful in building relationships, trust and exploring issues in-depth.

Useful at the early stages of engagement to build trust.
Suitable for hard-to-reach audiences and can be effective in dealing with complex issues.
Information collected is qualitative.
Interview discussion must be documented.

Council on-hold message

The on-hold message callers hear when waiting to speak to someone at Council. The caller hears customised scripts.
Used to disseminate information on specific issues or a Council position, participation in an engagement activity, or respond to common enquiries.

Effective for issues in which Council receives a high volume of phone enquiries.
Delivers the same information repeatedly over a short time.
Works best for those who are interested or affected enough to call Council.
Ensure information is regularly updated.
Consider short answers to frequently asked questions.
Provide information on other available sources of information, e.g., website.

Focus Group A form of structured interview in which a small group of stakeholders are asked questions about their views, opinions or attitudes towards an issue or project. The facilitator allows for an open discussion guided by the questions but may follow the flow of participants' discussions. Useful for gaining in-depth understanding of a target population's opinion of issues and for testing ideas before implementation.	Effective for reaching target audience or segments of the community. Less formal and intimidating than public meetings. Useful for exploring issues before broader consultation takes place. Needs to be combined with other engagement methods before making an informed decision. Information obtained is qualitative in nature. Record the discussion. More effective when a group is not more than 15 individuals. Explain the purpose and the process to participants at the beginning. Use location that is convenient to participants.
Radio / TV Commercials, features, interviews, or discussions. Useful for informing the public on proposed initiatives or Council's decisions.	Work with Communications Officer. If project has high interest of impact this could be a good option. Timing of announcements is important, depending on your target audience.
Door Knocking Door-to-door house visits to engage with affected residents. It is used to identify stakeholders' position on issues and encourage engagement participation.	Can be useful when there is low trust, low interest and community feedback or action is important. An effective method for engaging hard to reach audiences and discussing issues of high emotions. May be suitable for high impact issues within local communities. Provide information to leave behind. Keep record of houses visited and the response received immediately.
Suggestion Box On-site box that allows members of the community to provide feedback or share their ideas on specific issues or for general purpose. Useful for participants to provide feedback that enables services to be improved.	Appealing to those who may not wish to speak up in group settings. Often complements engagement activities that require a public gathering. The location of the box should be accessible. Where possible acknowledge receipt and provide assurance their issue will be considered.
Special Interest Group Large number of people selected to be representative of the community over a period of time. The views of panel members on different issues are sought regularly using a variety of methods such as surveys, interviews, focus groups, etc.	Cost effective once set up, flexible to use, convenient for panel members and can engage hard to reach audiences. Advertised through expression of interest. Capture demographic data to measure representativeness of panel. Recruit panel members from participants in other engagement activities.
Community Leaders Leaders of various communities or interest groups are briefed, and they disseminate the information to their groups to elicit their views and opinions.	Reach larger numbers of community members. Facilitates development of relationships and may be effective for some hard to reach audiences. Depends on the availability of leaders, their skills and standing with their community.

Public Meeting A formal meeting where Council can share information or make a presentation to the community and respond to questions. Usually a large group and is open to all interested members of the community to attend and ask questions. It has legislative requirements in some circumstances. See Part 6 of the Local Government Act 1993.	It is transparent and enables addressing immediately and directly any misconception and concerns. Those attending may not be representative, meeting can be hijacked or dominated by individuals or groups and can quickly escalate out of control if emotions are high. Some people find public meetings intimidating. It is better to have a single issue up for consideration. Advertise widely, including details of date, time, venue and subject of discussion. Use accessible venue that will be big enough for the meeting. Set the rules that will guide the meeting from the very beginning. May be beneficial to hire an external community engagement professional to avoid the perception of bias. Ensure accurate records of meeting.
Site Tour Community and stakeholders are invited to an organised site tour incorporating information sharing and the opportunity for conversation between Council and the community/stakeholders. Used to inform participants of the details of a proposed site or development, and gain understanding of participants' concerns, gain new ideas, observe progress or change perspectives.	It can build relationships, increase awareness, and help to identify problems and opportunities. More productive at the early stages of the development of a project. Not effective for some groups, e.g. aged, persons with disability, families with children. Suitable for key stakeholders, elected officials, advisory group members and the media. Conduct site assessment to identify risks and put plan in place to mitigate them.
Co-design Consumers and users work with designers to collaboratively design products, services, and processes.	Effective for long term engagement for finding solutions to problems, practical innovations and improvement that enhances people's lives. It facilitates relationship development and capacity building for stakeholders. Use materials that are visual, creative, expressive, and physical.
Deliberative Polling A structured process where large randomly selected members of the community are polled after they have explored and deliberated on an issue. Participants are provided with extensive and balanced information. The result of the polling is shared with the group and the public.	Gives decision makers insight into what the community would think if they had more time and information about the issue. Can produce a wide array of arguments and views. It is useful in identifying problems and opportunities and understanding community reactions.
Bulk SMS Distribution of large number of text messages to mobile phones. Can be used to provide information or notification to members of the public.	Work with Customer Service. Convenient and can reach a large audience. Keep it short and simple. Ensure up-to-date contact list is used. Observe privacy laws and do not share people's phone details with external persons.

Appendix 2 - Stakeholder Groups Checklist



Aboriginal and Torres Strait Islander (ATSI) People

- According to the 2021 Census, 2,723 Tasmanians living in the City of Glenorchy identify as Aboriginal and/or Torres Strait Islanders (1312 males – 48.9%, 1411 females – 51.1%). This is 5.4% of the City of Glenorchy population.
- The Muwinina (mou-wee-nee-nar) people are the traditional and original owners of the City of Glenorchy land area.
- Like all communities, there is diversity of views within the Aboriginal community of Glenorchy.
- Be aware of the history of local Aboriginal issues and the current issues of importance to Aboriginal community in Glenorchy.
- It is essential to engage with Aboriginal and Torres Strait Islander people on issues that impact them and their communities directly or significantly.

Suggestion

- Work with the Community team and Creative Communities team to build partnerships with Aboriginal communities, organisations (like Karadi and Leprena), and elders.
- Council is working with Reconciliation Australia to create Reflect Reconciliation Action Plan (RAP) – contact the Community team early to ensure engagement works together with the RAP.
- Be adaptable to change, actively listen and be respectful of traditions and cultures.
- Be sensitive to the personal and historical experiences of the people being consulted.
- Important information might be shared informally, outside rather than in the meeting room.
- Arrange a Welcome to Country or Acknowledgement at significant community events or meetings.

Business Community

- According to the National Institute of Economic and Industry Research (NIEIR), Glenorchy City's Gross Regional Product (GRP) is estimated at \$3,091 million in 2021/22, which represents about 8.37% of the Tasmania's Gross State Product (GSP).
- There are over 3000 small, medium and large scale registered businesses in the City of Glenorchy, all playing vital roles.
- Industries are broad ranging and include manufacturing, retail trades, construction, hospitality, tourism, etc
- Business owners and workers of businesses operating in the City of Glenorchy are stakeholders too.

Suggestion

- Networking is valued in the community, engagement methods that bring businesses together is a great way to achieve this.
- As part of Council's annual Community and Volunteer Awards, a Business Person of the Year is selected. This person may be a good contact person for the engagement or be able to advocate in the business community.

Families with children and their carers

- According to ABS, 4,791 or 23.2% of households in the City of Glenorchy were made up of couples with children in 2021.
- According to ABS, 2,924 or 14.1% of households in the City of Glenorchy were made up of single parents with children in 2021.
- Children (under 18) require parents/carers consent.

Suggestion

- Work with Community team to establish connections with local family support and service organisations (like the Chigwell Learning Centre).
- Consider providing information through schools, child care services, health centres, libraries, shopping centres and other community spaces/venues.
- Make consultations child-friendly e.g. provide toys/child activity space. – work with Creative Communities team.
- Consider having meetings after hours to enable working parents to attend after dinner with their family.
- Where decisions affect children, they should be incorporated into the community engagement process.

Culturally and Linguistically Diverse (CALD) Communities

- According to ABS, 10,904 people who were living in the City of Glenorchy in 2021 were born overseas, and 33% arrived in Australia within 5 years prior to 2021.
- 21.6% of the population was born overseas.
- Between 2016 and 2021, the number of people born overseas increased by 5124 or 88.7%.
- In Glenorchy City, 18.8% of people used a language other than English at home in 2021.
- Between 2016 and 2021, the number of people who used a language other than English at home increased by 5,165 or 119.3%, and the number of people who spoke English only decreased from 83.9% to 76.2% of the population.
- There is growing religious diversity.

Suggestion

- Work with Community team to connect with settlement and multicultural service organisations (like Multicultural Resource Centre and the Multicultural Council of Tasmania).
- Translation and interpretation is essential.
- Consider literacy levels – verbal engagement may be more successful.
- Be aware of cultural and religious understandings, e.g. gender roles, food requirements, etc.
- Use venues multicultural communities are familiar with.
- Tailored information sessions are useful, with multicultural service organisations in attendance to provide support.
- Use plain English.

Older People

- According to ABS, 11,674 or 22.6% of Glenorchy residents were aged 60 years and over in 2021.
- The age group is made up of: Empty nesters and retirees 60-69 (5,298 or 10.5%); Seniors 70-84 (5,138 or 10.2%); Older aged 85 and above (1,238 or 2.5%).
- Frailty, disabilities, failing eyesight and mobility are common challenges.

Suggestion

- Work with Community team to establish connections with local support and service organisations (like School for Seniors).
- Allow adequate time for communication.
- Use plain English.
- Use accessible venues, e.g. avoid venues with stairs. Conduct engagement at specific organisations, services or community groups frequently utilised by older persons.
- As part of Council's annual Community and Volunteer Awards, a Glenorchy Senior Citizen of the Year is selected. This person may be a good contact person for the engagement or be able to advocate in the community.

People with disabilities and their carers

- According to ABS, 3,800 people or 7.5% of the population in the City of Glenorchy in 2021 reported needing help in their day-to-day lives due to disability.
- In 2021, 36.7% of the population identified a long-term health condition. The most common long-term health condition was a mental health condition.
- Range of disabilities, including intellectual, sensory, physical, etc. require different forms of assistance to enable participation.

Suggestion

- Work with Community team to establish connections with local support and service organisations (like Aurora Disability Support).
- Allow adequate time for communication.
- Use accessible venues with accessible toilets and suitable for guide dogs.
- Use plain English.
- Advocates and support workers are vital -Work with agencies working in the disability sector.

Young People

- According to ABS, 7,287 people or 15.4% of the City of Glenorchy's population were aged between 12 and 24 years in 2021.
- While most are in secondary/post-secondary schools, not all young people are attending schools.
- In 2021, 14% of 15-24 year olds in the City were disengaged with employment and education.
- Parents/carers consent required for young people under 18 years of age.

Suggestion

- Work with Community team to establish connections with local youth organisations (like PCYC, Troublesmiths etc.).
- Use less formal approaches, i.e. let it be fun, relaxing and youth-friendly, e.g. incorporate music, games, arts, activities etc. Work with Creative Communities team.
- Written materials should be catchy and colourful.
- Work with schools, youth workers and youth services providers the young people are familiar with.
- Take the engagement to them, e.g. use spaces young people hang out in with their friends.
- Provide incentives where possible to encourage participation.
- Use social media platforms.
- As part of Council's annual Community and Volunteer Awards, a Young Citizen of the Year is selected. This person may be a good contact person for the engagement or be able to advocate in the youth space.



GLENORCHY
CITY COUNCIL

More Information

If you would like any further information,
please contact Council's
Community Engagement Officer

E letstalk@gcc.tas.gov.au

W gcc.tas.gov.au

P 6216 6800

COME AND SEE US:

374 Main Road, Glenorchy

WRITE TO US:

PO Box 103, Glenorchy

How we Talk To you



Social media



@glenorchycitycouncil



/GlenorchyCity CouncilOfficial



Local media

Glenorchy Gazette / The Mercury



Online

gcc.tas.gov.au/news

Business News

activitycity.com.au

letstalk.gcc.tas.gov.au

Contact



Come and see us at

374 Main Road, Glenorchy

Monday to Friday 8.30am to 5.00pm



By phone **(03) 6216 6800**

Monday to Friday 8.30am to 5.00pm
Translating and Interpreting service available (TIS). Call 13 14 50.
National Relay Service 1800 555 560



Email us

gccmail@gcc.tas.gov.au



Write to us

PO Box 103 Glenorchy TAS 7010

How you can Talk To us!



COMMUNITY POP-UPS

A casual opportunity to chat with Elected Members and Council staff in and around Glenorchy.



COMMUNITY YARNS

A structured gathering for residents, community groups and businesses to discuss main priorities for their communities.



LET'S TALK GLENORCHY

An online space for community members to share ideas, discuss important topics and provide feedback on Council's plans.



REFERENCE GROUPS

Contribute to specific issues across the municipality.



GET IN TOUCH

Call, email, visit, or write to us. There are plenty of ways to talk to your Elected Members and Council staff.



GLENORCHY
CITY COUNCIL

P (03) 6216 6800 E gccmail@gcc.tas.gov.au
www.gcc.tas.gov.au

Let's Talk!

Glenorchy

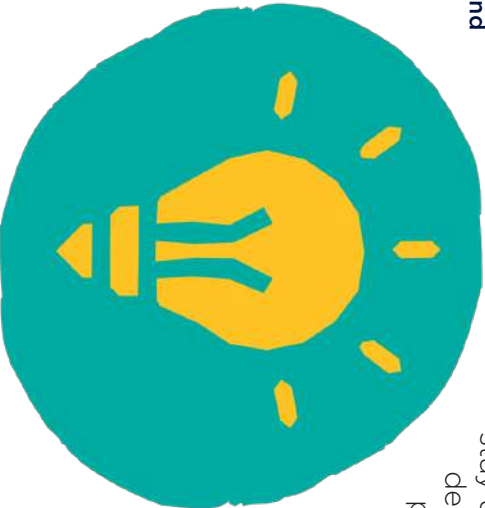
Glenorchy City Council wants to hear from you about the topics that are important to you. This helps us to make better decisions and deliver better outcomes. We do this in planned ways throughout the year, such as Community Yarns, pop-ups, reference groups, our online engagement platform and meetings with groups and individuals.

We also know that it's important for you to hear from us, so we can keep you up to date on Council decisions, news, opportunities to be involved and how we are delivering the projects and infrastructure that supports our communities. We do this through Council's website, social media, posters and flyers and local media like the Glenorchy Gazette.

There are many opportunities in Glenorchy for you to find out what's happening, get involved, have your say and make a difference!

COMMUNITY ENGAGEMENT FRAMEWORK

Glenorchy City Council wants to involve the community in how we make decisions. We have a plan that tells us how and when to work with the community. To learn more about this plan, go to www.gcc.tas.gov.au and visit the Community Engagement page.



REGISTER ON

LET'S TALK, GLENORCHY

Let's Talk, Glenorchy is Council's online engagement platform.

Use **Let's Talk, Glenorchy**

to share your ideas, provide feedback and stay up to date on decisions and priorities for our City. Tell



us what you think about current projects and check the outcomes of engagements.

Let's Talk, Glenorchy

works alongside Council's face to face engagement activities to provide more ways for you to have your say at a time that works for you.



more
information

get involved



David Ronaldson
Executive Manager Stakeholder Engagement
City of Glenorchy
374 Main Road
Glenorchy

By email only.

Dear David

Re Moonah Taste of the World Festival Review

Further to our most recent conversation (April 3) please find attached a copy of the final presentation, the survey data and closing observations / executive summary stemming from the workshop and the ensuing conversation.

Alignment to Strategic priorities.

The Council should be clear that the special nature of the event is less of its ability to present as a Food event, but more that it has strong community cultural development objectives and principles underpinning it.

If the priority to Council and the Elected members is to ensure that the event aligns strongly to the current strategic plan (particularly through *'Making Lives Better'* and *'Building Image and Pride'*, then it is suggested that the investment is accordingly focused into resonant avenues to ensure the continuation of this work with the diverse communities within the City. That noted there is no inference that this work should be only undertaken or managed by the Council.

Inversely while short term food and community activations will have visibility, it is unlikely that they will have the long-term impact, benefit nor expectation that the MTOTW has had in its first decade of operation.

Viability

On one level the event is extremely viable in that there is demand for it from the community that is directly engaged in its development and presentation as well as a broader population for patronage. It is well liked and seen as an important calendar event, both for its relationship to Harmony Week and its overall presentation as an accessible, community and family orientated event. Uniquely for Tasmania it also occupies a cultural and event space that few other events seem to cover. It is also well considered by NSO organisations that work in the same area, other Local Government Authorities and Government agencies and departments such as Events Tas, TasTafe and Office of Premier and Cabinet.

While well supported, the current envelope of funding for the operation of the event is unlikely to allow the event to grow and develop, nor be sustainable in an environment of escalating event costs and patron expectation. While there is some opportunity to further investigate increasing revenue from entrance charges, sponsorships, or partnerships, this is without a dedicated coordinator,

INKHORN PROJECTS

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outside of the remit or capacity of the City's officers. As such while the events anchoring within the city administration has provided a notable foundation for the event, it is also unlikely to provide it the independence or opportunity to grow creatively, curatorially, or financially.

Next Steps:

The ideal outcome for the City is to enter into discussion with the State Government and the Migrant Resource Centre for the eventual transference of the event to MRC as a managing organisation. This would provide a continuance of the event, recognise the role of the City in the events germination as well aligning strongly to MRC's footprint and role within the newly arrived and migrant communities in the South of the State. It would also allow the event to find its own space, funding regime and provide the City an opportunity to invest some or all of allocated tranche of financial support into new community programs as the event becomes more established.

The reality is however that this negotiation will take considerable time and would not be ratified and established in time for the 2024 harmony week.

In this light it is suggested that the Council adopt a short-term strategy of seeking to support a series of smaller events and activations that engage actively with the community.

The following are broad suggestions and considerations for the development of the short and medium / long term outcomes described above:

Short Term:

- The City should seek expressions of interest for the effective utilisation of the current allocation of funds for the event.
- This would be most effective as three events with a budget of \$25,000 (or two of \$35,000)¹, with a requirement of having a multicultural, diverse, or emerging community focus.
- I would not recommend a contribution of less than \$20,000 per event if there is an expectation of an event of some scale and / or engagement. This recognises the increasing cost of staging events in the south of the state as well as the need for an active communications strategy.
- These events should seek some form of engagement with council divisions (Arts, Community) or supported facilities such as Karadi, but driven by external operators.
- They should also focus on cultural or creative outcomes primarily and through the EOI process respond to the strategic priorities 'Making Lives Better' and 'Building Image and Pride.'
- This support should be for events rolled out from spring 2023.
- The Moonah Arts Centre Sounds of the World program once part of the Taste of the World event should remain separate from this process – and operate as a Standalone program going forward.
- Potential partners with this program would be the Vibrance Festival and Citizen Tasmania.

Medium to Long term

- The city undertakes formal negotiations with Departments of Premier and Cabinet and State Growth to full explore and develop future funding arrangements. It has been suggested that this could be structured as a tripartite arrangement between the departmental agencies

¹ Alternatively, the offer could have variable requests for one up to \$50,000 and three smaller events.

(Events and Communities) and the City of Glenorchy. This would seek a potential matching of allocation of funds as a minimum starting point.

- The Migrant Resource Centre should be formally engagement as the event's 'owner,' but a Steering committee should be formed including representatives from the City of Glenorchy, Multi-cultural Council of Tasmania, and key community groups to provide governance and ensure alignment to community expectations and capacity.
- TasTafe should also be engaged (through MRC) to consider and structure learning and training opportunities around the event.

As discussed, I am happy to participate in future workshops and or discussions about the deployment of the short-term outcomes or assist in the development of the tripartite arrangements between the State, MRC and the Council should that option explore further.

I should also stress that as Events have a natural life span, the opportunity for the City to focus on smaller responsive events, and growing the engagement in this area is also a logical and positive outcome, especially in a post-covid environment facing a number of economic pressures. The potential space vacated by the council could provide the opportunity for MRC to create a new event with new partners, with the City being involved in a more "in-kind" relationship, providing resources and stewardship rather than cash.

Thank you for the opportunity to undertake this review, and work with your extended team at the City. While it did not end up where I anticipated, I believe through the consultation processes the value and the importance of the event was well expressed both within and outside council. That the overall landscape has changed so considerably over the last few years is the long-term issue for the sustainability of the event, and not something that is off the City's doing.

Through this process there are solid opportunities for the event to find its own space and become sustainable as well as the City managing its financial exposure and Officer commitment to community activations, without reducing the valuable work that is done in this area.

Kind regards



TONY BONNEY

Friday, 26 May 2023



MTOTW briefing note 2



MARCH 2023



Observation

- (a communities culture is) the ‘things that we do not have to do but we do them anyway’ and are our central and fundamental patterns and expression of living.

(Brian Eno 2015)

- Good infrastructure is by definition invisible, it's part of the background for other kinds of work ... (it is) exquisitely boring –

(Susan Leigh Starr - The Ethnography of Infrastructure - 1999)



The Review to deliver

- Evaluate, in consultation with relevant staff, **the objectives of the Event** and alignment with Council's Community Plan, Strategic Plan, Annual Plan and subsidiary plans (Community Strategy, Economic Development Strategy, Arts and Culture Strategy).
- Identify and explore options for the delivery of those objectives solely by Council, in partnership with the community or by other identified organisations.
- Evaluate and predict the likely operating and capital costs associated with each option identified.
- Provide draft options / recommendations to Council

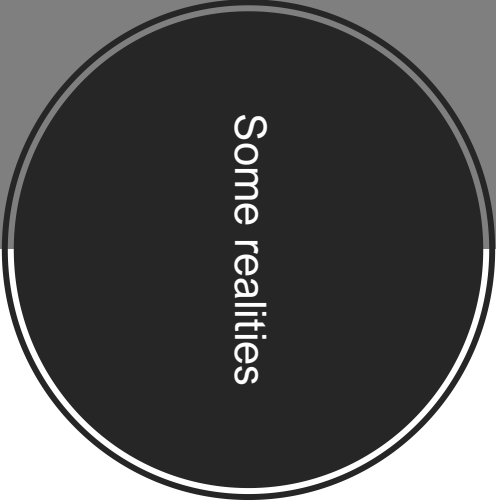


Why do the event ?

The Event was established in 2011 with the aim of building the capacity of culturally diverse communities within the City, promoting acceptance, understanding of diversity and community pride.

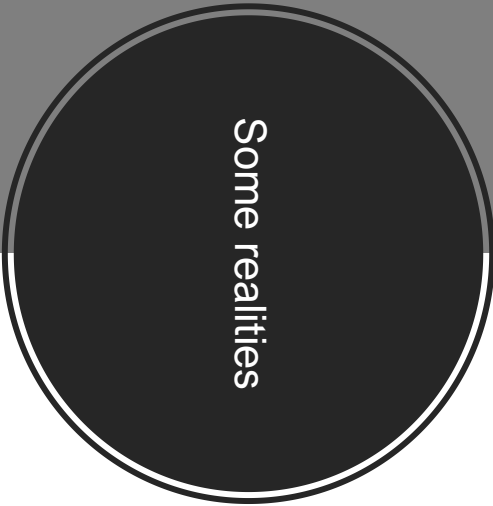
Clear and recognized outcomes

- Promotion of cultural diversity
- Provide mechanisms for culturally and linguistically diverse communities to participate in community activities
- Increased community pride
- Provision of a low cost, family event
- Development of community partnerships



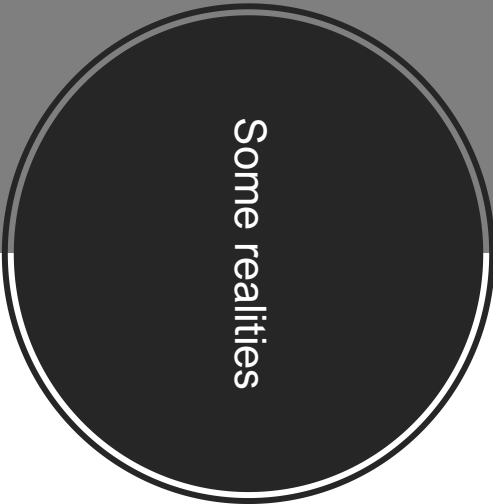
Some realities

- **Moonah Taste of the World** is not a food event – rather a Community and cultural development program that has a successful and accessible public outcome.
- Goes to the heart of why the council undertakes events



Some realities

- The Council's financial support already goes to external contractors to deliver the event on the day (76%), and
- Council's noncash exposure to the event is officer time, required to undertake the significant planning and engagement with the community participants required.
- 80% of all income for the event is from the council
- Planning and development takes up to 10 months.
- This budget allocation is not sufficient to sustain the event into the future, noting that in 2019 the development of the Event was already being limited



Some realities

- There is no capacity within Communication and Engagement team to undertake the work allocated to the Events Officer (previously Major Events officer and Events Support officer @1.6fte)
- It is unlikely that a commercial or NFP partner would be able to deliver the event without additional support (both financial and or logistics or network)
- It is anticipated that event supply costs in the greater Hobart region will increase up to 25% for some requirements over the next 12 – 18 months.
- The impact of COVID19 in 2020 made the event one of the first to be shut down in the state. The break (and recent shift to the Sounds of the World program) provided a timely opportunity to review the expectation around the events delivery and the Councils role therein.



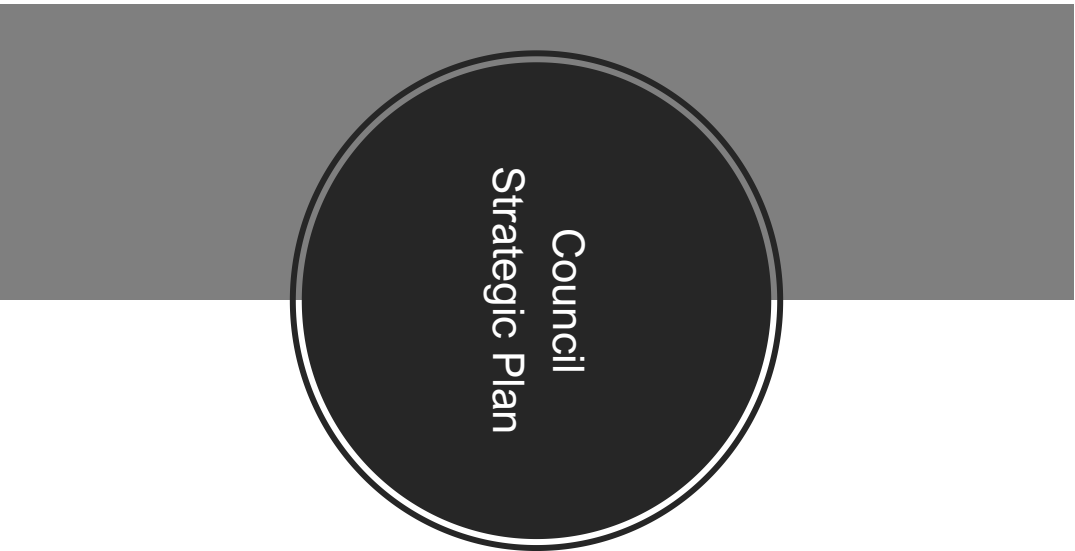
What we found out

- Substantial and significant alignment to current strategies and objectives
- Universally liked inside *and outside* the Council
- Significant attendance for a single event by any measure in the State.
- Provides an important tool for community capacity, resilience and celebration
- Provides networks and training for growth
- Provides a focal point and outcome for ongoing programs that annualised programs can not
- The event is currently at an ideal capacity for the community, site and audience experience
- Additional funds or support would make it more sustainable – not ‘bigger’.

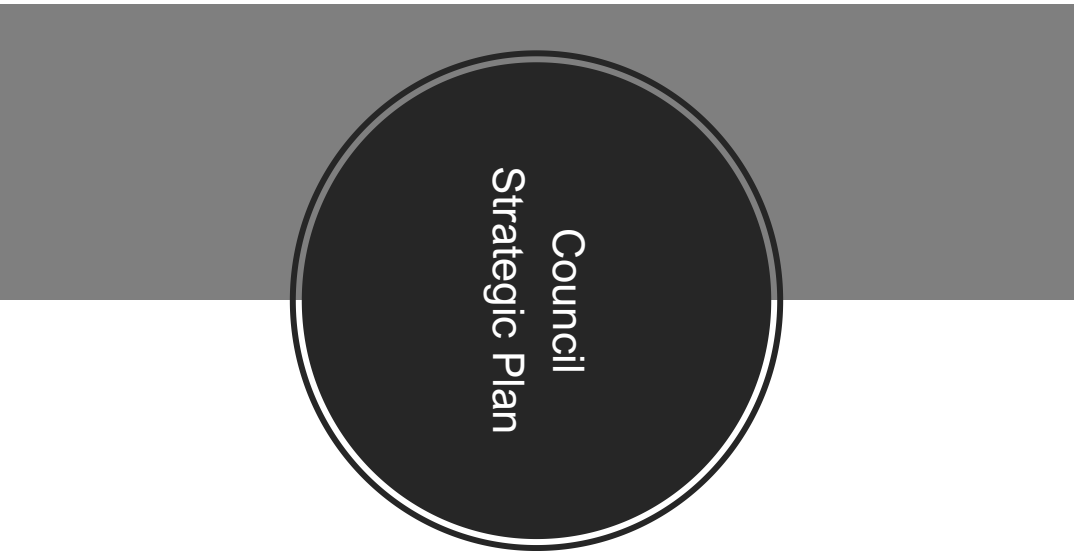


Opportunities

- **Events Tasmania** acknowledge the unique nature of the event and the opportunity and difference it provides within the portfolio of events already supported.
- **Dept of Communities** have a strong interest in developing a new funding relationship with the program.
- Both **Multicultural Council of Tasmania (MCOT)** and the **Migrant Resource Centre (MRC)** acknowledge the events significance for the wider community and the need for its presence.
- **Tas Tafe** believes the event could provide a suitable home for a program of accredited training courses



- The Event provides significant alignment to council and state strategies for community and multicultural inclusion, recognition, respect as well as acknowledging the contribution these diverse communities make to the local and greater communities.
- The Councils draft Strategic plan has the following Community Goals.
 - Making Lives Better
 - Building Image and Pride
 - Open for Business
 - Leading our Community, and
 - Valuing our Environment
- The development and delivery of the Event reflects these goals strongly.



COUNCIL VALUES

PEOPLE: We value our diverse and welcoming community. We believe that each person is equal and has a positive contribution to make, with their rights respected and their opinions heard and valued.

TOGETHER: We commit to work as a united Council team to build relationships and partnerships within and outside our community to make a difference in Glenorchy.

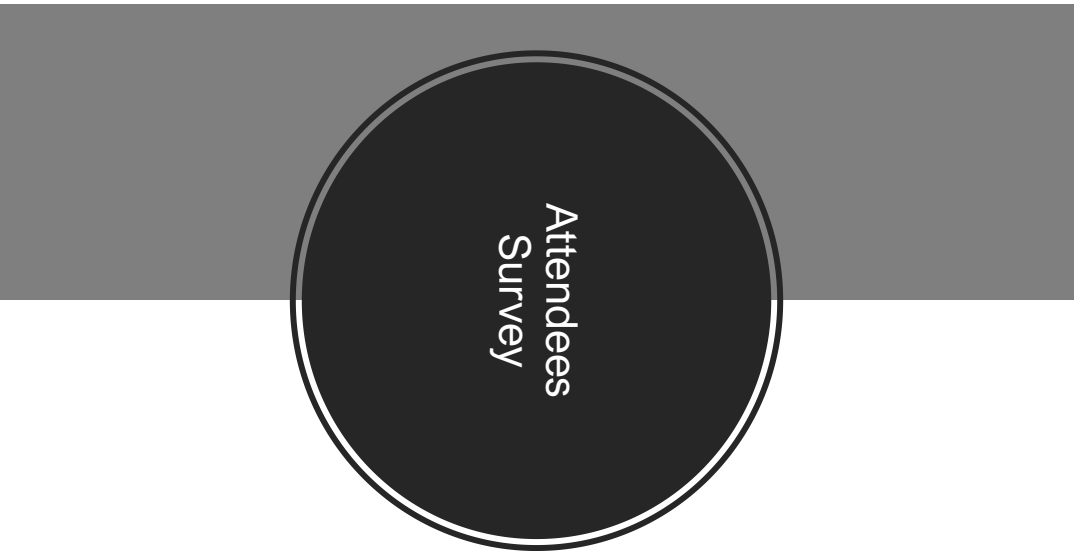


Consulting with the Community and Sector

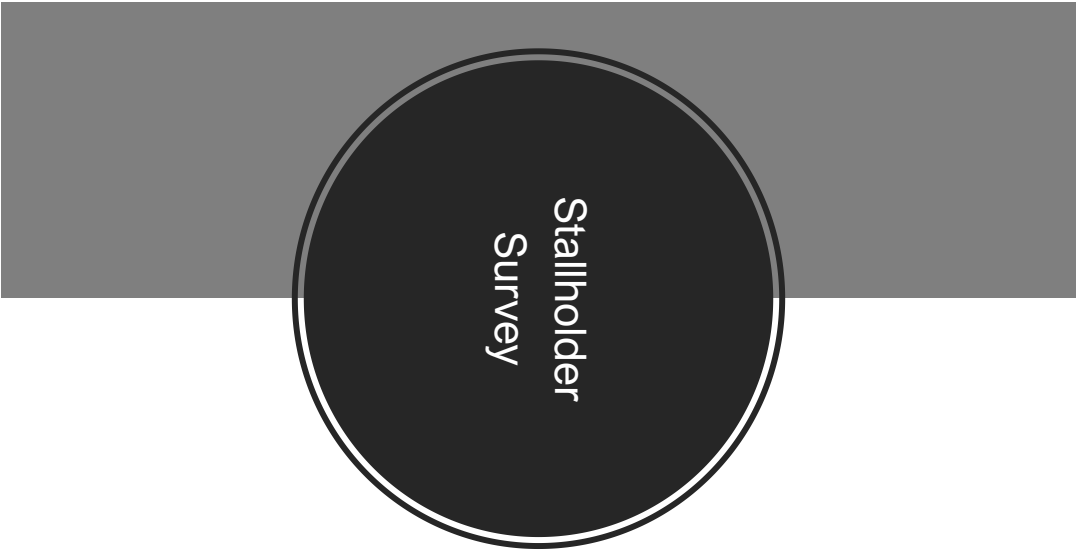
- Approximately 100 responses from community members and participants to online and face to face surveys
 - These surveys ran from the Dec 1, 2022 to 27 February 2023 (attendee) and 20 February to 14 March, 2023 (Stallholder).
 - The surveys were promoted through social media and ABC local Radio as well as a direct letterbox drop to residents in the immediate Benjafield park vicinity.
- An qualitative intercept survey is currently being undertaken to test the results of the online survey against a random Community sample.
- *No survey was undertaken of people participating in the music / performance and activity aspect of the program, as this is an ongoing programme run through the Arts and Culture unit of council. There is opportunity to consider the impact and benefit of this program as a secondary survey or research activity.*



- Direct consultation with 20 organisations and individuals involved with event delivery (commercial and for purpose) and or Community development programs
 - Internal Glenorchy City Council officers
 - City of Hobart
 - Events Tasmania / Department of State Growth
 - Department of Premier and Cabinet
 - **NFP / NGO community organisations**
 - Multicultural Council of Tasmania
 - Migrant Resource Centre
 - Citizen Tasmania
 - 24 Carrot Program / MONA
 - **Cultural Organisations**
 - Salamanca Arts Centre
 - Vibrance Festival
 - Festival of Voices
 - **Commercial Operators / Event coordinators**
 - St Albies (To The North)
 - Pinpoint (Taste of Summer)
 - Island Entertainment

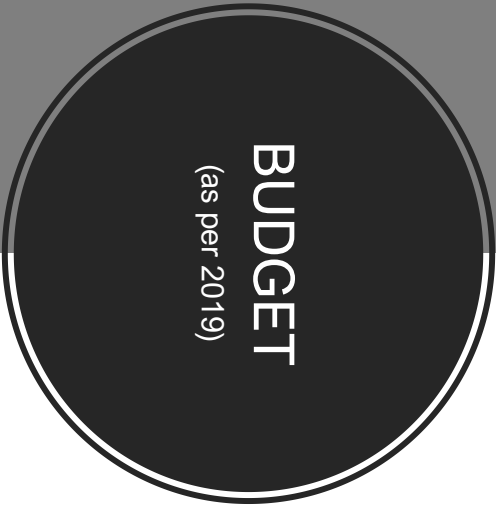


- Most respondents attend to experience food and other cultures (73.3%)
- The overall event, the food offering, the engagement opportunities and location rates highly or very high.
- The music, entertainment and activity program rates highly
- Strong comparable attendance to other Food and Wine focused events – Taste of Summer, Dark Mofo, Festival
- 62% said the event was important
- 82% said the event was important to the Community
- 88% said it was important that the Council gives recognition to Culturally Diverse communities
- 98.5% said Council should ensure that events like this are maintained
- 41% or respondents said to should remain free but
- 68% of respondents said that they would pay to attend the event (between \$2 and \$10)

A graphic consisting of a dark grey circle with a white border, containing the text "Stallholder Survey". This circle is positioned on the left side of a larger, light grey rectangular background.

Stallholder Survey

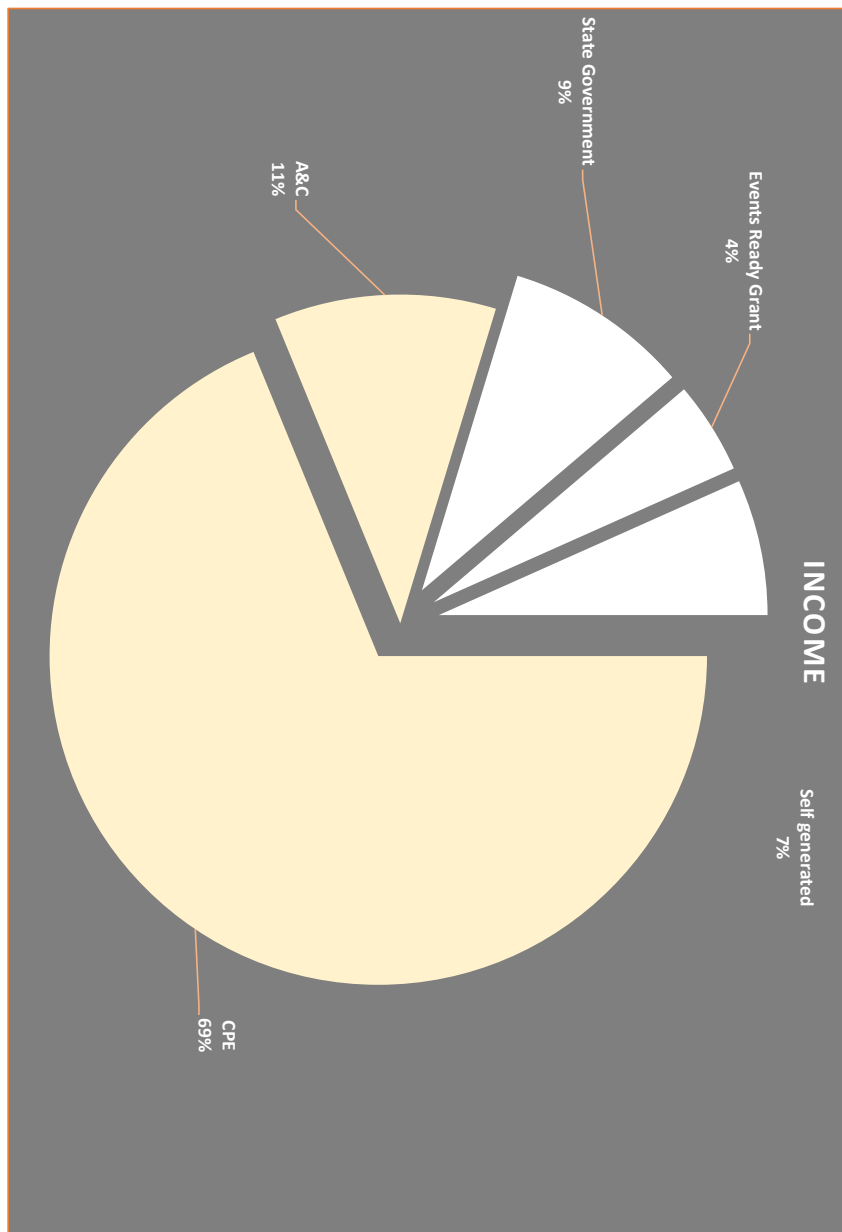
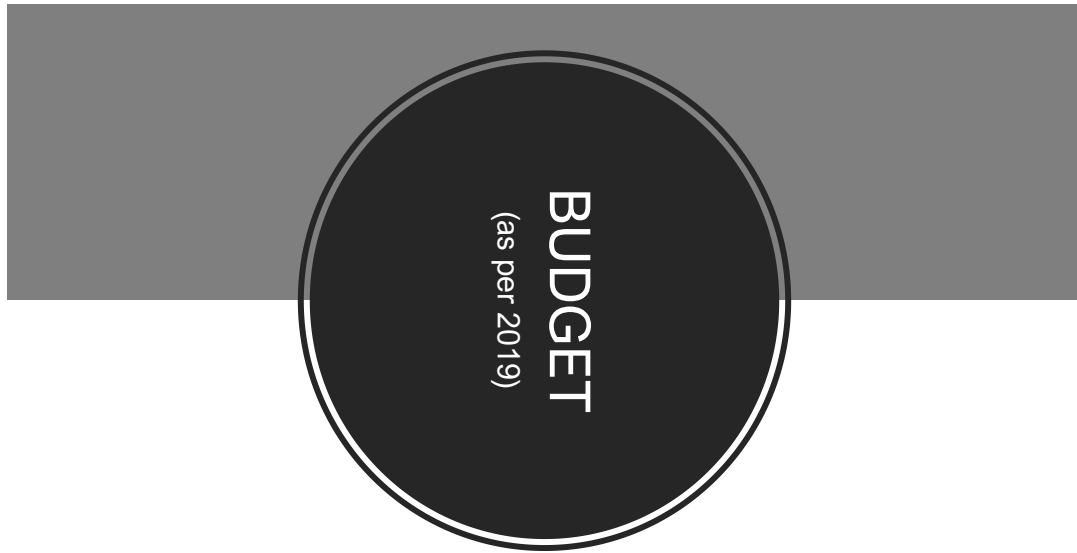
- While a smaller data set, a survey sent out to stall holders, some of whom have been part of the event since its inception. The responses from 11 stallholders equate to more than a 1/3 of the number of stall holders traditionally presented at any one event.
- The primary motivation for participation was to support the community and be part of the event.
- 100% of respondents said that the event was well organised and they were well supported by the event team.
- 9 of the 11 respondents run food businesses or work at other food events
- 2/3rd of these respondents work on a regular or full time basis within the food sector
- 7 respondents (64%) said that the event helped them develop skills and knowledge that have been useful in commercial activities.
- 10 respondents (91%) said that they would participate again
- All respondents said that the event was important to their community.



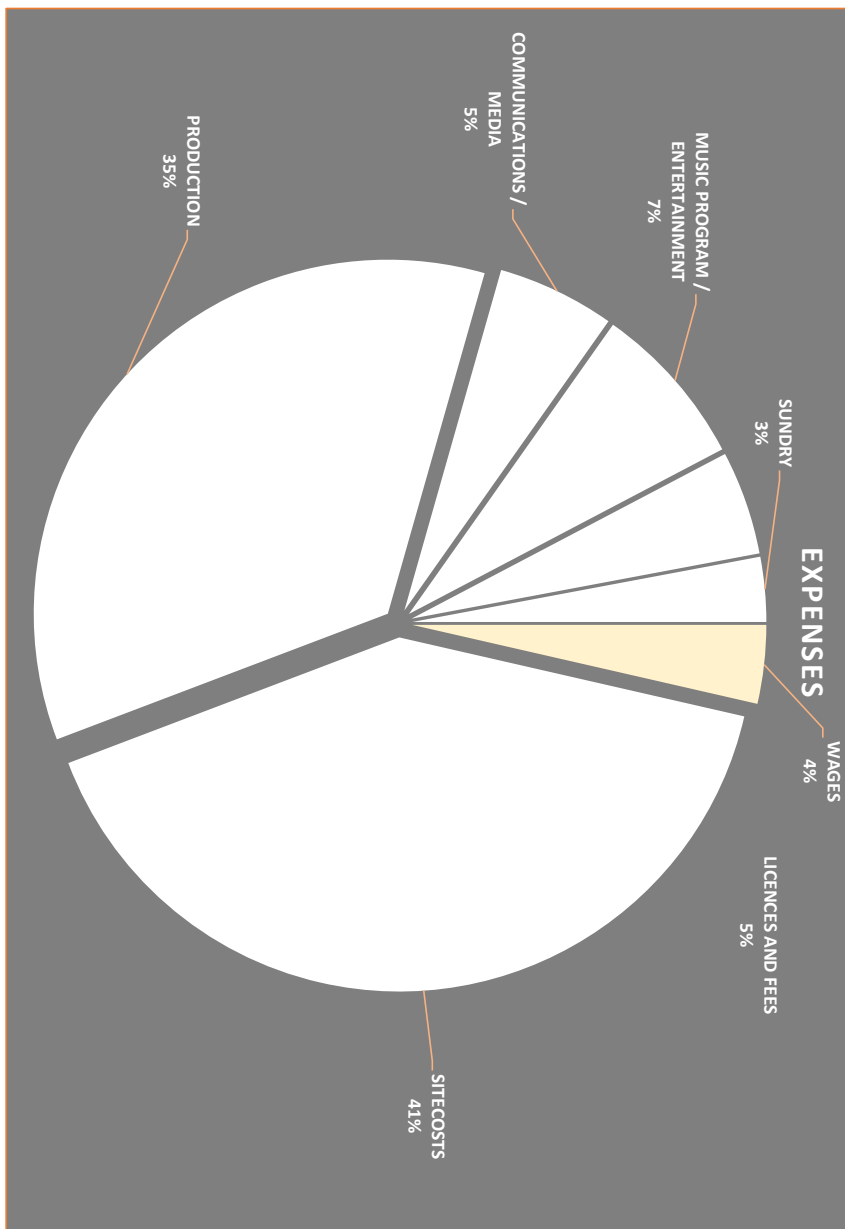
BUDGET

(as per 2019)

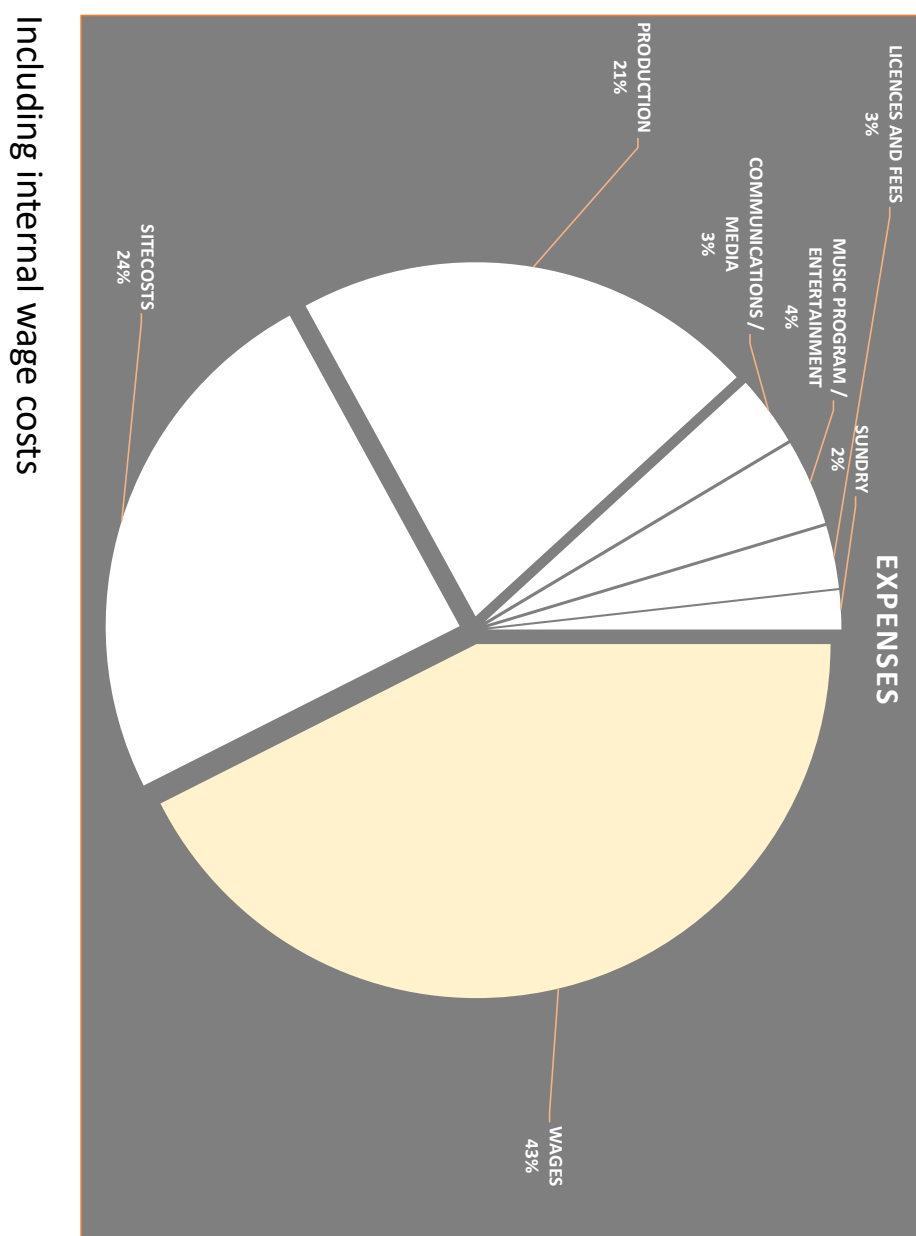
- The event costs between \$110,000 and \$187,000 to deliver, the variation being an estimating of the internal wage component apportionable to the activity.
- Income for the event is approximately \$110,000 and has varied over the years with sponsorship and other government derived support.
 - Of this 76% is directly provided from the councils budget
- Assuming an 25% average increase in event costs since 2019 and barring internal wages - the event would costs \$28,000 more to deliver in 2023/24 assuming the same scale event was delivered.

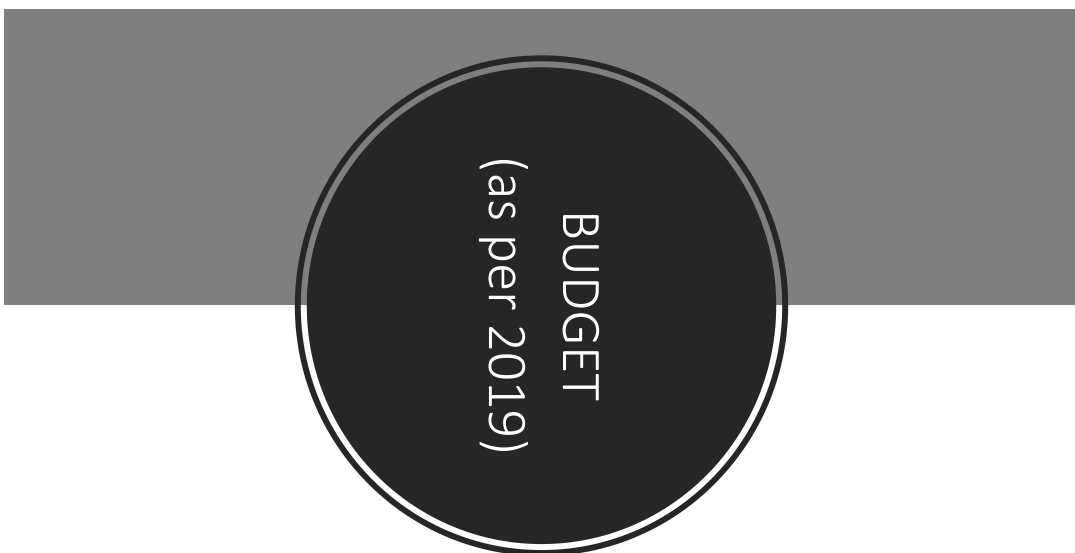


BUDGET (as per 2019)

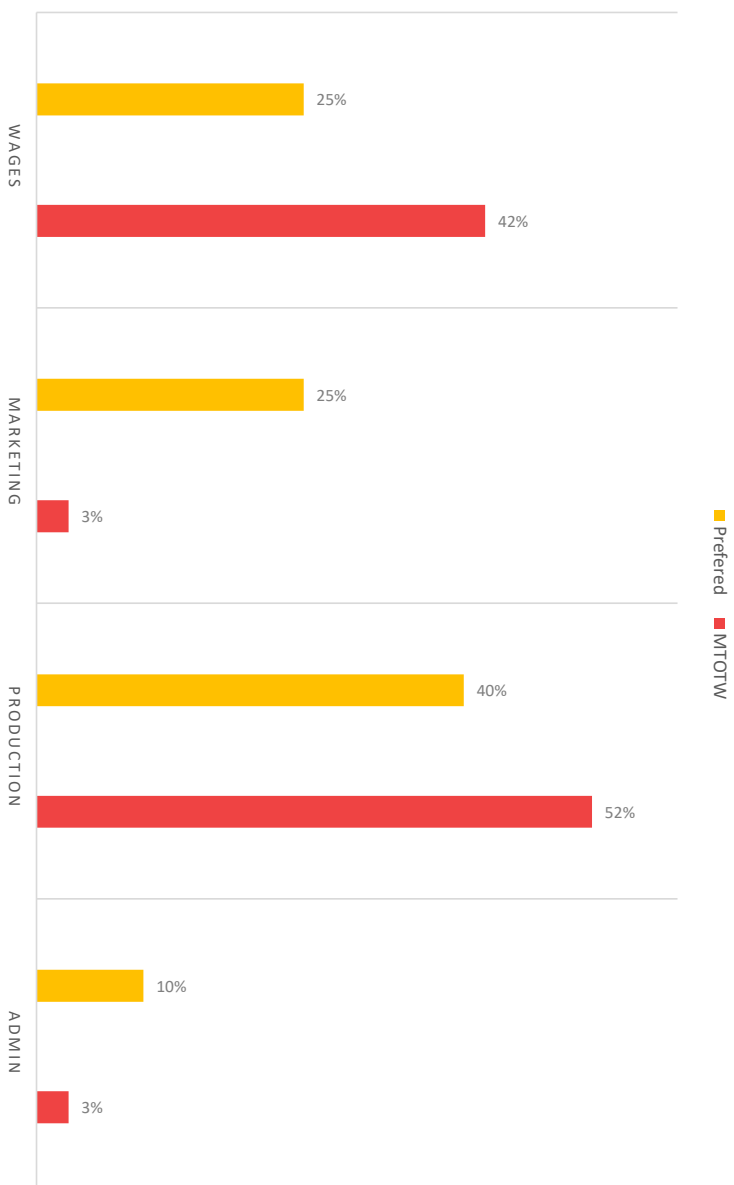


Excluding internal wage costs





EXPENDITURE ANALYSIS



The preferred (yellow) column proposes a 'balanced' Event expenditure budget of 25% wages / 25% marketing / 40% production and 10% administration, to highlight the structural imbalance of the event. These percentages include the internal wage contribution from the council.

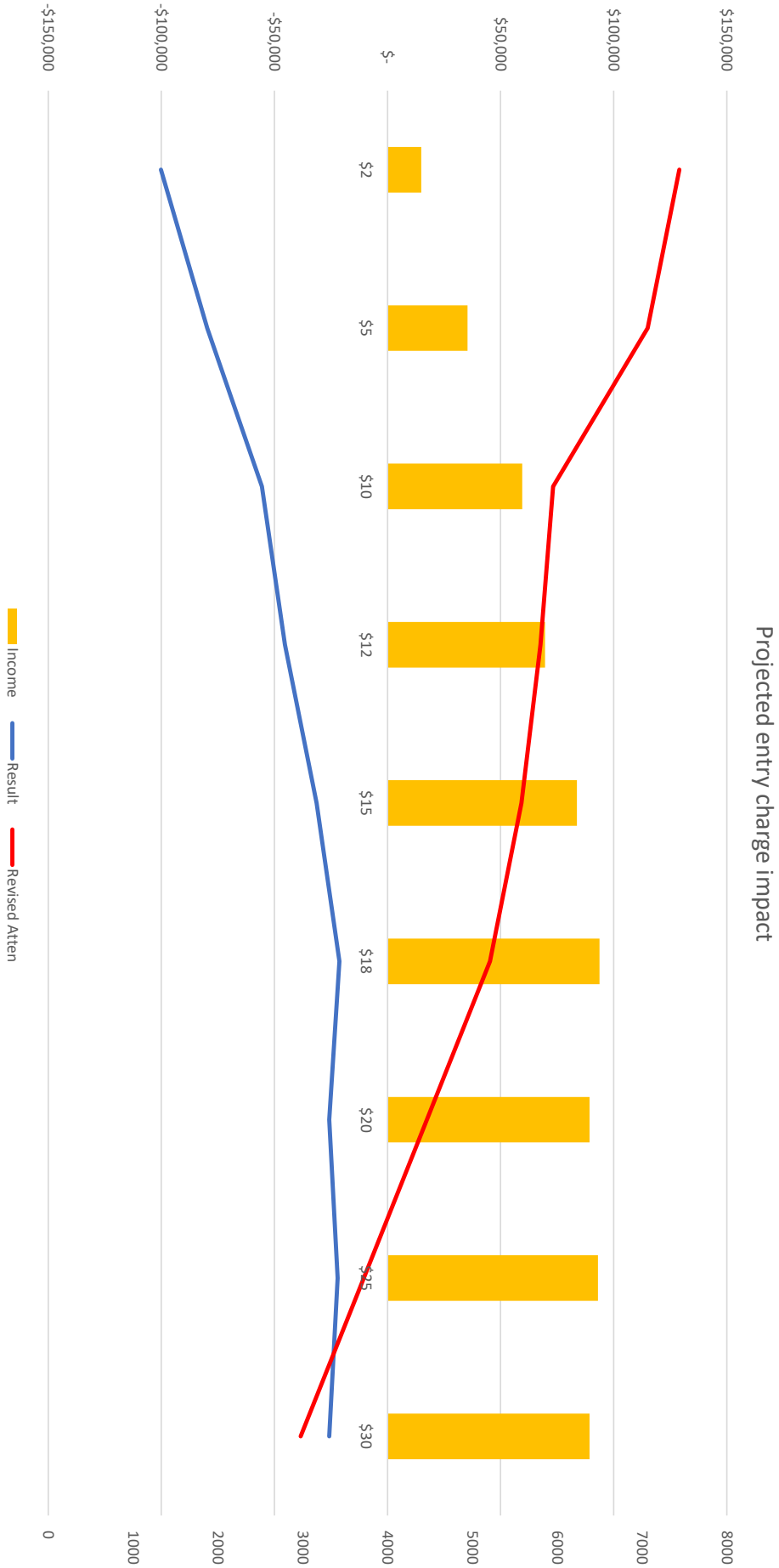


The question of charging admission?

INCOME GENERATING OPTIONS – DOOR CHARGE

Charge	Atten	Est Impact	Revised Atten	Income	Fixed Costs	Additional costs	Result	Variation
\$ 2	7440	0%	7440	\$ 14,880	\$ 110,000	\$ 5,000	-\$ 100,120	20%
\$ 5	7440	5%	7068	\$ 35,340	\$ 110,000	\$ 5,000	-\$ 79,660	36%
\$ 10	7440	20%	5952	\$ 59,520	\$ 110,000	\$ 5,000	-\$ 55,480	56%
\$ 12	7440	22%	5803	\$ 69,638	\$ 110,000	\$ 5,000	-\$ 45,362	64%
\$ 15	7440	25%	5580	\$ 83,700	\$ 110,000	\$ 5,000	-\$ 31,300	75%
\$ 18	7440	30%	5208	\$ 93,744	\$ 110,000	\$ 5,000	-\$ 21,256	83%
\$ 20	7440	40%	4464	\$ 89,280	\$ 110,000	\$ 5,000	-\$ 25,720	79%
\$ 25	7440	50%	3720	\$ 93,000	\$ 110,000	\$ 5,000	-\$ 22,000	82%
\$ 30	7440	60%	2976	\$ 89,280	\$ 110,000	\$ 5,000	-\$ 25,720	79%
DONATION MODEL	7440	0%	7440	\$ 9,300	\$ 110,000	\$ -	-\$ 100,700	19%

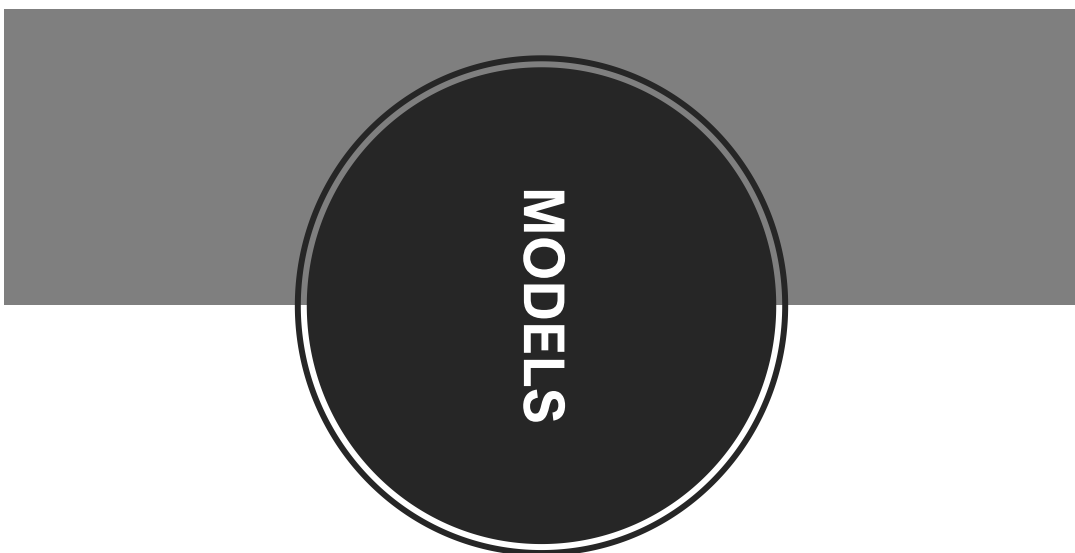
- * Attendance assumes 7% entry is 'comped' from total attendance of 8000 pax
- Additional costs reflect estimate of additional staff and infrastructure for ticketed event or perimeter control
 - Donation estimate is \$5 per 4 people



MTOTW briefing note 2

PROPOSED MODELS

- 3 main models considered :
 - What happens if you don't do it any more
 - Who can the Council partner with and what would that partnership be ?
 - Is it possible for the Council to maintain and develop the event under its own capacities
- Developed reflecting the consultation with sector and State Government as to the most likely to be realised.



MOONAH TASTE OF THE WORLD			
CEASE	NEW EVENT	PARTNER	DEVELOP



DESCRIPTION	PROS	CONS
Council ceases programming of the event.	Potential saving	- Loss of significant community development function - Lack of profile focus / event for community engagement activities - Hard to reconcile against current and proposed Council strategies - Potential Community feedback / dissatisfaction - Arts and Cultural component (delivered by Arts and Culture team) is not covered by the review of the event

DESCRIPTION	PROS	CONS
NEW EVENT (External) Council contracts external provider to provide a themed public event unconnected to Council community programs	• event costs transferred to external partner and possibly fixed • Straightforward process for council to divest its interests in the program. • Public facing expectation may not change • Ability to review / reshape relationship every 3 – 5 years • Funds could be split to provide 4 - 5 seasonal community lead events / markets etc)	• Reduced ability to shape event or partners focus. • Envelope of funding available or offered currently is not commensurate with market expectations • Would require additional support from other sources • Current Arts and Culture (music programming and site activation) component not part of the envelope on offer – but one of the main attractors – especially to commercial presenters

		
DESCRIPTION	PROS	CONS
Council contracts external provider to provide a themed multicultural public event with clear connection to Council community programs	• Event costs transferred to external partner and fixed within forward estimates • Straightforward process for council to divest its interests in the program through public or targeted EOI. • There are a number of partners already interested – from Commercial producers to NGO's • Public perception would be mostly positive • Maintains some alignment to Council strategy – especially Council Vision	• Little or no opportunity to connect ongoing Community Development activities unless the funds are specifically linked to the programs that work in this area • reduced alignment to Council objectives / strategies • Council has little capacity to shape or locate the event outside of the initial EOI • Officer time required to manage contract / agreement and EOI process

DEVELOP		
DESCRIPTION		
Council maintains control and operation of event for a limited time developing it to become standalone entity		
PROS		
	- Council maintains a strategic cultural event - Maintenance of the CCD programs and alignment to Council strategies is assured - While event grows – income is diversified. - Could be operated through A&C unit (Moonah Arts Centre).	
CONS		
	- More emphasis on managing stakeholders and significant commitment in strategic development 3 – 5 year commitment to develop program. - While income is diversified, overall risk for the event stays with the Council until the organisation is formed. - Requires commitment from State Government to be in place.	

MODEL CEASE NEW EVENT PARTNER DEVELOP				
Budget impact	Net saving	Cash cost neutral	Cash cost neutral	Cash cost positive
Resource required	No Additional resources	• Officer time in managing event applications and grant or EOI process	• Officer time in managing contractual relationship with partner	• Officer time • Stakeholder Committee
Other			Expectation of structuring relationship with State government for additional support	Expectation of developing relationship with State government for additional support
Additional cost to be sourced elsewhere			\$80k - \$100k	\$80k - \$100k
Outcomes	No event	Smaller event(s) – risk of being less aligned to strategic vision	Maintenance of event, reduced exposure by Council of event costs and development	Maintenance of event, continuation of exposure of event costs and development for a fixed period



Next Steps

- Council / Elected Members workshop to determine preferred, or ranked options
- Finessed budget / timeline to be developed - pending preferred model
- Follow up discussion with potential partners or stakeholders

MTOTW briefing note 2



2 Ridgeway Road, Ridgeway, Tasmania
info@inkhorn.com.au
mb (61 0) 434 369 666 | ph (61 3) 62946474
abn | 30055029793

We acknowledge the traditional and original owners of the land on which we work and meet, the muwinina people of nipaluna/Hobart, and all palawa peoples of lutruwita/Tasmania. We pay our respects to Elders past and present and thank them for their custodianship of this unceded land

Moonah Taste of the World Festival Survey- Stallholders

SURVEY RESPONSE REPORT

13 October 2020 - 14 March 2023

PROJECT NAME:

Glenorchy City Council Events Hub



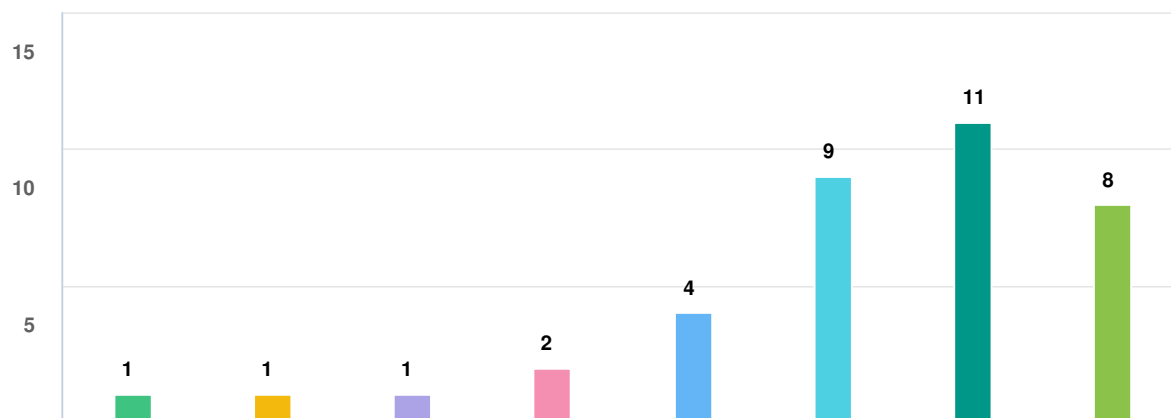
Moonah Taste of the World Festival Survey- Stallholders : Survey Report for 13 October 2020 to 14 March 2023



SURVEY QUESTIONS

Moonah Taste of the World Festival Survey- Stallholders : Survey Report for 13 October 2020 to 14 March 2023

Q1 What years have you participated (select all that apply)



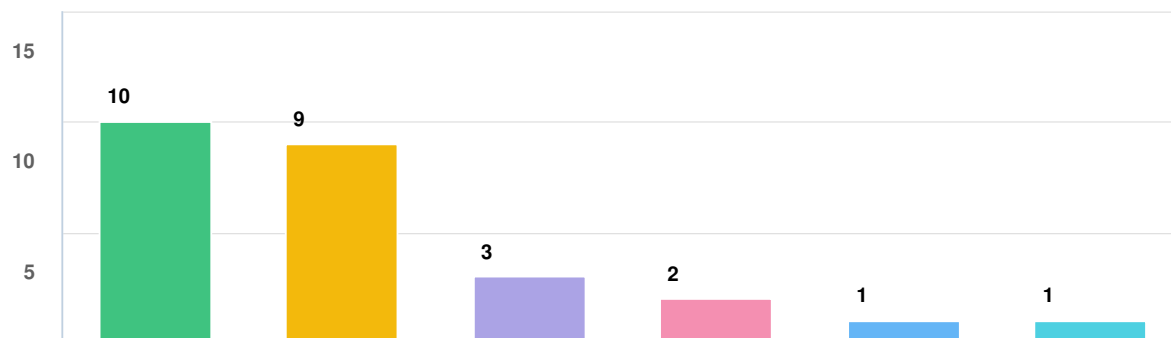
Question options

● 2011
 ● 2012
 ● 2013
 ● 2015
 ● 2016
 ● 2017
 ● 2018
 ● 2019

Mandatory Question (11 response(s))

Question type: Checkbox Question

Q2 Why did you participate in this event?



Question options

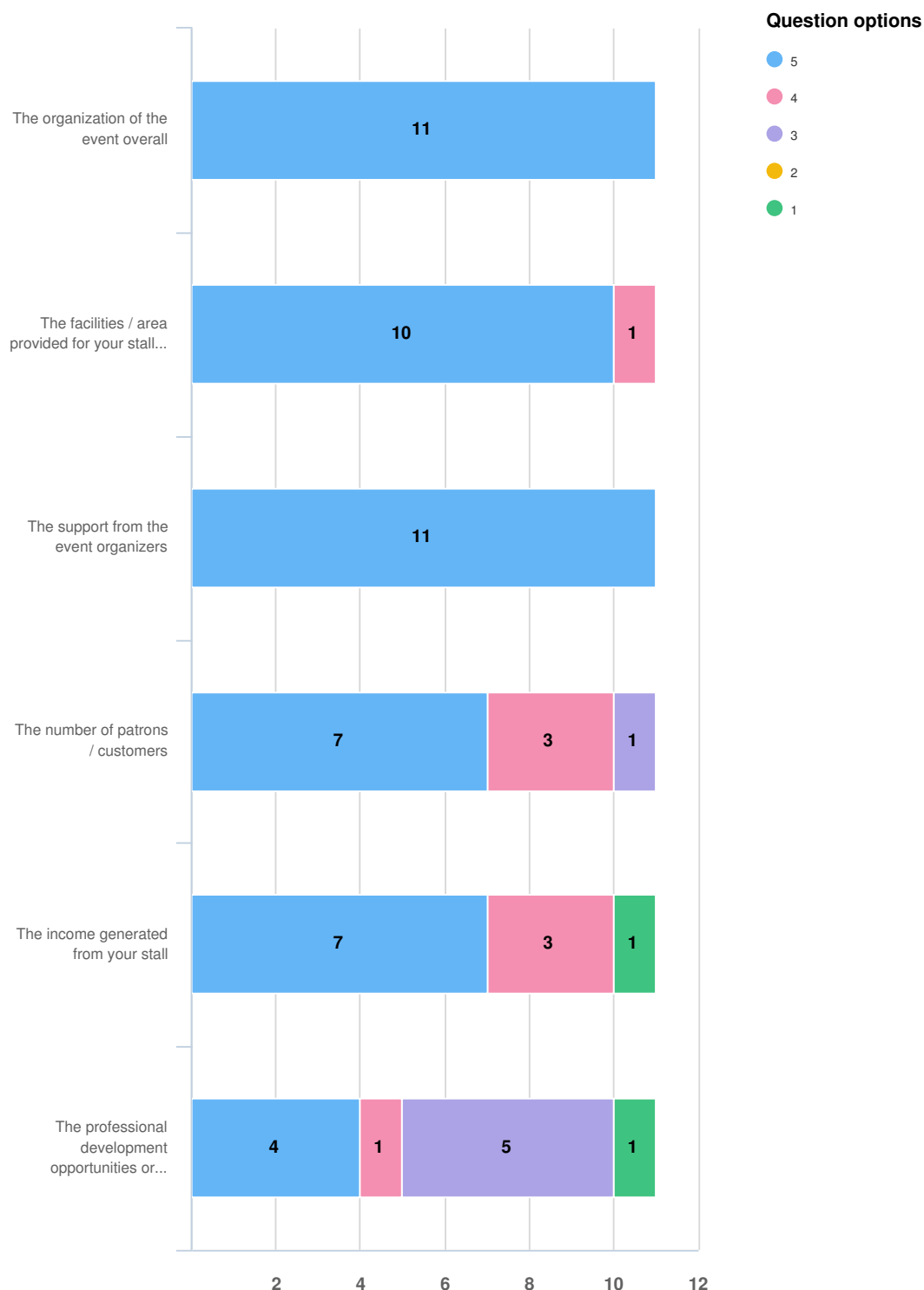
● To connect with and support my community
 ● To support the event
 ● To support or help a friend or relative that was involved in the event
 ● I was employed / paid or asked to be there
 ● It was professional development or a training opportunity
 ● Other (please specify)

Mandatory Question (11 response(s))

Question type: Checkbox Question

Moonah Taste of the World Festival Survey- Stallholders : Survey Report for 13 October 2020 to 14 March 2023

Q3 Thinking about the last time you participated in the event; how did you rate the following:
(1 = not important, 5 = very imp...)



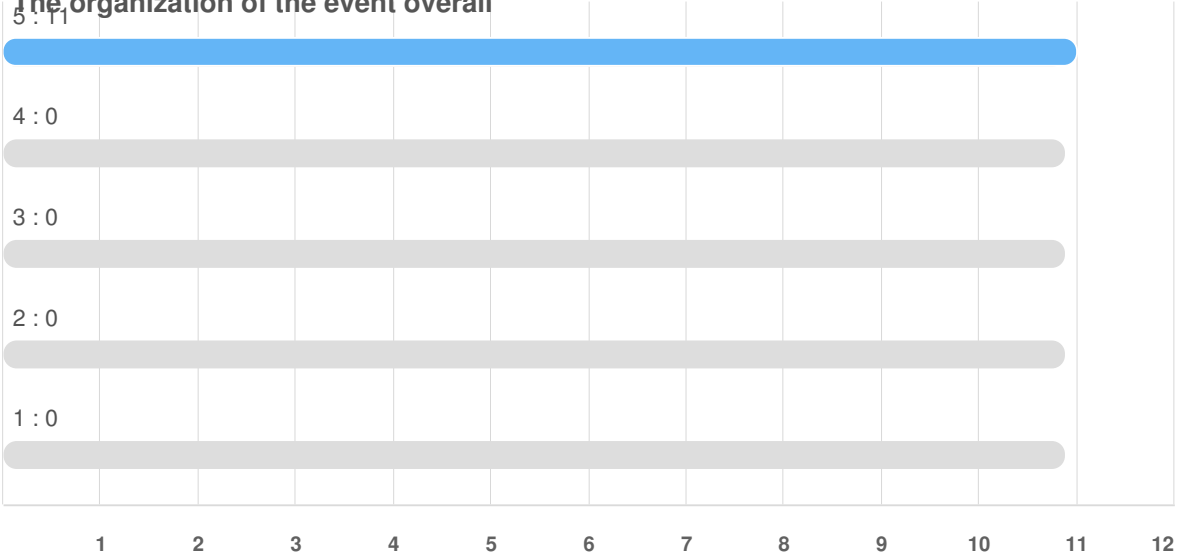
Mandatory Question (11 response(s))

Question type: Likert Question

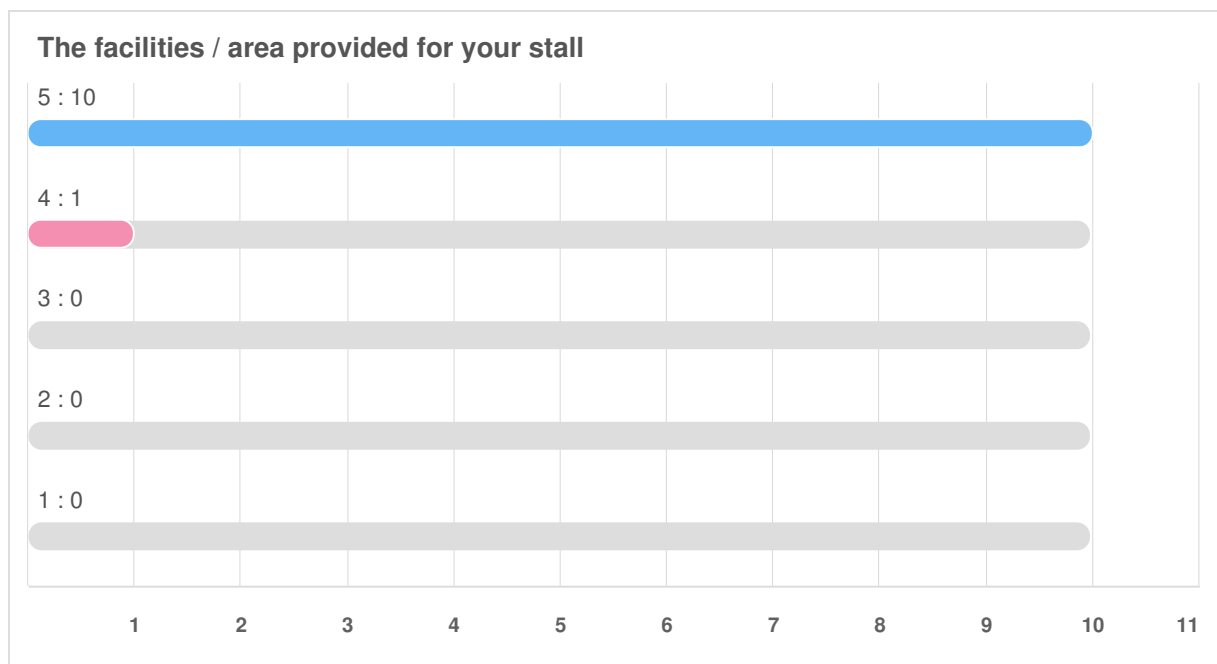
Moonah Taste of the World Festival Survey- Stallholders : Survey Report for 13 October 2020 to 14 March 2023

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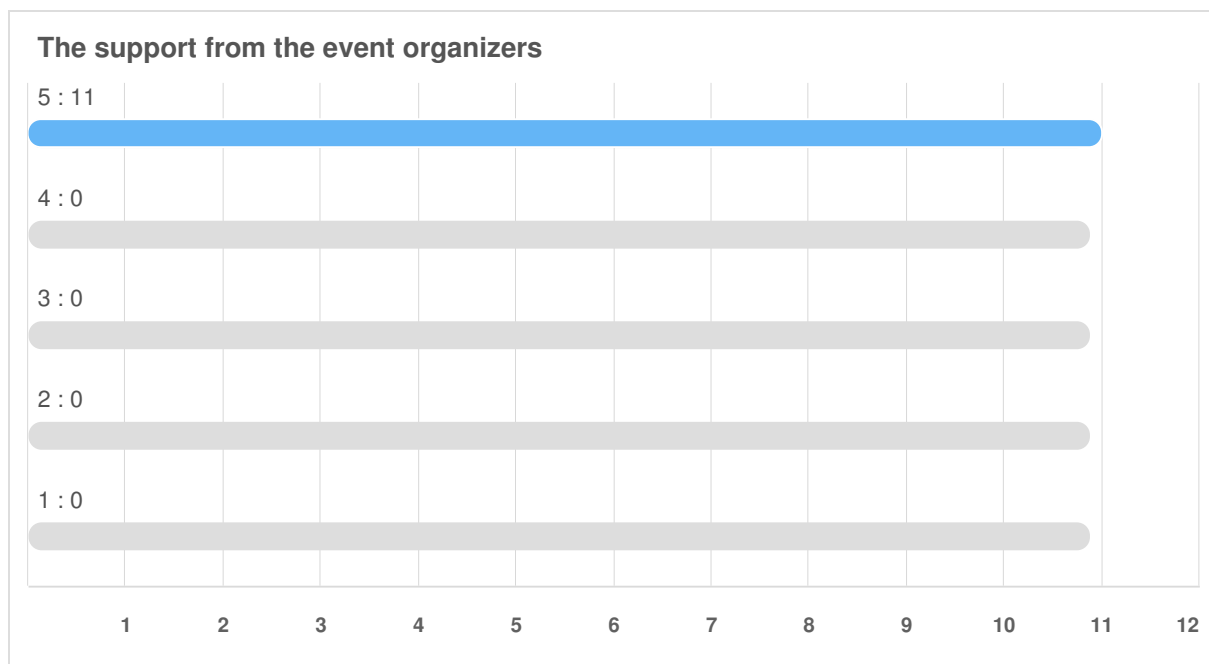
The organization of the event overall



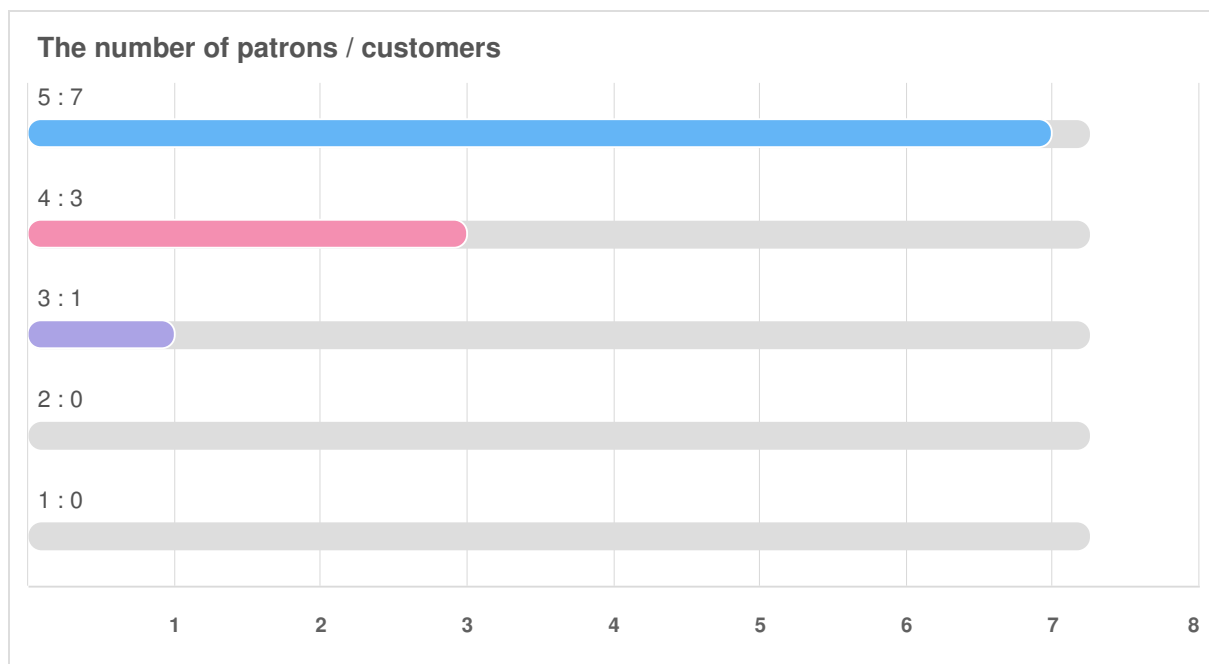
Moonah Taste of the World Festival Survey- Stallholders : Survey Report for 13 October 2020 to 14 March 2023



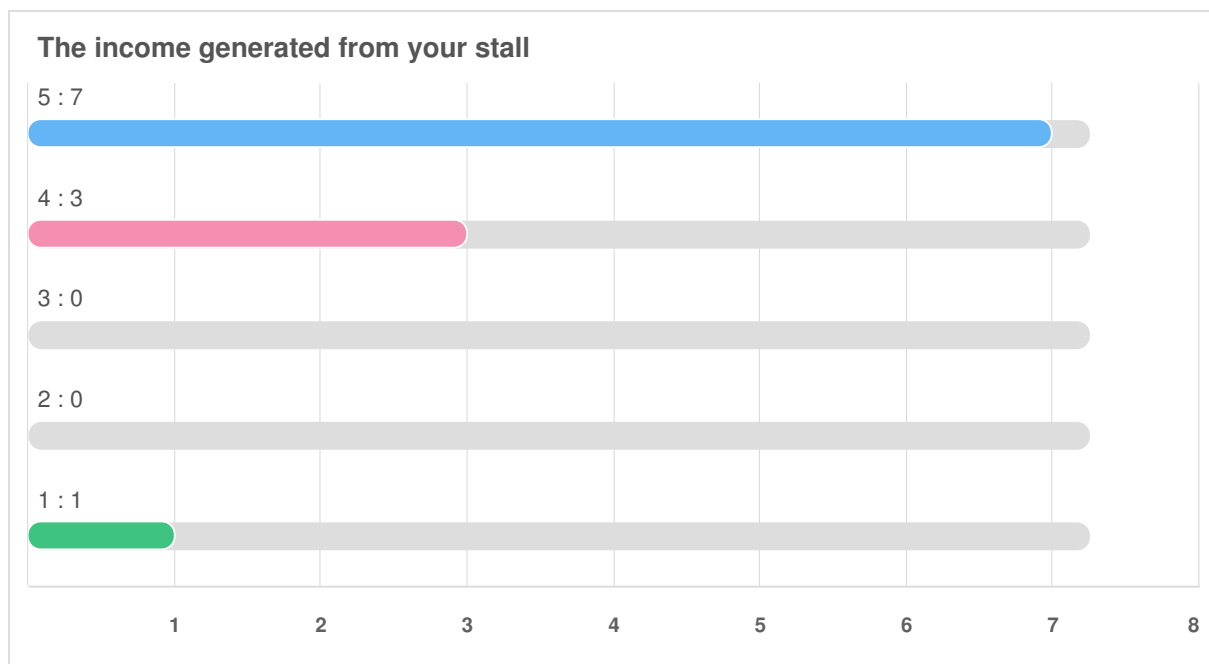
Moonah Taste of the World Festival Survey- Stallholders : Survey Report for 13 October 2020 to 14 March 2023



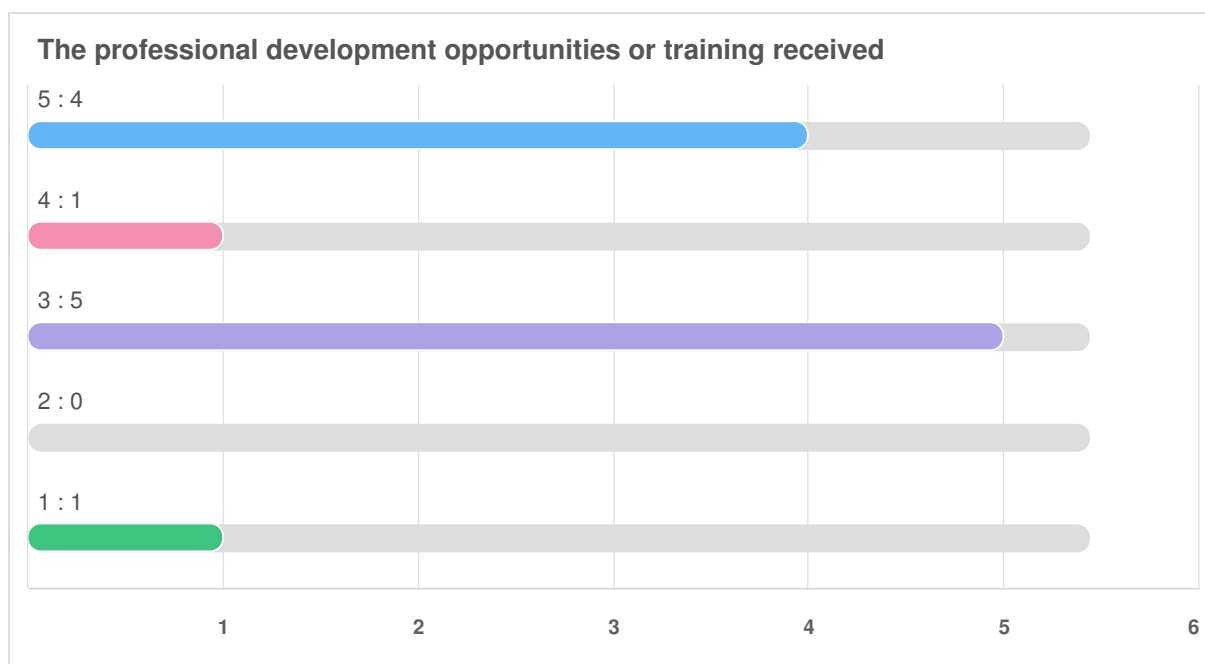
Moonah Taste of the World Festival Survey- Stallholders : Survey Report for 13 October 2020 to 14 March 2023



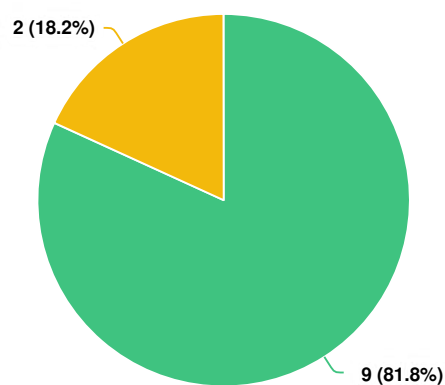
Moonah Taste of the World Festival Survey- Stallholders : Survey Report for 13 October 2020 to 14 March 2023



Moonah Taste of the World Festival Survey- Stallholders : Survey Report for 13 October 2020 to 14 March 2023



Q4 Do you provide food / run a stall at other events like Moonah Taste of the World or work in another food business?

**Question options**

☐ No ☒ Yes

Mandatory Question (11 response(s))

Question type: Radio Button Question

Moonah Taste of the World Festival Survey- Stallholders : Survey Report for 13 October 2020 to 14 March 2023

Q5 Please provide name of event or food business.

Anonymous

2/22/2023 02:50 PM

TajPalace Indian Restaurant

Anonymous

2/22/2023 03:52 PM

Dark Mofo Winter Feast, Taste of Tasmania, Rolex Sydney Hobart Yacht, Street Eats Franko, Chinese Lunar Festival, Taste of Summer, Clarence Jazz Festival

Anonymous

2/22/2023 05:41 PM

Taste of Tasmania, dark Mofo, Moonah Bazaar under name Iraqi Cuisine

Anonymous

2/22/2023 09:23 PM

Indonesian Kitchen Yellow Rice

Anonymous

2/23/2023 04:50 PM

Anju Catering Tas and Munchies Street Food

Anonymous

2/24/2023 01:44 PM

Viking Cones of Salamanca Market - Salamanca market

Anonymous

2/27/2023 11:37 AM

Taste, fairs, Salamanca market

Anonymous

2/28/2023 02:16 PM

Tibet Kitchen Tas Inc.

Anonymous

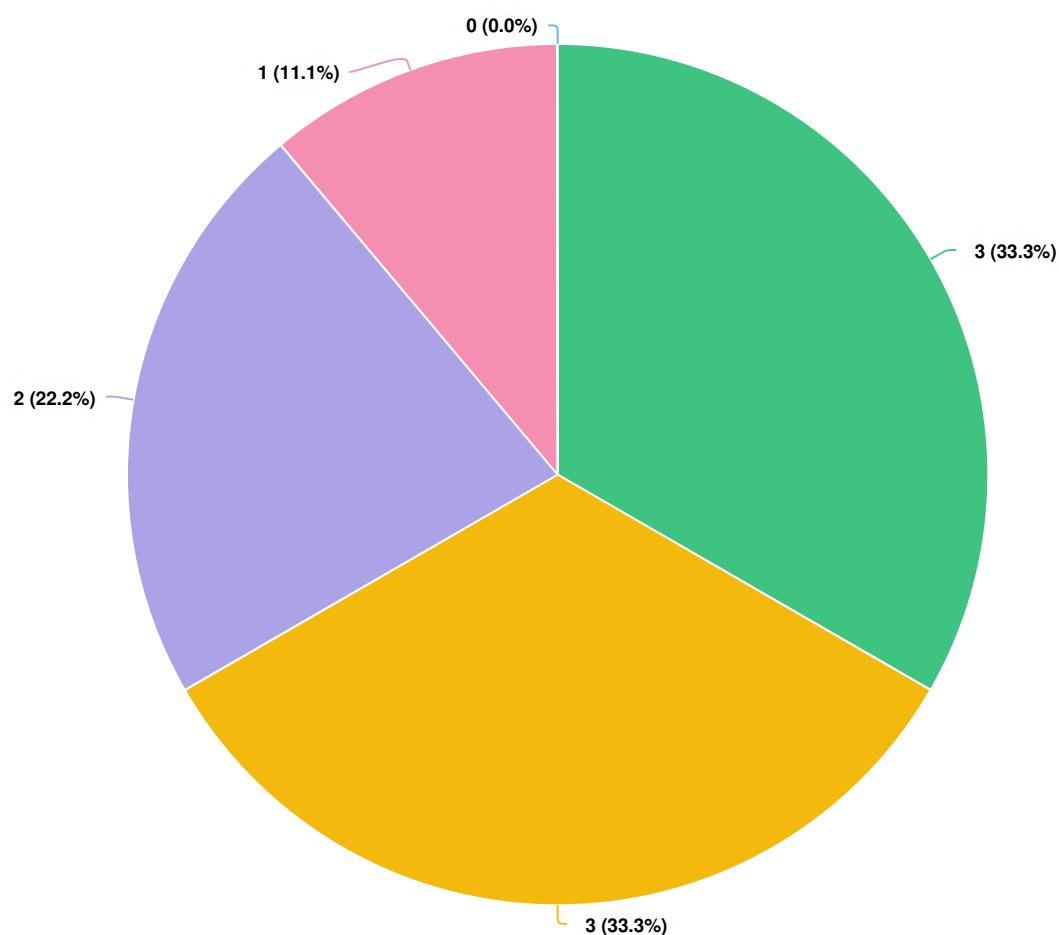
3/06/2023 06:36 PM

Street Eats Franko, Dark Mofo, Taste etc...

Mandatory Question (9 response(s))**Question type:** Single Line Question

Moonah Taste of the World Festival Survey- Stallholders : Survey Report for 13 October 2020 to 14 March 2023

Q6 How often do you provide food/run a stall at these events or businesses?



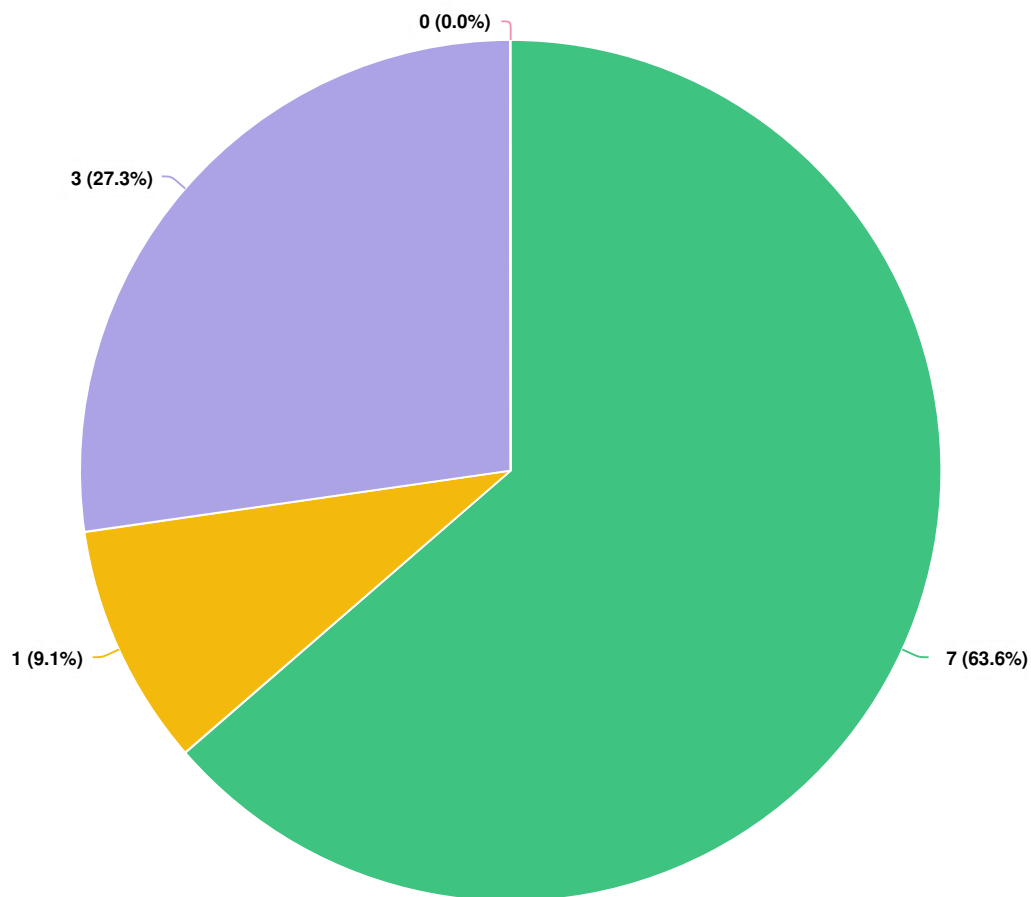
Question options

Other (please specify) Less than once per year 3-6 times a year More than once a month Full Time

Mandatory Question (9 response(s))
Question type: Radio Button Question

Moonah Taste of the World Festival Survey- Stallholders : Survey Report for 13 October 2020 to 14 March 2023

Q7 Did participating in the event help you develop useful skills and knowledge?



Question options

Other (please specify) Unsure No Yes

Mandatory Question (11 response(s))
Question type: Radio Button Question

Moonah Taste of the World Festival Survey- Stallholders : Survey Report for 13 October 2020 to 14 March 2023

Q8 Please outline what skills or knowledge?

Anonymous

2/22/2023 03:52 PM

Cross culture knowledge, communication skill, food preparation skill, business skill.

Anonymous

2/22/2023 05:41 PM

Communication skills and knowledge of what dishes my customers are interested in trying

Anonymous

2/24/2023 01:44 PM

Customers service, food skills, community

Anonymous

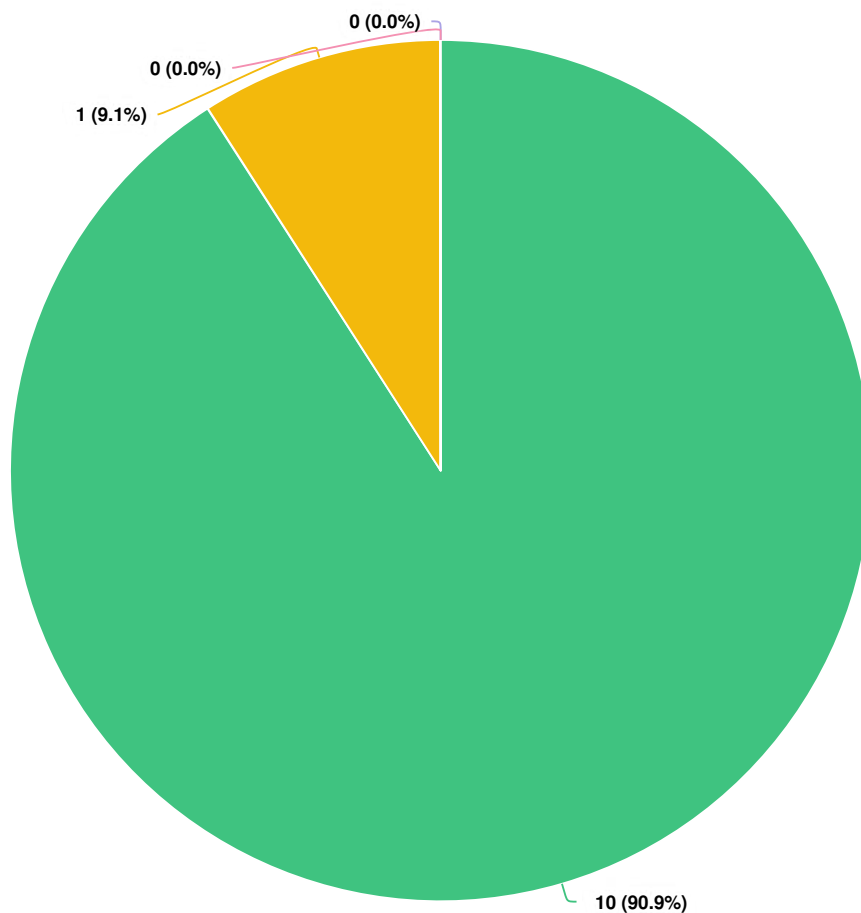
3/07/2023 08:10 PM

It was great for my students to experience how to run a food stall, to prepare and serve food to customers.

Optional question (4 response(s), 7 skipped)**Question type:** Essay Question

Moonah Taste of the World Festival Survey- Stallholders : Survey Report for 13 October 2020 to 14 March 2023

Q9 Would you participate in the event again?



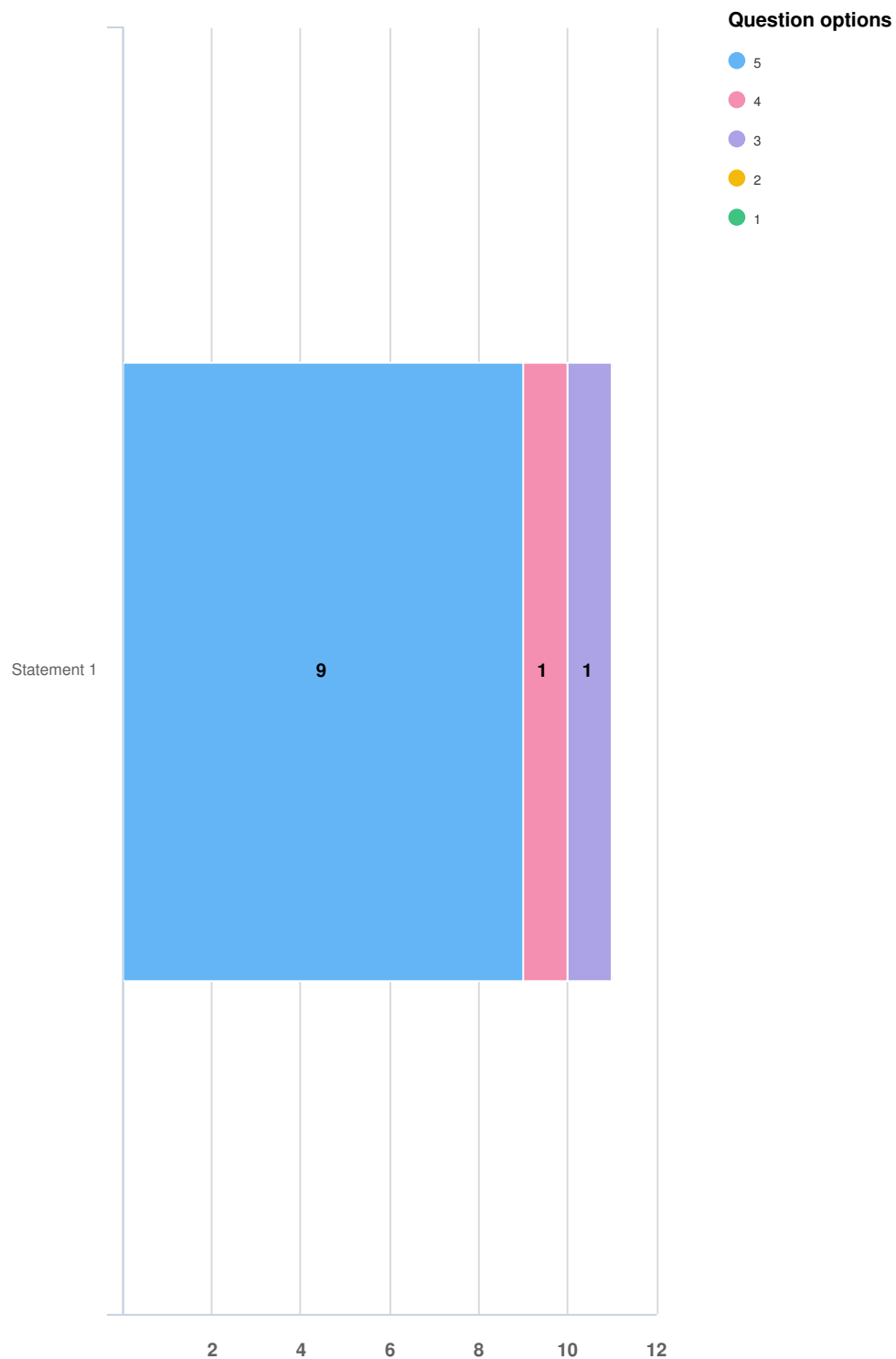
Question options

Other (please specify) No Unsure Yes

Mandatory Question (11 response(s))
Question type: Radio Button Question

Moonah Taste of the World Festival Survey- Stallholders : Survey Report for 13 October 2020 to 14 March 2023

Q10 How important is participating in the event to you and your community?(1 = not important, 5 = very important)



Mandatory Question (11 response(s))

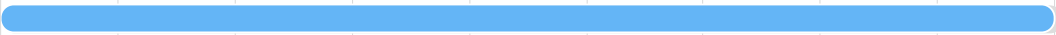
Question type: Likert Question

Moonah Taste of the World Festival Survey- Stallholders : Survey Report for 13 October 2020 to 14 March 2023

Q10 How important is participating in the event to you and your community?(1 = not important, 5 = very important)

Statement 1

5 : 9



4 : 1



3 : 1



2 : 0



1 : 0



1 2 3 4 5 6 7 8 9 10

Moonah Taste of the World Festival Survey- Stallholders : Survey Report for 13 October 2020 to 14 March 2023

Q11 Do you have any further comments you would like to provide about this event?

Anonymous

2/22/2023 02:50 PM

We haven't been invited for this event for the last 3-4 years. Our stall was very popular when we did get the opportunity to put a stall there. People appreciated our good food and we're queuing up to get a taste of our good Indian food. We would love to be part of this great festival and serve tasty food.

Anonymous

2/22/2023 03:52 PM

Make it happen please

Anonymous

2/22/2023 05:41 PM

I love participating in Moonah taste of the world, and I'm very grateful for the support that I received from everyone working in the event

Anonymous

2/23/2023 04:50 PM

We found the event to be well organised and very well supported by and supportive of the community. We enjoyed being able to participate in an event showcasing and celebrating such a wide variety of cultures and cuisines.

Anonymous

2/24/2023 01:44 PM

The Moonah Taste of the World has been such a delightful and joyous event bringing a multicultural community together in such a positive and heartwarming way.

Optional question (5 response(s), 6 skipped)

Question type: Essay Question

Moonah Taste of the World Festival Survey- Stallholders : Survey Report for 13 October 2020 to 14 March 2023

Q12 Name of the stall/business you worked with?

Anonymous TajPalace Indian Restaurant

2/22/2023 02:50 PM

Anonymous Kaki Lima Indonesian Street Food

2/22/2023 03:52 PM

Anonymous Guilford Young College

2/22/2023 04:49 PM

Anonymous Iraqi Cuisine

2/22/2023 05:41 PM

Anonymous Indonesian Kitchen Yellow Rice

2/22/2023 09:23 PM

Anonymous Munchies Street Food

2/23/2023 04:50 PM

Anonymous Viking cones (Control Catering)

2/24/2023 01:44 PM

Anonymous MIAM French Crepes

2/27/2023 11:37 AM

Anonymous Tibet Kitchen Tas Inc.

2/28/2023 02:16 PM

Anonymous Harissa Hobart

3/06/2023 06:36 PM

Anonymous Cosgrove High School

3/07/2023 08:10 PM

Mandatory Question (11 response(s))

Question type: Single Line Question

Moonah Taste of the World Festival Survey- Stallholders : Survey Report for 13 October 2020 to 14 March 2023

Q13 Your age

Anonymous	59
2/22/2023 02:50 PM	
Anonymous	48 years old
2/22/2023 03:52 PM	
Anonymous	55
2/22/2023 04:49 PM	
Anonymous	47
2/22/2023 05:41 PM	
Anonymous	50
2/22/2023 09:23 PM	
Anonymous	42
2/23/2023 04:50 PM	
Anonymous	59 years
2/24/2023 01:44 PM	
Anonymous	37
2/27/2023 11:37 AM	
Anonymous	56
2/28/2023 02:16 PM	
Anonymous	42
3/06/2023 06:36 PM	
Anonymous	45
3/07/2023 08:10 PM	

Mandatory Question (11 response(s))**Question type:** Single Line Question

Moonah Taste of the World Festival Survey- Stallholders : Survey Report for 13 October 2020 to 14 March 2023

Q14 Suburb

Anonymous North Hobart

2/22/2023 02:50 PM

Anonymous Old Beach

2/22/2023 03:52 PM

Anonymous Glenorchy

2/22/2023 04:49 PM

Anonymous Howrah

2/22/2023 05:41 PM

Anonymous 7010

2/22/2023 09:23 PM

Anonymous Austins Ferry

2/23/2023 04:50 PM

Anonymous Lenah Valley

2/24/2023 01:44 PM

Anonymous Blackmans bay

2/27/2023 11:37 AM

Anonymous Tolmans Hill

2/28/2023 02:16 PM

Anonymous New Town

3/06/2023 06:36 PM

Anonymous Lutana

3/07/2023 08:10 PM

Mandatory Question (11 response(s))**Question type:** Single Line Question

Moonah Taste of the World Festival Survey- Stallholders : Survey Report for 13 October 2020 to 14 March 2023

Q15 Language spoken at home

Anonymous Hindi/Punjabi and English

2/22/2023 02:50 PM

Anonymous Indonesian

2/22/2023 03:52 PM

Anonymous English

2/22/2023 04:49 PM

Anonymous Arabic

2/22/2023 05:41 PM

Anonymous English

2/22/2023 09:23 PM

Anonymous English/Korean

2/23/2023 04:50 PM

Anonymous English and Polish

2/24/2023 01:44 PM

Anonymous French

2/27/2023 11:37 AM

Anonymous English

2/28/2023 02:16 PM

Anonymous English

3/06/2023 06:36 PM

Anonymous English

3/07/2023 08:10 PM

Mandatory Question (11 response(s))

Question type: Single Line Question

Moonah Taste of the World Festival Review

SURVEY RESPONSE REPORT

01 December 2022 - 27 February 2023

PROJECT NAME:

Glenorchy City Council Events Hub



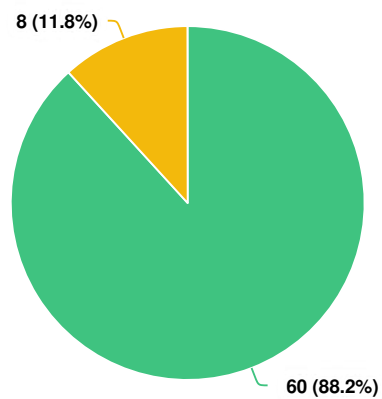
Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023



SURVEY QUESTIONS

Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023

Q1 Have you attended the Moonah Taste of the World event (at Benjafield Park)?



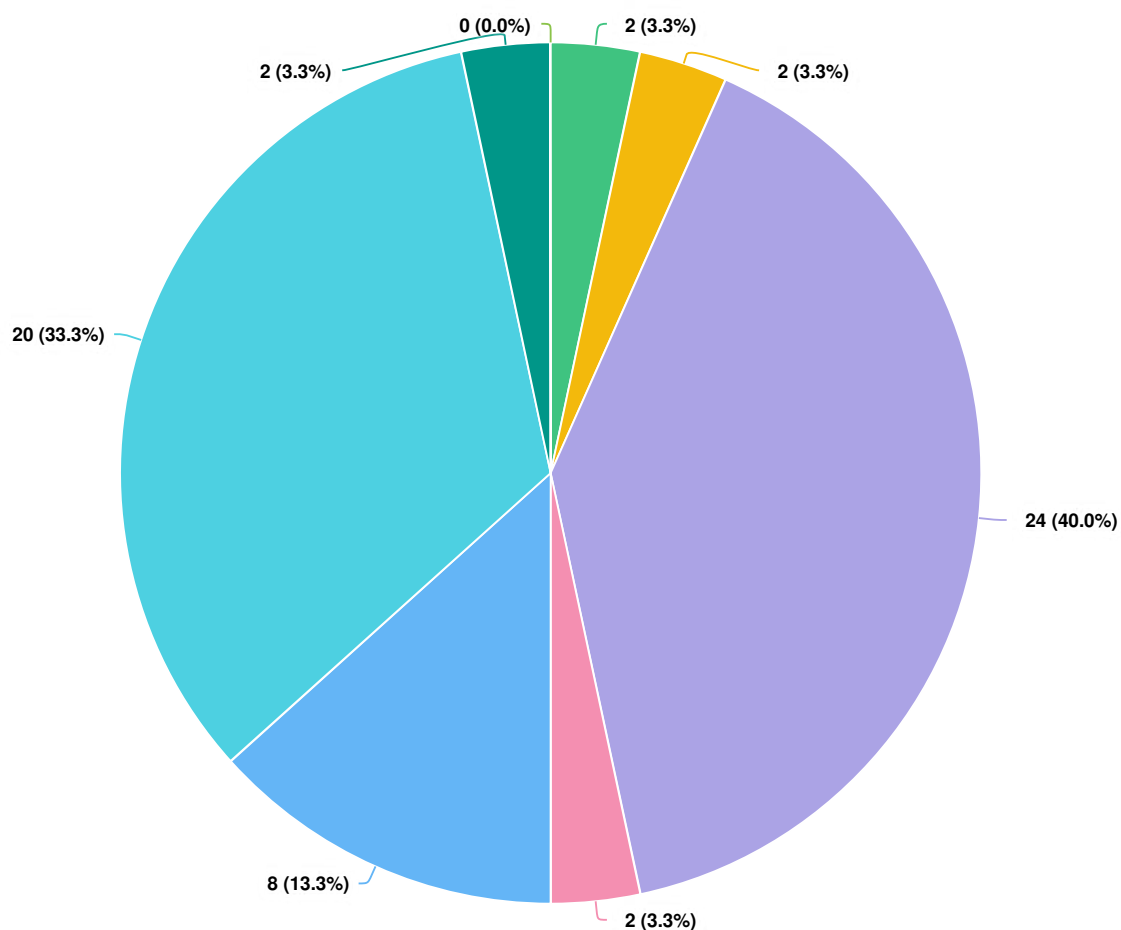
Question options

☒ Yes ☐ No

Mandatory Question (68 response(s))
Question type: Radio Button Question

Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023

Q2 Why did you attend?



Question options

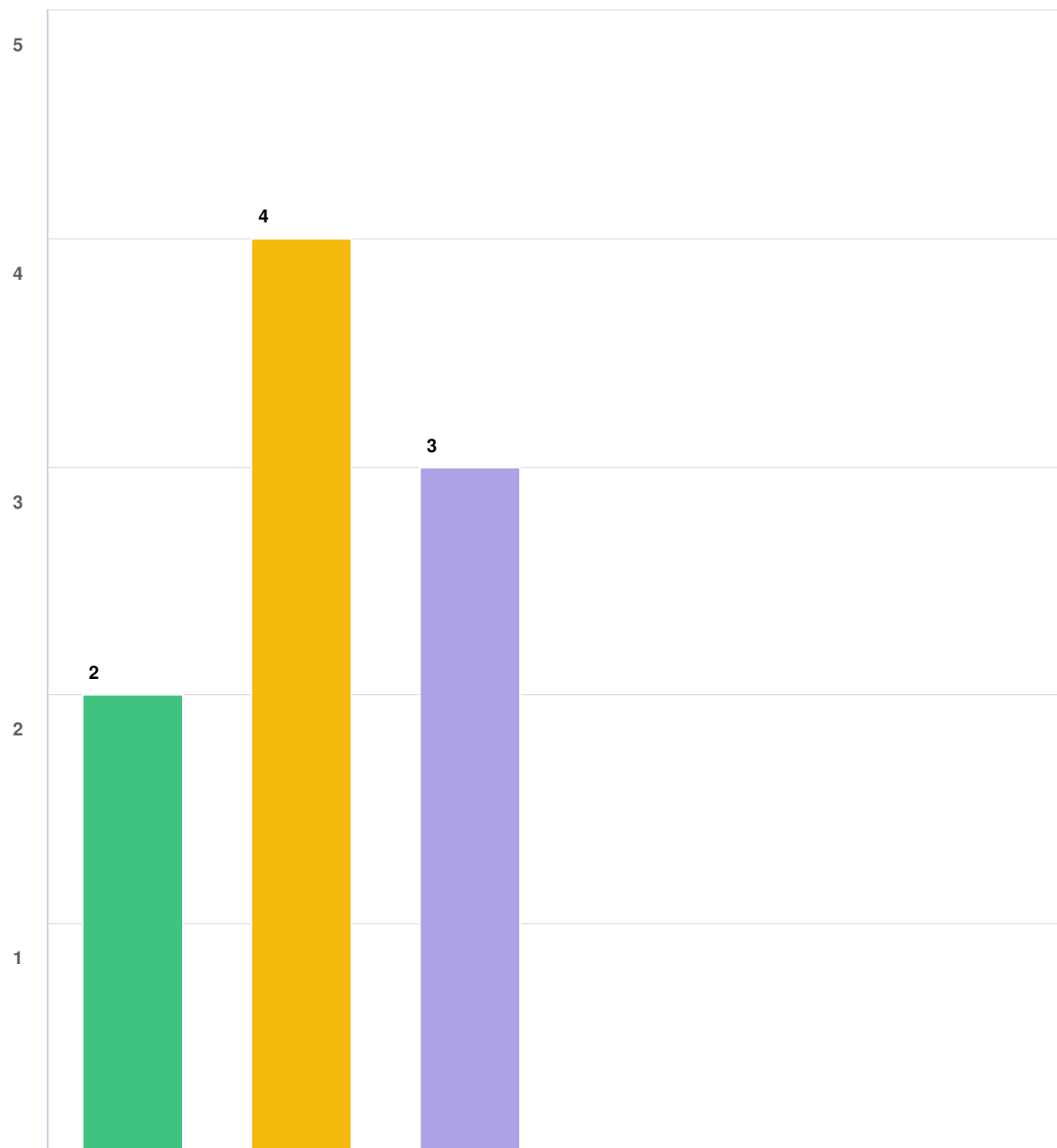
- I have been a participant
 ● I have volunteered
 ● For the food
 ● For the music
 ● For the overall entertainment
- To experience other cultures
 ● Other (please specify)
 ● I have a friend or a relative who has been a participant

Mandatory Question (60 response(s))

Question type: Radio Button Question

Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023

Q3 I haven't attended the event before because:



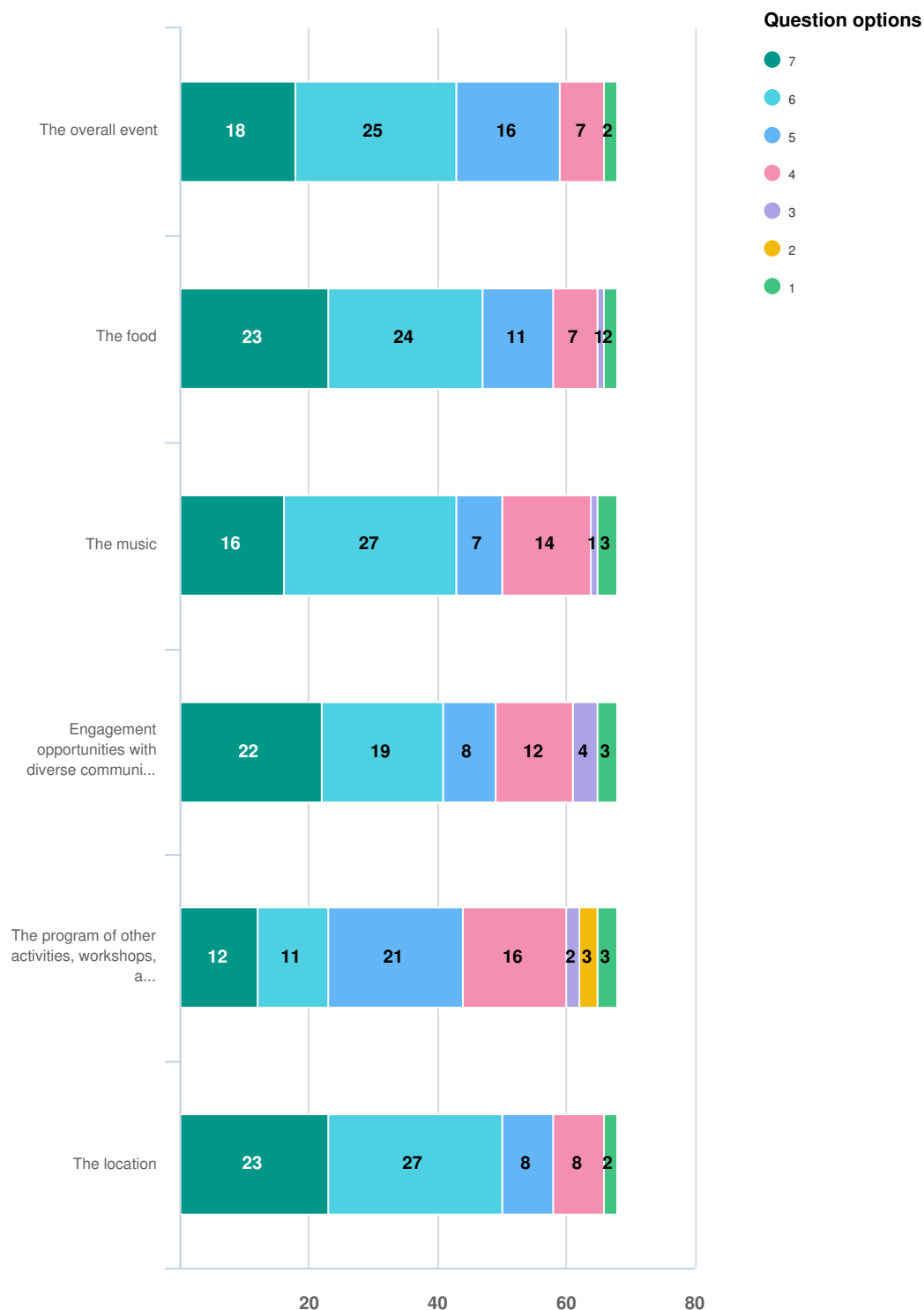
Question options

- ☐ I didn't know about it ☐ I was away - elsewhere ☐ Other (please specify) ☐ It didn't interest me ☐ Not accessible
☐ Not affordable

Mandatory Question (8 response(s))

Question type: Checkbox Question

Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023

Q4 Thinking about the last time you attended the event, how did you rate the following:

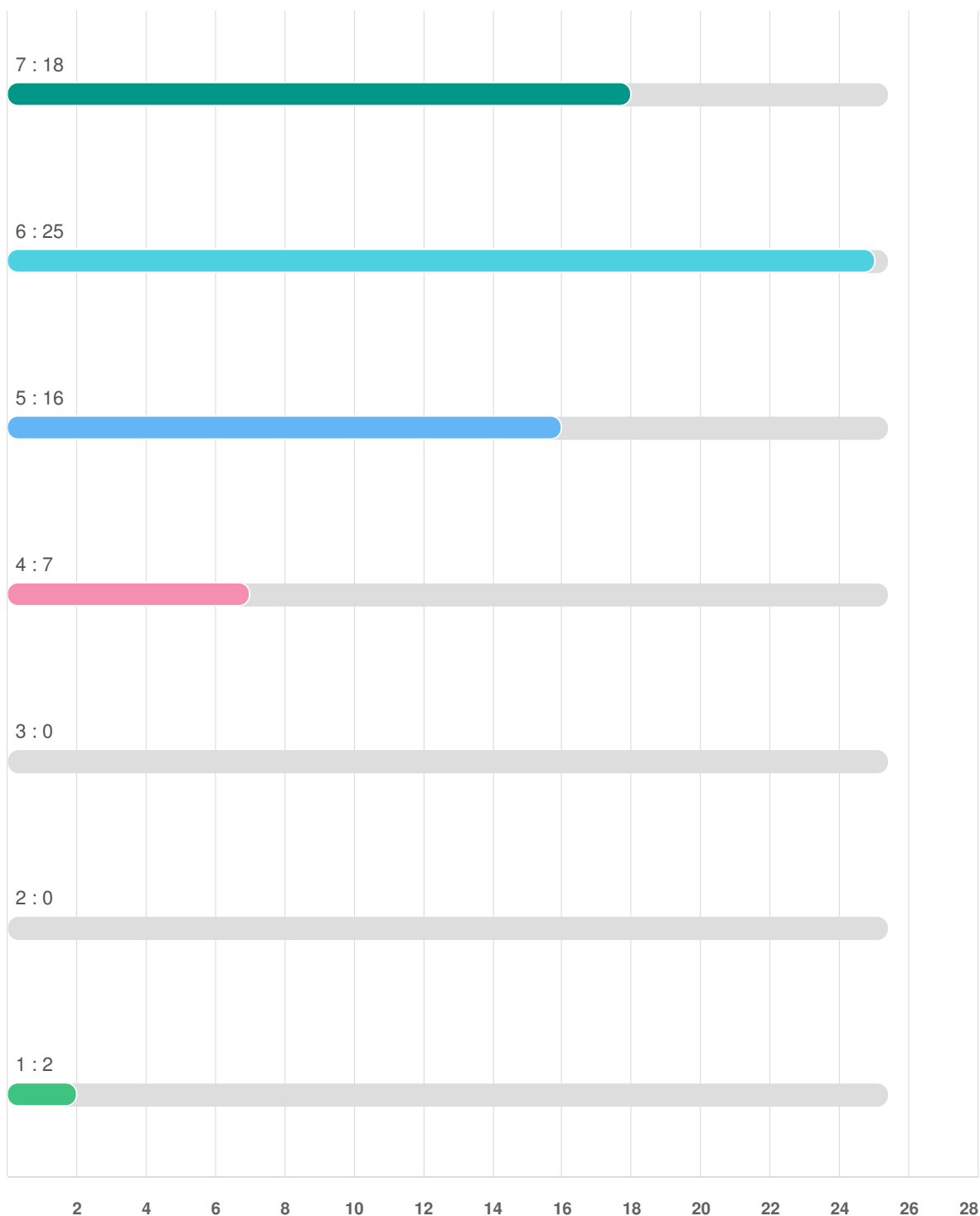
Mandatory Question (68 response(s))

Question type: Likert Question

Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023

Q4 Thinking about the last time you attended the event, how did you rate the following:

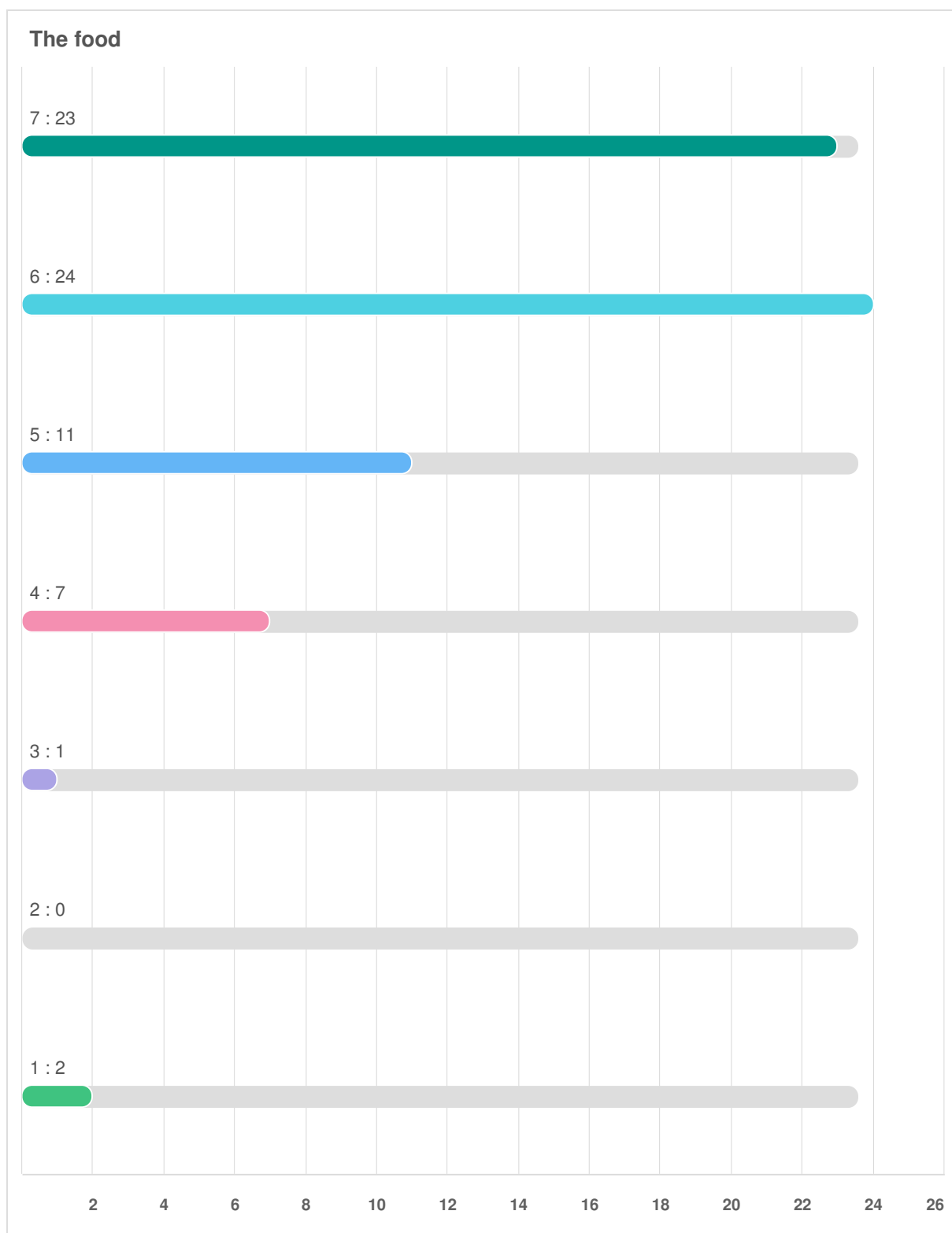
The overall event



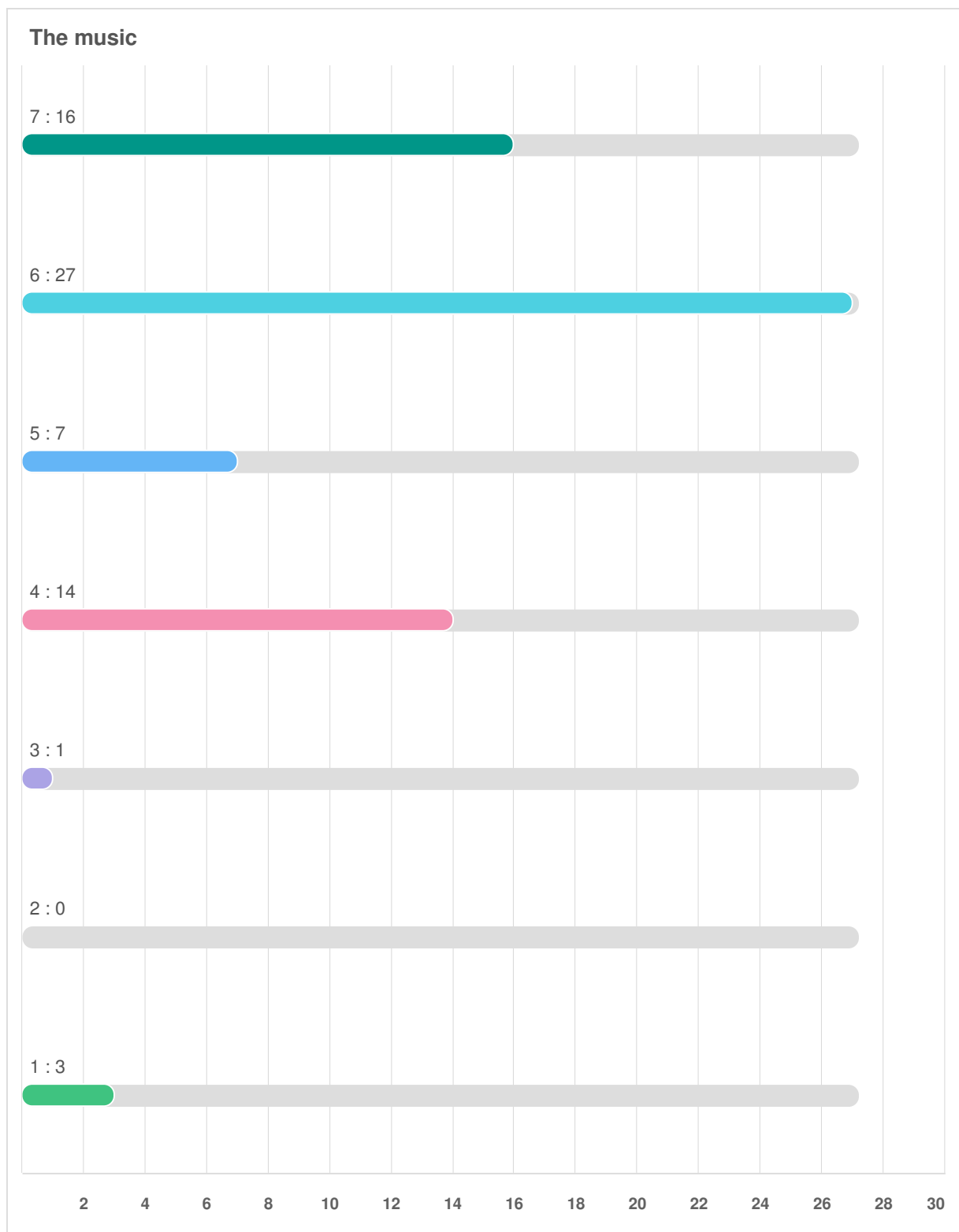
Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023

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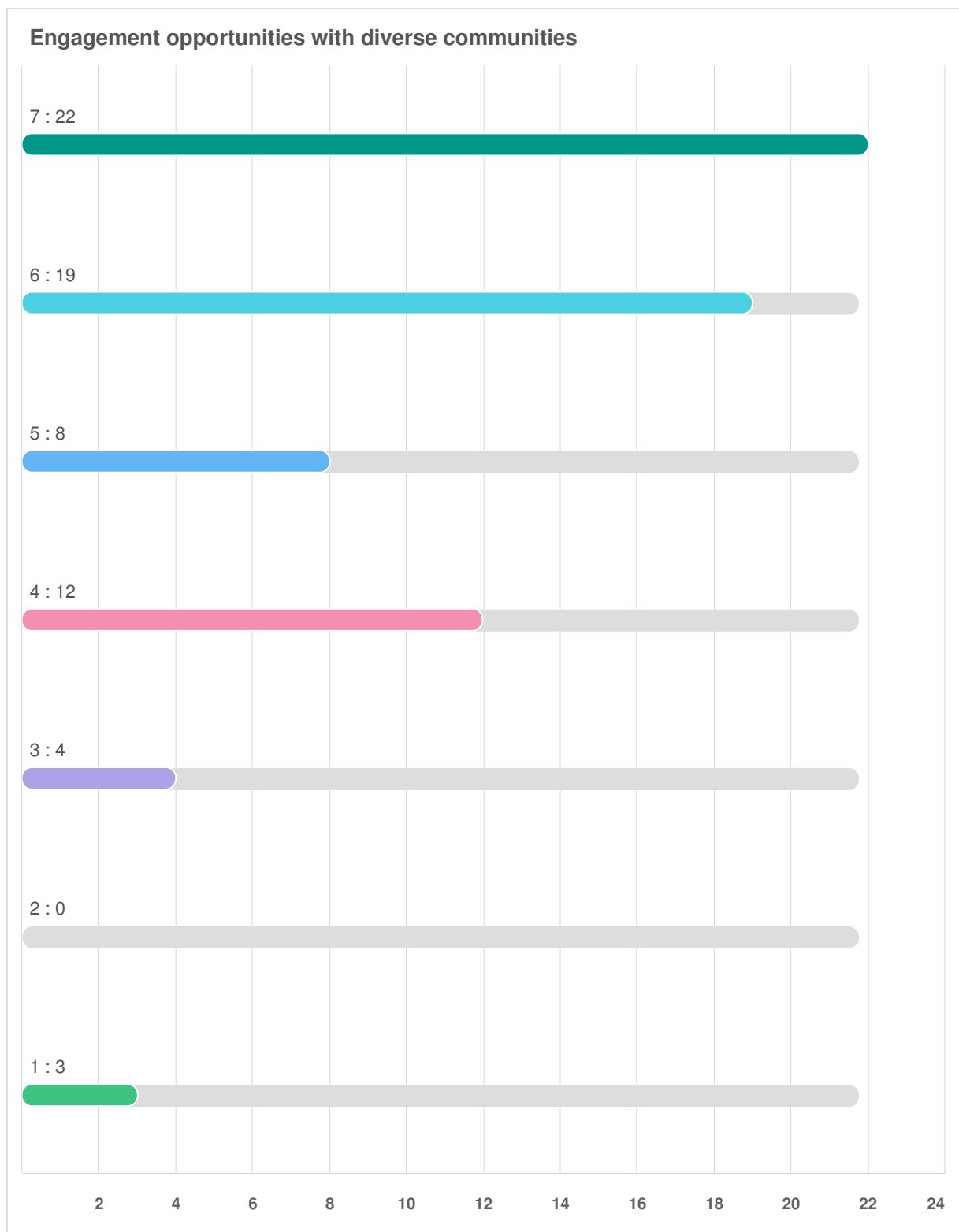
Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023



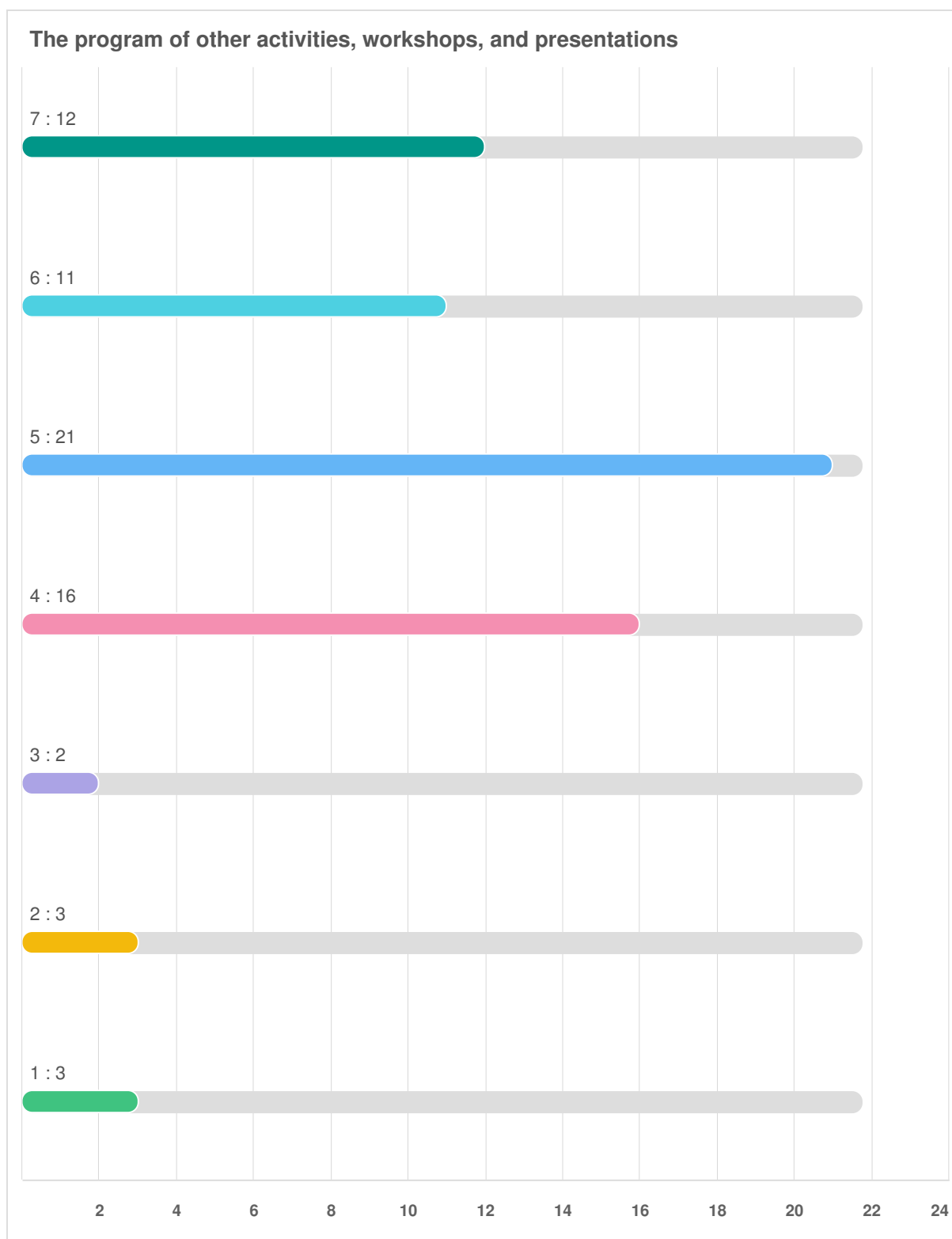
Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023



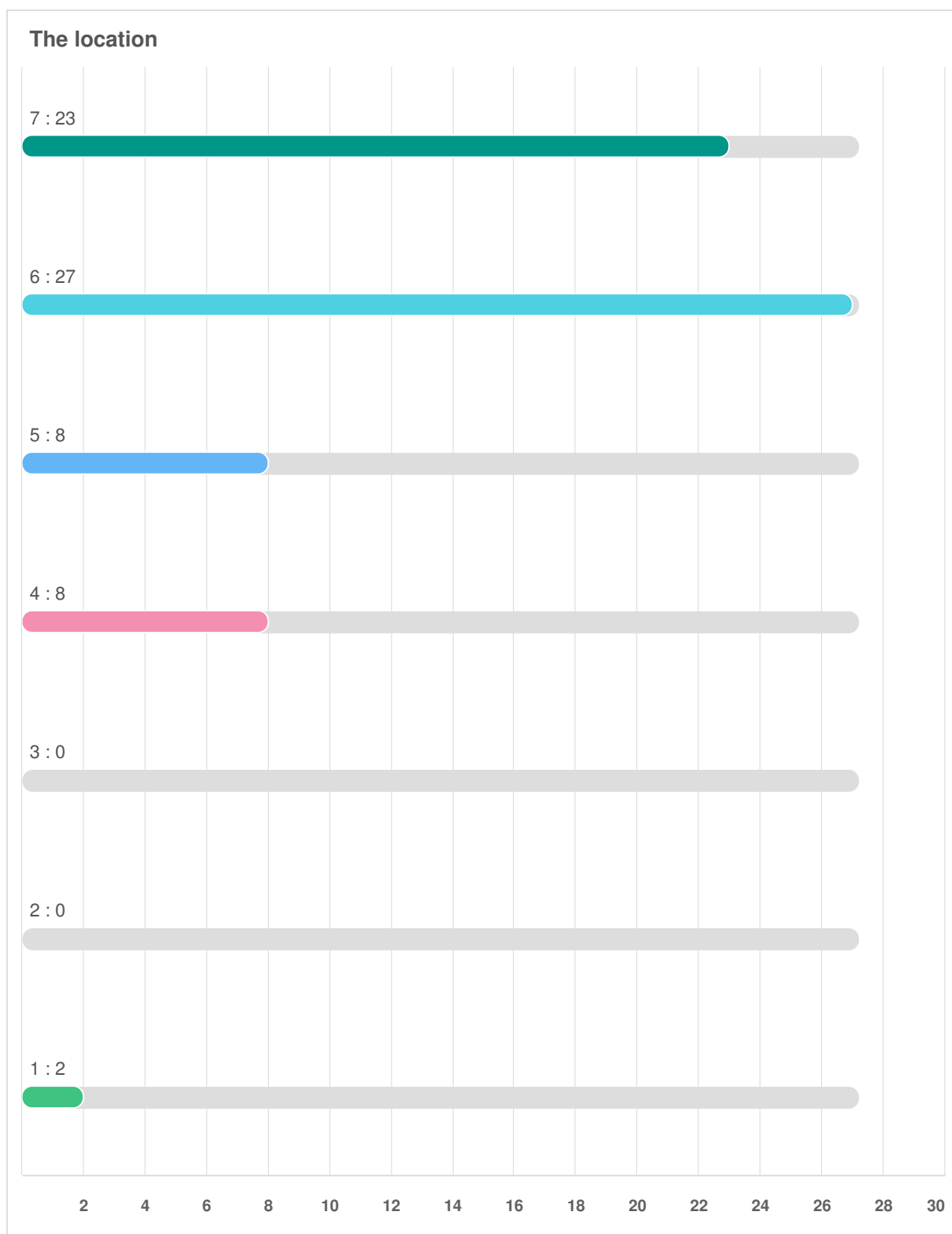
Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023



Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023

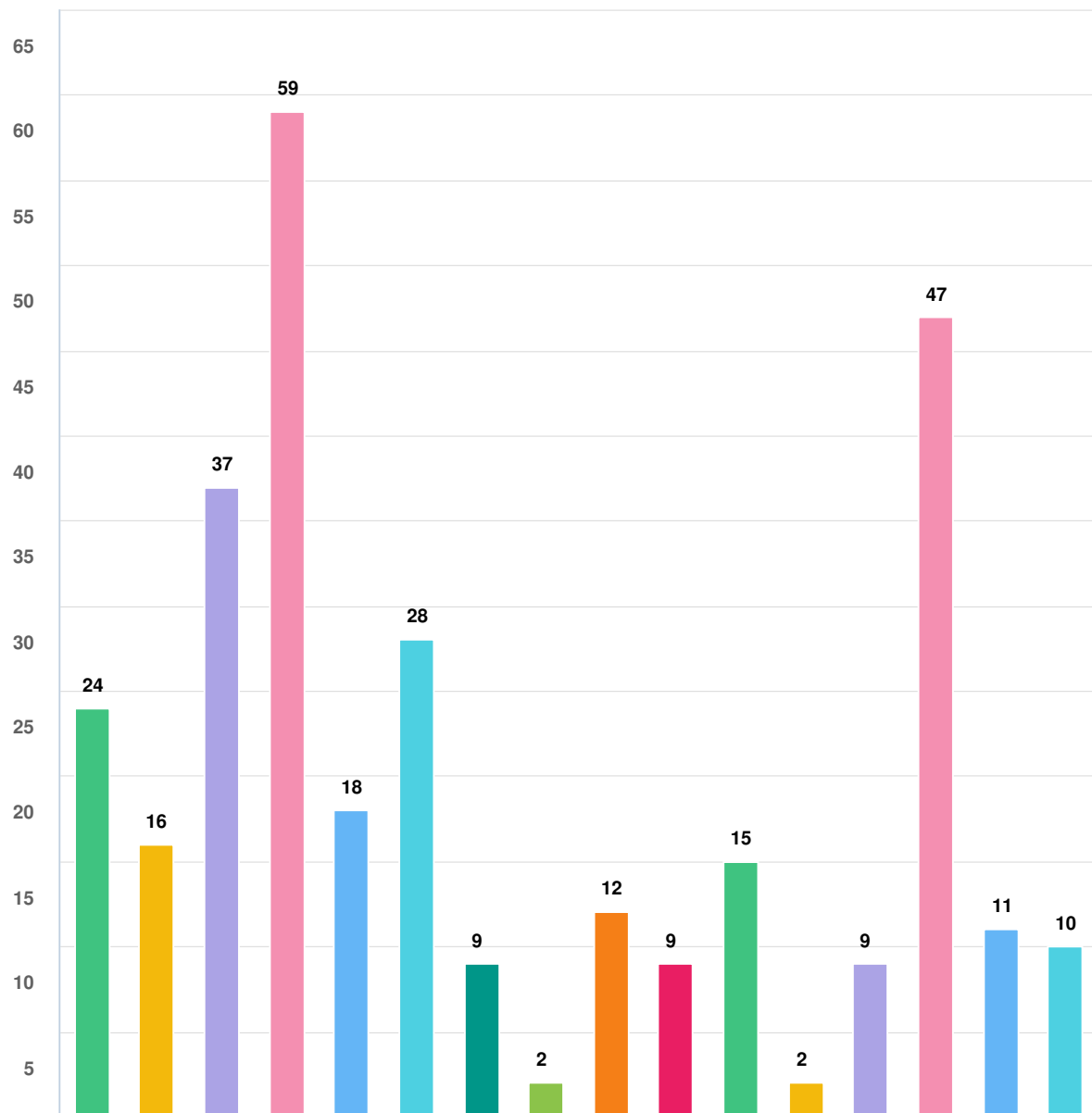


Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023



Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023

Q5 What other events and celebrations do you attend regularly?



Question options

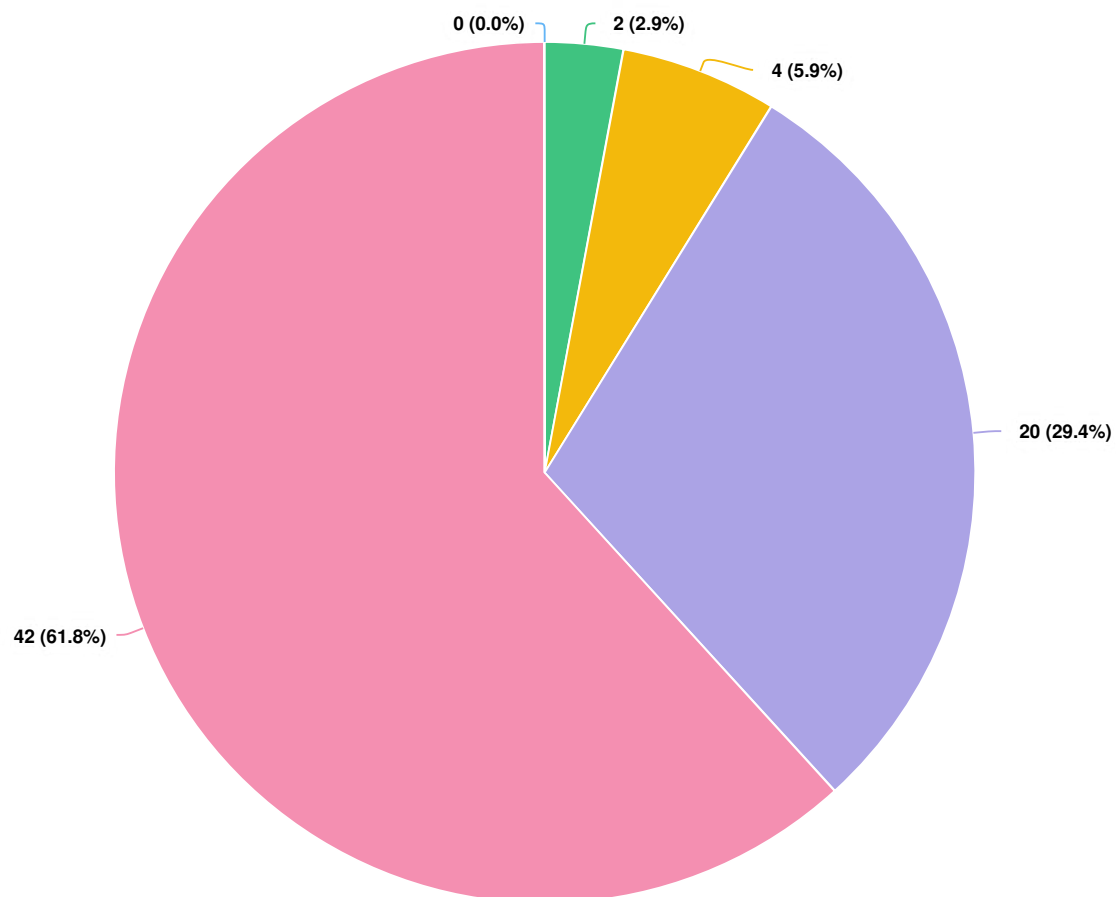
- Other (please specify) Hot August Jazz Taste of Summer or Taste of Tasmania Festivale
- The Unconformity 10 Days On The Island ANZAC Day memorial service Cygnnet Folk Festival
- Vibrance Festival Diwali Wooden Boat Festival Festival of Voices Dark Mofo Mona Foma
- Moonah Bazaar To The North Market

Mandatory Question (68 response(s))

Question type: Checkbox Question

Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023

Q6 How important is the event to you?



Question options

● Unimportant ● Very important ● Slightly important ● Undecided ● Slightly unimportant

Mandatory Question (68 response(s))
Question type: Radio Button Question

Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023

Q7 Why do you feel this way?

Lacrezia

12/12/2022 03:55 PM

Important to remember we are a multicultural society.

Vertigrator

12/12/2022 06:10 PM

It's important for me to embrace and experience the diversity of cultures that live in Glenorchy and the greater Hobart area.

Dogs are my favourite people

12/12/2022 06:33 PM

It is one of very few events which bring the community together in one location for an entire day

Nettie

12/12/2022 09:48 PM

Because it is very well attended. It gets people together. The good is great

SamG

12/12/2022 09:50 PM

It's a very unique and authentic event

GCC Citizen

12/13/2022 10:09 AM

Living in such a multicultural community, this was an opportunity to experience the different cultures of our neighbours, and was a fantastic event

SCB

12/13/2022 03:51 PM

There is no other event like it. A fantastic celebration of multicultural diversity. A great family event full of great food and wonderful entertainment.

annems

12/13/2022 06:23 PM

It has been a great event to meet up with friends and celebrate our diverse community with family, food and entertainment.

maxblax

12/14/2022 10:00 AM

It is important to recognise a community's diversity. This is a great way to highlight this.

Twelfth Ave

12/14/2022 02:41 PM

Taste of the World 2019 was relaxing, enjoyable family day out. Food of different cultures delicious, atmosphere very friendly. We loved the musical and dance entertainment. We all agreed it's a better day out than the Taste of Tasmania. I spoke to work colleagues who had tried to attend but couldn't negotiate the traffic or parking. So it is very popular.

Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023

ellenalynna

12/15/2022 08:04 AM

A great community event.

Scarytas

12/22/2022 05:36 PM

It is unique and a necessary addition to our cultural experience

Noghtlight

1/04/2023 10:41 PM

I want to make sure everyone in our community feels valued and welcomed.

Connix

1/05/2023 07:32 AM

Brings our communities together in a positive way.

Kile

1/07/2023 08:34 AM

Moonah has so much potential to celebrate all the different groups that love here. I've lived in Middleton, Sandy Bay and Lindisfarne but love Moonah because of all the different cultures. We could elevate this suburb to next level by recognizing that as there are no other inner city suburbs that come close!

Lhy26

1/10/2023 06:33 PM

It's great to have diversity

Concerned ratepayer

1/10/2023 06:54 PM

I think we should embrace multiculturalism and there events in our community

Jellybean

1/10/2023 07:49 PM

Fun, entertaining, so many ethnic groups providing food music and entertainment

Tree Bee

1/10/2023 08:18 PM

I dont know.

Wobblyfrog

1/10/2023 08:42 PM

It's important to celebrate our diverse community

LozzyC

1/10/2023 09:52 PM

I think it's a great event for communities to get together

Leah Buckney

1/10/2023 10:40 PM

*The Moonah/Glenorchy municipality has such a diverse mix of culture and people from all around the world...the event began to recognise the changing diversity of people within the entire Glenorchy municipality MTOTW was touted by Luke Martin, (now CEO of

Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023

Tourism Council of Tasmania) as a suggested replaced for the annual Moonah Christmas Festival, (which had been funded by a previous GCC rates levy on local businesses) to coincide with World Harmony Day As previous president of Moonah Business Association, Glenorchy Better Business Association, representative to GCC on its Car Parking and Transport Stratagee Committee, Glenorchy Visitors Taskforce (focused on tourism outlook) and the finally the inaugural MTOTW, I am proud of the latters widely lauded success, both locally and on the mainland It plays a integral part within the greater community with it's diversity and inclusion for everyone with its focus on food, dance and multiculturalism, as do the Moonah Arts Centre and the multicultural kitchen at KGV oval

Foo7009

1/11/2023 07:48 AM

I think it's a unique event great for moonah and glenorchy. It showcases our diverse community and brings people together for a fun day out

Redman

1/11/2023 08:19 PM

Different food

Dan C

1/12/2023 05:01 PM

I love the diversity of the area and think the more that our community is exposed to other cultures, food, traditions etc, the more accepting they will be of other people's differences

Lizzie

1/13/2023 07:43 AM

I love this area and we have so much to celebrate, I also like the opportunity to support local businesses and bring more people to the area for them

Blank

1/15/2023 08:06 AM

its a delight to have live music, food and a festival close by

Sarsar

1/15/2023 12:37 PM

It's nice it exists, not that important to me personally

Ruffing

1/16/2023 07:09 AM

Need to celebrate and embrace the diversity of cultures in our community

TassieTiff

1/16/2023 10:32 AM

Pandemic caution

Maye

I would like to participate for the first time with my multicultural radio

Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023

1/18/2023 02:12 AM

program.

TasFoodie

1/18/2023 03:40 PM

Great opportunity to showcase the small and medium sized businesses and community groups and their food, without the significant cost outlay of the taste festival (or similar). It is also a vibrant, inclusive forum for sharing cultures and building rapport within the community, bringing together different walks of life that may otherwise never cross paths.

Gabi

1/18/2023 05:00 PM

I like to see many cultures being represented in the festival

Artamos

1/18/2023 05:04 PM

We need to celebrate diversity, provide opportunities for connection within our community

Abs

1/18/2023 05:03 PM

I think it's a great way to bring the community together, celebrate diversity and showcase other cultures. I love learning about other cultures and tasting cuisines I wouldn't otherwise be able to try.

Olivia

1/18/2023 05:06 PM

Great for community and celebrating the diverse culture of Moonah

JH

1/18/2023 06:03 PM

It is unique and also low cost. It feels like it is curated by the people. I'd hate for it to become gentrified.

Amanda M

1/18/2023 06:14 PM

It's a great was to connect and engage with the community especially for those connected to the schools in the area.

Moonah Resident

1/18/2023 07:02 PM

Good to celebrate cultural diversity

Emma

1/18/2023 07:32 PM

It's a great fun event and lovely to see the people from around the world who live in Hobart so proud to share their of culture & food.

MH

1/18/2023 07:59 PM

I think it's great for thr multicultural community we live in, here in GCC. Brings people together and fostered acceptance and cultural understanding,

Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023

RunTMC 1/18/2023 08:11 PM	I like to show my support for cultural diversity and experience different cuisines
Cactus 1/18/2023 08:20 PM	I think it's important to have the opportunity to experience other cultures and for them to be celebrated. Unsure of other events that do that
Emmmmmm 1/18/2023 09:13 PM	It's unique and brings many people and cultures together
Bell 1/18/2023 09:28 PM	Embracing diversity
Camr 1/18/2023 10:57 PM	I want Australia to become more inclusive and I love diversity
Kitkat66 1/18/2023 10:57 PM	It's a great opportunity to experience other cultures in a healthy, positive and fun way. I personally would like to see the event more than once per year. It's a great way to bring the community together
KaKi LiMa Indonesian Street Food 1/20/2023 11:25 AM	I able to see the real Australia in mixed races and mixed cultures. I feel welcomed ♥
Nico 1/23/2023 04:14 PM	MTOTW is a unique opportunity to connect with the diverse cultures in Moonah, an inclusive event that does not require buying a ticket, open and accessible for all.
Arndri 1/29/2023 03:25 PM	It's the best food event in Tasmania and the community feel is fantastic
AG 1/30/2023 10:56 AM	I appreciate how multicultural is being a stronger, safer, more enjoyable place to be - but I'm not convinced that this event should be ran by the council. It seems like a very big "nice to do/have" when we're facing ever tightening budgets.
Durden 1/30/2023 03:15 PM	I loved the variety of food
Hamstar	Need to embrace and celebrate diversity

Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023

1/31/2023 07:10 AM

JanineM

Not sure

1/31/2023 07:48 PM

Paris

Diversity, local.activity

2/01/2023 02:28 PM

Raga

It is an excellent opportunity to showcase our diverse communities and for people to learn more.

2/02/2023 09:57 AM

Seppy

Local children spend their school years with others from all ethnic backgrounds but their parents don't necessarily engage with adults from communities other than their own. If children can be encouraged to persuade their parents to bring them to events such as this it would be beneficial for all . To this end I wonder whether it would help if organisers engaged with school Principals with a view to them promoting The Taste.

2/17/2023 04:28 PM

Timothy.Horton

Because it is a true community event rather than a commercial venture.

2/16/2023 09:34 AM

Sal

because its my community and i want everyone in it to be happy and feel included, events like these help bridge communities together .

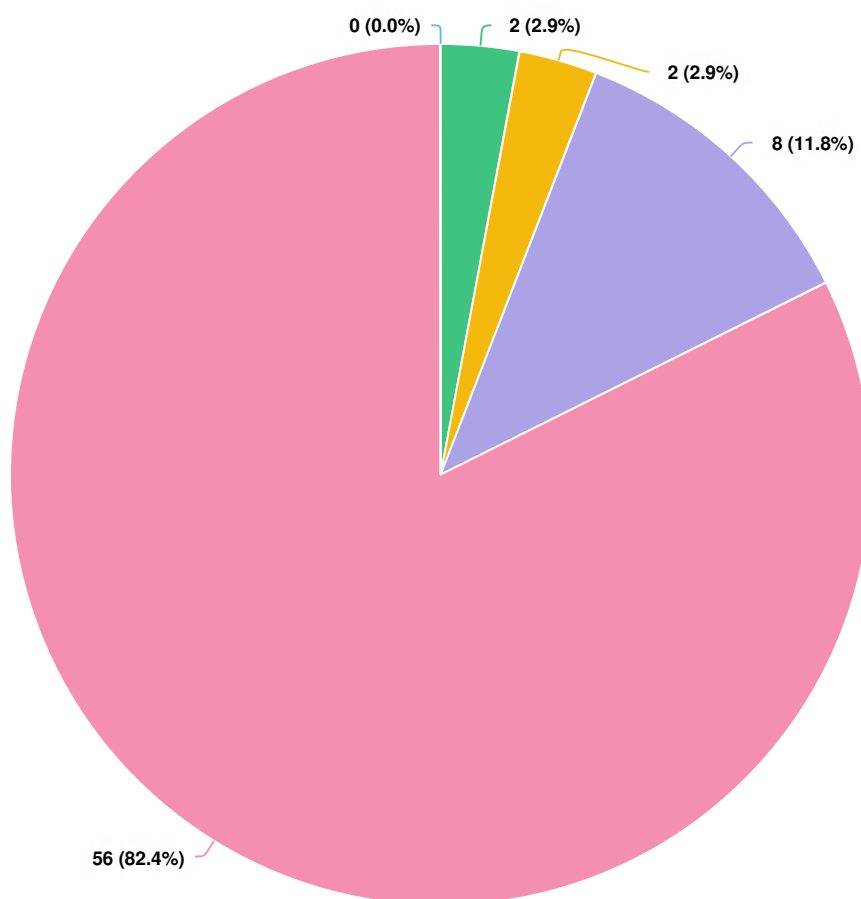
2/16/2023 04:18 PM

Optional question (59 response(s), 9 skipped)

Question type: Essay Question

Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023

Q8 How important do you think this event is to the community overall?



Question options

● Unimportant ● Very important ● Slightly important ● Undecided ● Slightly unimportant

Mandatory Question (68 response(s))

Question type: Radio Button Question

Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023

Q9 Why do you feel this way?

Lacrezia

12/12/2022 03:55 PM

The local area has way more new Australians and we need to embrace this.

Vertigrator

12/12/2022 06:10 PM

It's important for the community to embrace and experience the diversity of cultures that live in Glenorchy and the greater Hobart area.

Dogs are my favourite people

12/12/2022 06:33 PM

As above- we dont have many events which do this, particularly in glenorchy!

Nettie

12/12/2022 09:48 PM

The community is very multicultural, even more so now since covid there is an abundance of different nationalities

SamG

12/12/2022 09:50 PM

Very non-commercial compared to most events

GCC Citizen

12/13/2022 10:09 AM

To encourage more inclusion of our multicultural neighbours and friends. Especially to those that don't experience this on a regular basis

SCB

12/13/2022 03:51 PM

It's a great time and place for the community to showcase their cultures and bring people of different cultural back grounds together.

annems

12/13/2022 06:23 PM

It has always been an incredibly well attended event

eddysteenbergen

12/14/2022 09:35 AM

Provides cheap opportunity for all parts of the community to mingle, meet and enjoy each other's company.

maxblax

12/14/2022 10:00 AM

As above

Twelfth Ave

12/14/2022 02:41 PM

We met many others who live in Moonah/West Moonah. It was an opportunity to meet people of different cultures and get to know them.

Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023

ellenalynna 12/15/2022 08:04 AM	An opportunity for the Moonah community to get together and celebrate diversity
Scarytas 12/22/2022 05:36 PM	It is unique and a necessary addition to our cultural experience
pippy 12/23/2022 04:17 PM	To celebrate diversity and connect our communities.
Noghtlight 1/04/2023 10:41 PM	To show that Glenorchy City area is a place for everyone
Klle 1/07/2023 08:34 AM	It helps groups feel connected and proud. That's the true essence of what being an Australian is.
Concerned ratepayer 1/10/2023 06:54 PM	Because it gives us all a greater insight in to other communitys
Jellybean 1/10/2023 07:49 PM	So many people attend and enjoy it
Tree Bee 1/10/2023 08:18 PM	Because i think it brings everyone together.
Wobblyfrog 1/10/2023 08:42 PM	To help new community members feel welcome, and to reduce prejudice and racist ideologies.
Leah Buckney 1/10/2023 10:40 PM	* See above comments
Redman 1/11/2023 08:19 PM	Need more things like this
Dan C 1/12/2023 05:01 PM	There are a lot of ESL living in the area and it helps them to feel part of the broader community
Lizzie 1/13/2023 07:43 AM	Supporting the local community, offering more services and opportunities for those that live and work here

Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023

Blank 1/15/2023 08:06 AM	its a chance for the community north of the city to get together in the same way that there are oportunities in Hobart City
Ruffing 1/16/2023 07:09 AM	Highlights that we are a multi-cultural society, and that we need to be open, accepting and welcoming.
Maye 1/18/2023 02:12 AM	it is beautiful that multicultural events are supported in Tasmania and also this year is presented " Aguas," Latin artist's participation.
TasFoodie 1/18/2023 03:40 PM	Moonah has evolved to become Hobart's hub of multiculturalism, and this event only reinforces the inclusive nature of the suburb, while also helping this inclusivity to spread further north to those suburbs that need such cultural exposure even more (just as Moonah did 15 years ago).
Gabi 1/18/2023 05:00 PM	Many people from other countries that are here feel lonely and miss home. Its important to find connection
Artamos 1/18/2023 05:04 PM	Moonah is booming! Glenorchy is growing and evolving, it's essential to keep our arts and culture vibrant and relevant
Abs 1/18/2023 05:03 PM	As above
Olivia 1/18/2023 05:06 PM	Ability for people to try the food, customs, music and dance from other countries/people from diverse backgrounds
JH 1/18/2023 06:03 PM	Reflects abc highlights people in the community locally.
Amanda M 1/18/2023 06:14 PM	It is important to value the people that make up our community. Celebrating diversity is vital.
Moonah Resident 1/18/2023 07:02 PM	Cultural diversity
MH 1/18/2023 07:59 PM	Please see response to previous question

Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023

RunTMC 1/18/2023 08:11 PM	To help foster inclusiveness in the community
Cactus 1/18/2023 08:20 PM	As above
Bell 1/18/2023 09:28 PM	Pride in heritage and willingness to share
Kitkat66 1/18/2023 10:57 PM	As above - great way to bring the multicultural communities together
SJM 1/19/2023 07:33 AM	To celebrate diversity & community.
KaKi LiMa Indonesian Street Food 1/20/2023 11:25 AM	United as one
Nico 1/23/2023 04:14 PM	a unique meeting place for the great Glenorchy community
Arndri 1/29/2023 03:25 PM	As above Plus we need to do activities that bring people together from different cultures in hobart ,
AG 1/30/2023 10:56 AM	The community, assuming that includes non-rate payers, would appreciate a big of food and music on a sunny day. But as a rate payer, I can't help to think about all the resources that the Council, and therefore our rates, have had to contribute. Maybe seeing some sort of cost-benefit analysis would help explain this better?
Durden 1/30/2023 03:15 PM	Opportunity to enjoy food and entertainment from other cultures
Hamstar 1/31/2023 07:10 AM	As previous. Expose the larger community to diverse cultures to break down stereotypes
Paris 2/01/2023 02:28 PM	Noone seems to know if it

Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023

Raga

2/02/2023 09:57 AM

The opportunity to perform, to provide food, crafts, to find out more about relevant services and just to enjoy in a safe community friendly environment

Seppy

2/17/2023 04:28 PM

Bringing people from diverse ethnicities together, in a happy, cooperative and vibrant display of respectful mutual enjoyment of our diversity, contributes to a stronger sense of community.

Timothy.Horton

2/16/2023 09:34 AM

I cannot think of another social event for the community that brings such large crowd numbers together.

Sal

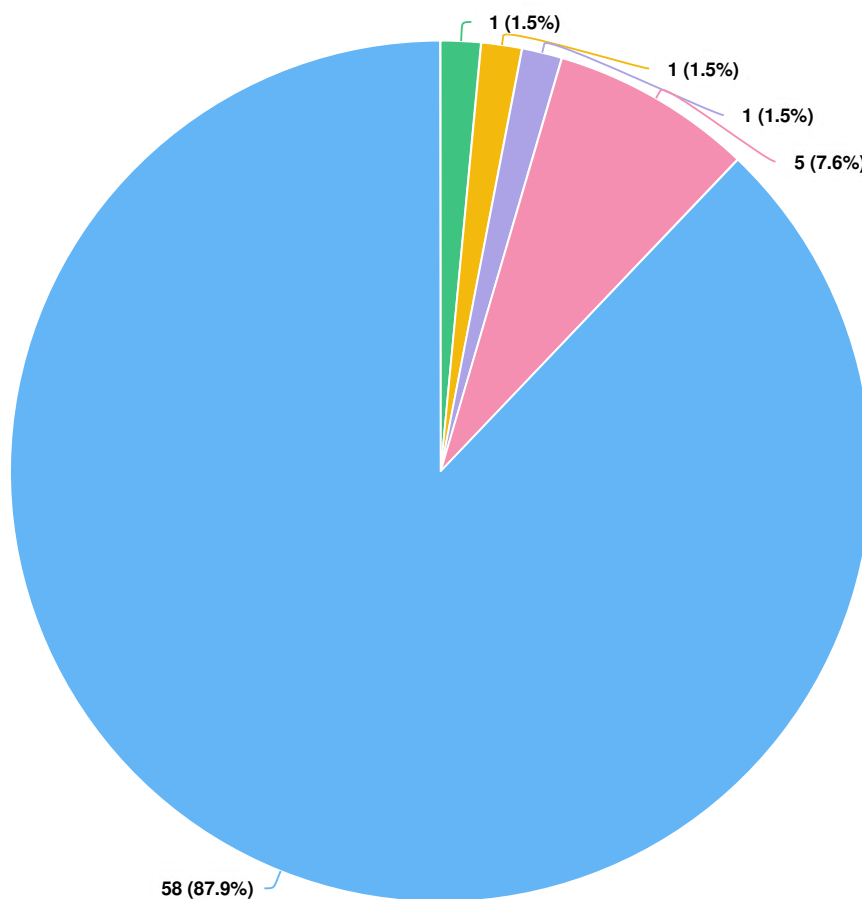
2/16/2023 04:18 PM

as above

Optional question (52 response(s), 16 skipped)**Question type:** Essay Question

Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023

Q10 How important is the support and recognition given by Glenorchy City Council, through programs like this, to our culturally diverse communities?



Question options

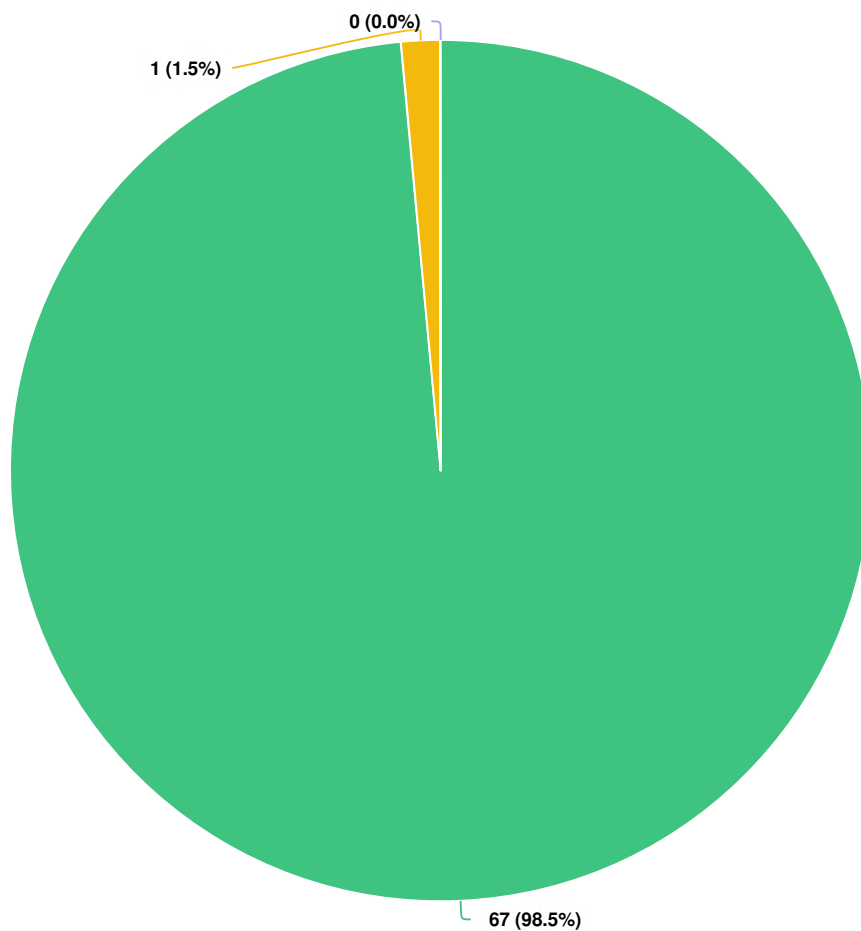
● Very important ● Slightly important ● Undecided ● Slightly unimportant ● Unimportant

Optional question (66 response(s), 2 skipped)

Question type: Radio Button Question

Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023

Q11 Should Council ensure that events like Moonah Taste of the World continue to happen?



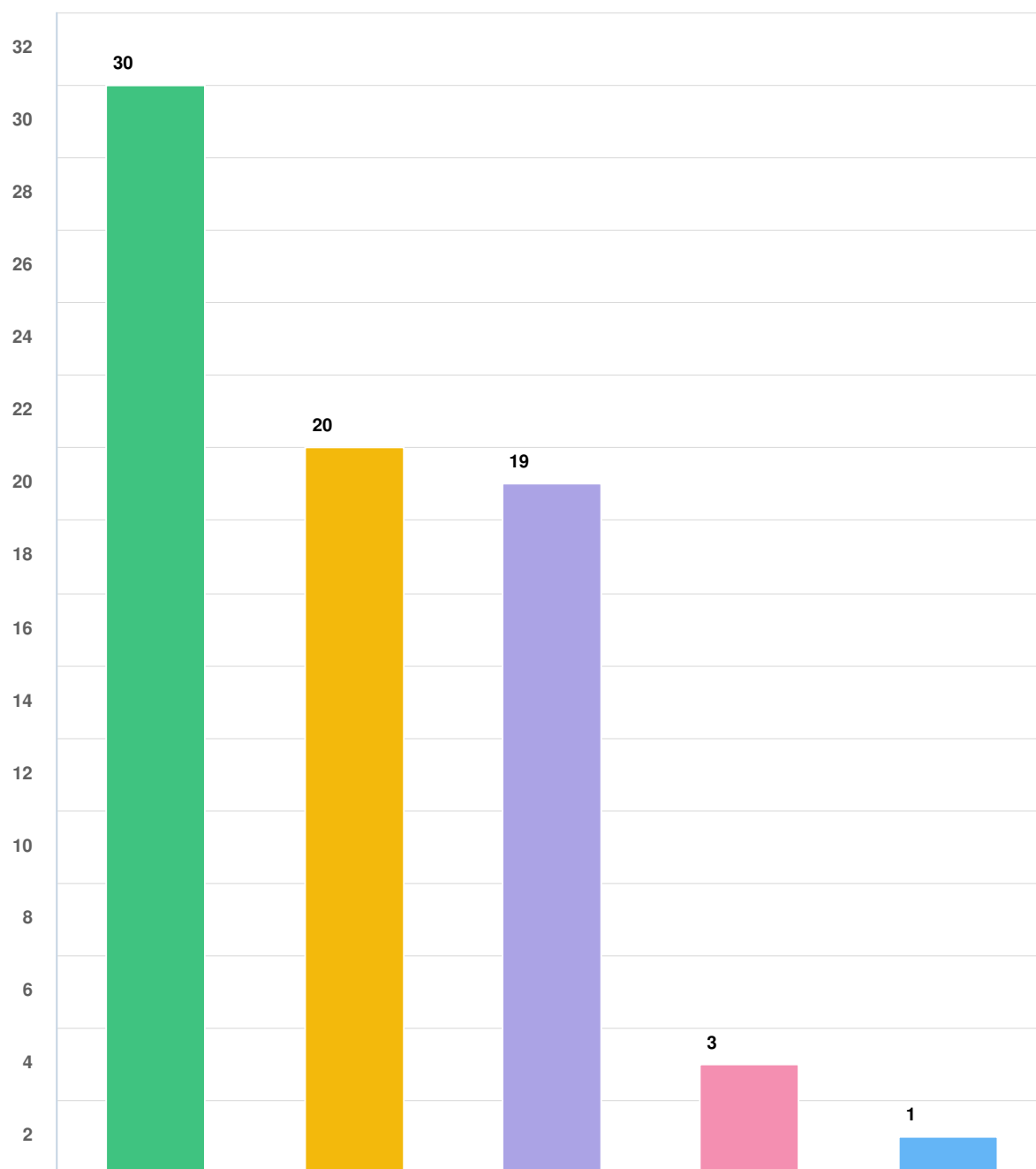
Question options

☐ No ☐ Don't know ☒ Yes

Mandatory Question (68 response(s))
Question type: Radio Button Question

Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023

Q12 The Moonah Taste of the World Festival is currently funded by Glenorchy City Council (i.e. rate payer funds). Would you pay to attend this event, and if so, how much?



Question options

☐ \$15
 ☐ \$10
 ☐ \$5
 ☐ By gold coin donation
 ☐ No, it should be free

Mandatory Question (68 response(s))

Question type: Checkbox Question

Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023

Q13 Do you have any other thoughts you would like to provide?

Vertigrator

12/12/2022 06:10 PM

I would be prepared to pay. But Taste of Tas is free. Street Eats at Franko is free. So this should be too. Keeping it free encourages more people to attend. Maybe work on getting some corporate sponsorship if you need help funding it.

Nettie

12/12/2022 09:48 PM

It would be sad to see this event end, I personally looked forward to it and bring my family and friends. Or I used to

GCC Citizen

12/13/2022 10:09 AM

This should continue to be a free event, as food stall holders charge for their products , and this would make it more affordable for community members

SCB

12/13/2022 03:51 PM

Our family loves this event and sees it at a great asset. It should definitely continue, for free if possible. A small admission free only if absolutely necessary.

eddysteenbergen

12/14/2022 09:35 AM

Council should have asked someone to proofread this survey. To many "slightly important". And "slightly" should be "fairly" or "quite".

maxblax

12/14/2022 10:00 AM

Please always proof read before making live. A few errors in this eg 'slightly important' twice and wrong order of options.

Twelfth Ave

12/14/2022 02:41 PM

Please, please keep it going

ellenalynna

12/15/2022 08:04 AM

The location is great however benjafield park play equipment desperately needs an upgrade

Scarytas

12/22/2022 05:36 PM

If it is to remain a single day event then it must be free. If it can evolve into a "Festivale" style event then fees are warranted. In a lot of ways it is probably the most important cultural event within Glenorchy City and needs ongoing and increasing support.

pippy

12/23/2022 04:17 PM

An entry cost would be useful in building sustainability. It also removes the full burden of costs to GCC. (I would also pay up to \$5).

Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023

Noghtlight

1/04/2023 10:41 PM

I think this event is more important to the community than The Taste.

Kile

1/07/2023 08:34 AM

It would be cool to close off a street and make it like a Mardi gras type feel. If you are going to call it a festival, then it needs to feel that way. Not just a flashy food in the park. Also, there are a lot of disconnected young people wandering around. Get them involved.

Concerned ratepayer

1/10/2023 06:54 PM

No

Leah Buckney

1/10/2023 10:40 PM

* See above comments

Foo7009

1/11/2023 07:48 AM

I'm really hoping this event returns bigger and better than ever. Looking forward to hearing more about it.

Dan C

1/12/2023 05:01 PM

None I can think of, thanks

Blank

1/15/2023 08:06 AM

its a unique event that should be supported by the council

Ruffing

1/16/2023 07:09 AM

Not about the festival. The survey changes the position of important from last (questions 5 & 7) to first (question 9). A great way to ensure a lot of people will say they are "undecided" about the importance of this festival (as opposed to thinking it's very important.)

Maye

1/18/2023 02:12 AM

The event shall to have live broadcasting from community radio stations and be sure the music from the artist is played in each multicultural radio program, means to work as partnership but with community stations, not only with commercial radio.

TasFoodie

1/18/2023 03:40 PM

Personally, I would be prepared to pay more than gold coin donation, however I feel this is more in line with the low barrier to participation that is so important for events like this, where the food side of things is only half the story.

Artamos

Please continue to support our community through arts and culture

Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023

1/18/2023 05:04 PM	based activities both through Taste of the World and The Moonah Arts Centre. We need to help people connect and share their cultures
Olivia 1/18/2023 05:06 PM	Lovely to keep events like this free so it does not exclude/limit the people who can attend the event. Love that small vans/families have food stalls and not big commercial restaurants which is what makes it very different from other events like the Taste.
JH 1/18/2023 06:03 PM	Please keep it.
Amanda M 1/18/2023 06:14 PM	A larger venue with better parking opportunities would be needed to make it a paid event. More seating would be great too for those unable to sit on the ground easily.
Moonah Resident 1/18/2023 07:02 PM	I would like to see a welcome to country done by the Aboriginal community
MH 1/18/2023 07:59 PM	The event is already paid for by rate payers in the community so I don't think we should have to pay again to attend. With a lower socio-economic portion of the GCC population, this would put them off attending and I think that would be a shame.
Camr 1/18/2023 10:57 PM	Don't forget to renovate Benjafield playground, it's a disgrace and dangerous for kids. It needs fences and new equipment. There is space for a wonderful playground.
SJM 1/19/2023 07:33 AM	More celebrations of cultural diversity in Glenorchy - this should be more widely communicated as a key point of difference for Glenorchy lga.
KaKi LiMa Indonesian Street Food 1/20/2023 11:25 AM	Such an amazing diversity and multicultural event. Please make it happen
Nico 1/23/2023 04:14 PM	This being a free event makes it inclusive and accessible, please keep supporting this!
Durden 1/30/2023 03:15 PM	No thanks

Moonah Taste of the World Festival Review : Survey Report for 01 December 2022 to 27 February 2023

JanineM

1/31/2023 07:48 PM

The cost of stalls is too high priced.

Raga

2/02/2023 09:57 AM

To extend the crafts and what people are selling through Moonah Bazaar.

Seppy

2/17/2023 04:28 PM

It is my understanding that this survey was somewhat limited to residents living in fairly close proximity to Benjafield Park. I base my response to question 11 not on my current financial situation but on that of 45 years ago in Sydney - with a mortgage and young children. At that time there was little or no money left over for entertainment. However there were many opportunities for free entertainment be it museums, concerts, street parades School Cracker night displays, puppet shows, multi cultural events such as Chinese New year and many others. Thanks to these opportunities our children had a rich life experience. I feel that a requirement to pay to attend the Taste would be a barrier to many locals attending. Just getting by is so much harder for young people now than it was in my day. I wonder whether there is another way to raise money for this event. Seek sponsors to donate appealing prizes for raffle tickets? fair ground style competition activities on the day? Voluntary donation sites placed around the Park?

Atikin

2/15/2023 03:58 PM

Yes, you should allow liquor to be sold at the event, even if you limit it to 3 drink tokens per person.

Timothy.Horton

2/16/2023 09:34 AM

The MTOTW is a significant event for the Glenorchy community (and the greater Hobart community).

Optional question (36 response(s), 32 skipped)**Question type:** Essay Question



374 Main Road, Glenorchy
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ABN 19 753 252 493

GLENORCHY CITY COUNCIL COMMUNITY CHRISTMAS CAROLS GRANTS GUIDELINES

This document outlines the application process, eligibility and assessment criteria for the Community Christmas Carols Grants.

Overview

Council would like to assist you to celebrate the festive season in 2023. Council is supporting carols events that engage local communities by producing innovative, quality and creative events.

What can you apply for?

The Community Christmas Carols Grants are provided to support community groups and not-for-profit organisations to present free, inclusive events and activities that include Christmas Carols, such as:

- Local community carols events located in community halls or local facilities
- Roving carollers
- Neighbourhood Christmas celebrations with carol singing
- A series of gatherings featuring carols

The activity must occur between Friday 1 December and Monday 25 December 2023.

Available Funding

Maximum funding of up to \$10,000 is available per activity.

The grant request should be commensurate with the scale of the proposed activity taking into account expected audience numbers and / or participants involved.

Key dates

Applications Open – Monday 3 July

Applications Close – Friday 1 September

Notification of Application Outcome – End of September

Activity Timeframe – Friday 1 December to Monday 25 December 2023.

More Information

If you would like to speak to us before you apply so we can help you with tips for your application please contact us on 6216 6800 or gccmail@gcc.tas.gov.au

WHO CAN APPLY?

Eligible applicants

Applicants must be either:

- A not-for-profit organisation such as an:
 - incorporated association
 - registered charity
 - registered school or training organisation
 - unincorporated group who are auspiced by a not-for-profit organisation
 - or a business

And have

- fulfilled the conditions of any previous GCC grants by the due date and have no overdue debts to Council,
- adequate Public Liability Insurance

Ineligible applicants

Applicants must not be

Current employees or staff contracted to Council, or a person appointed to a role within Council (eg councillors)

Individuals or Sole Traders

Federal, state or local government agencies, with the exception of the Tasmanian Museum and Art Gallery or the Royal Tasmanian Botanical Gardens or similar State controlled entities may be considered

Political Parties

Submissions made after the closing time and date of the grant round

ACTIVITY ELIGIBILITY

Application for the GCC Community Christmas Carols Grants must demonstrate that the activity;

- Brings the community together to celebrate Christmas,
- Features carols, but not necessarily as the sole activity,
- Has outcomes that are delivered in the Glenorchy City Council local government area,
- Is open to the public and has no entry or participation fee or charge (including gold coin donations or entry fee).



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ACTIVITY INELIGIBILITY

Applications are ineligible if the request for support;

- Is commercial or has the potential to make significant profit,
- is part of ongoing administration or operational costs of the applicant,
- in the case of registered schools and training organisations, includes costs associated with the employment of teaching or support staff and / or delivery of curriculum.

ASSESSMENT CRITERIA

Each eligible application will be assessed on its individual merit against the following criteria to determine its capacity to;

1. Demonstrate benefits to the community as an outcome of the activity by addressing a need or interest in the community
2. Activate, enliven and engage local areas and facilities by producing innovative, high quality, creative events or activities,
3. Involve the local community as appropriate in the development and implementation of the event by:
 - Enabling all community members to have the opportunity and capacity to access the event
 - Supporting communities to celebrate their histories and identities and encourage mutual understanding
4. Demonstrate that the activity is well planned, that suitably skilled people are involved and that the applicant and the activity are financially viable
5. Demonstrate value for money for the level of funding request and positive community impact.

HOW TO APPLY

We will try and make this easy for you,

- Go to Council's website at www.gcc.tas.gov.au to complete and online form or to download an application form
- Pick up a hard copy from Customer Service at the Council, 374 Main Road, Glenorchy between 8:30am-5pm Monday to Friday
- Pick up a hard copy from the Moonah Arts Centre, 23-27 Albert Road, Moonah between 10am-5pm Tuesday to Friday or 10am-2pm Saturday
- Return your completed application form to Council's Customer Services area, post to PO BOX 103, Glenorchy 7010 or email to gccmail@gcc.tas.gov.au

If you require assistance with your application please call Council's Customer Service team on 6216 6800

SUCCESS!

If you are successful, we will require your bank account details into which we will pay the grant funds.

ASSESSMENT

Assessments of the GCC Community Christmas Carols Grants applications are undertaken by an internal panel of Council Officers and Aldermen with relevant experience in the subject matter. Panel recommendations are reported to the General Manager or delegate, for approval.

SUCCESSFUL APPLICATIONS

Agreement

A formal agreement will be sent to successful applicants. Inability to comply with the agreement may result in withdrawal of support.

Applicants who do not meet their obligations under the grant agreement may not be eligible to apply for further grant support from GCC.

Payment and GST

Payment information will be provided with the letter of offer. Grants will be paid in full upon receipt of a tax invoice or Council can generate a receipt created tax invoice (RCTI).

Organisations registered for GST should add GST to the grant amount.

Recognition of assistance

Successful applicants must acknowledge the Glenorchy City Council for their activity at the activity and in any promotional material in relation to the activity.

Activity Variations

If there are significant changes to the funded activity, applicants must contact Council to confirm that the variation is acceptable prior to the activity.

This includes but is not limited to, activity start and end dates, venues, fees and charges.

Acquittal

Upon completion of the activity, successful applicants will be required to acquit their grant, providing evidence of the execution of their activity, expenditure and outcomes. The acquittal must be completed within three months of the activity completion date.

Organisations that do not satisfactorily acquit their grant may not be eligible for future funding from Council and may be required to return the funds allocated to their activity.

UNSUCCESSFUL APPLICATIONS

Unsuccessful applicants are encouraged to arrange a feedback session with Council to discuss the results.

INFORMATION AND ENQUIRIES

If you have trouble accessing information or completing the application form please contact Council for assistance on 6216 6800.



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GCC COMMUNITY CHRISTMAS CAROLS FUNDING APPLICATION FORM 2023

Applicant information

Glenorchy City Council would like to assist you to celebrate the festive season in 2023. Council is supporting carols events that engage local communities by producing innovative, quality and creative events.

The Community Christmas Carols Grants is provided to support community groups and not-for-profit organisations to present free events and activities that include Christmas Carols, such as:

- Local community carols events located in community halls or local facilities
- Roving carollers
- Neighborhood Christmas celebrations with carol signing
- A series of gatherings featuring carols

GCC Community Christmas Activities must be delivered within the Glenorchy local government area and be completed between 1 – 25 December 2023. Grant recipients are responsible for all aspects of the activity.

Before completing this application form, you should have read the GCC Community Christmas Carols Grants guidelines.

Incomplete applications and/or applications received after the closing date will not be considered. This section of the application form is designed to help you, and us, understand if you are eligible for this grant. It is crucial that you complete these questions before any others to ensure you do not apply for an unsuitable grant.

Return your completed application form to Council's Customer Services area, post to PO BOX 103, Glenorchy 7010 or email to gccmail@gcc.tas.gov.au

Group/Organisation/Auspecting Agency details

Applicant Name:

Street Address:

Postal Address:

What is your group/organisation's purpose?

ABN details

Does your group/organisation have an ABN?

☐ Yes

☐ No

Information from the Australian Business Register

ABN	Entity Name
ABN Status	Entity Type
GST	DGR Endorsed
ATO Charity Type	ACNC Registration
Tax Concessions	Main Business Location



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GCC COMMUNITY CHRISTMAS CAROLS FUNDING APPLICATION FORM 2023

Public Liability Insurance details (please attach)

Contact Person

Title:	First name:	Last name:
Position:		
Phone number:	Email:	

Activity details

Activity name:
Amount of funding requested inclusive of breakdown:

Activity start date and time	Date (DD/MM/YYYY)	Time (AM/PM)
Activity finish date and time	Date (DD/MM/YYYY)	Time (AM/PM)





Please describe your event, and provide details on how your event/activity meets the eligibility criteria

[illegible]



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GCC COMMUNITY CHRISTMAS CAROLS FUNDING APPLICATION FORM 2023

Activity location

Location(s) of the activity(ies)	Capacity of venue	Is location / venue operated by Glenorchy City Council?	
		☐ Yes	☐ No
		☐ Yes	☐ No
		☐ Yes	☐ No
		☐ Yes	☐ No

Agreement

Workplace health and safety

I agree to meet all relevant compliance / health and safety legislative requirements

☐ Yes ☐ No

Permissions

If the activity is held on Council land, I agree to obtain all appropriate land use and place of assembly permissions.

☐ Yes ☐ No

Acknowledgement

I agree to acknowledge the Glenorchy City Council as the funder of the activity in all written and spoken promotional material in relation to the activity.

☐ Yes ☐ No

Acquittal

I agree to fully acquit the grant provided inclusive of completing a report sent to me by Council at the conclusion of the event, providing copies of receipts associated with the event and to return any unexpended funds.

☐ Yes ☐ No

Cancellation

I agree to notify Council if the planned activity does not go ahead and return the full amount of the grant.

☐ Yes ☐ No

COVID-19

I agree to deliver the activity in a manner that is in compliance with direction given by the Australian and Tasmanian Governments

☐ Yes ☐ No

Name of Authorised Person:

Signature:

Date:

/ /

GCC Reference and Working Group Toolkit: Glenorchy Community Awards

Glenorchy Carols Grants

Terms of Reference: Working Group

Name of Working Group	Glenorchy Carols Grants Working Group
Date of Formation	June 2023
Resolution Details	TBC
Strategic Reference	Community Plan – Building Image and Pride Strategic Plan Objective - We nurture and celebrate our proud and vibrant city with its strong sense of belonging Strategy – Deliver or facilitate events to strengthen our community's Sense of pride and belonging.
Responsible Officer	Events Officer
Working Group Review Date (if prior to next LG election)	Next Council Election – Oct 2026

1.0 Principles

Working Groups are committed to the following principles:

Community: Encouraging the development of a strong and inclusive community that advances access, equity, connections and participation in decision-making and shapes a better community for everyone.

Creativity: Encouraging diversity and creative expression in the community, nurturing innovation and always seeking opportunities for continuous improvement.

Sustainability: Ensuring that all decisions and future planning considers a balance of economic, environmental, cultural and social factors to enhance the quality of life in our local community.

Community engagement: Promoting ideas for actions, initiatives, events and programs that are authentic and fit the future vision and needs of our local Community.

GCC Reference and Working Group Toolkit: Glenorchy Community Awards

2.0 Purpose

2.1 Purpose of Working Group and Area of Focus¹

The Community Christmas Carols Grants are provided to support community groups and not-for-profit organisations to present free, inclusive events and activities that include Christmas Carols, such as:

- Local community carols events located in community halls or local facilities
- Roving carollers
- Neighbourhood Christmas celebrations with carol singing
- A series of gatherings featuring carols

The primary role of the Working Party is to review the grant applications and allocating the funding.

2.2 Specific Terms of Reference ² (objectives) as approved by Council

Terms of Reference 1

(a) To review the application, eligibility, and conduct the selection process

(b) To promote and champion the grants program:

- Community participation opportunities including individuals and organisations

2.3 Extent of Authority

Unless otherwise explicitly stated in the Council resolution forming the Working Group, the Group does not have the authority to instruct or bind the Council (including Council officers with the relevant delegated duties) in its decision making or activities.

The group is authorised to select the grant recipients through the endorsed selection process and provide advice pertaining to the delivery of funded events.

Council's Events Officer is responsible for the project management and coordination of the of Carols Grants Program and oversees the operational aspects of distribution and acquittal.

GCC Reference and Working Group Toolkit: Glenorchy Community Awards

3.0 Membership

3.1 Composition

Membership is by invitation of Glenorchy City Council.

- GCC Officers (Events Officer and Coordinator Communication and Engagement)
- Elected Member representation (three members)

Who has overall control of the Group to direct its outcomes?

Events Officer

Who has day to day management of the Group?

Events Officer

GCC Reference and Working Group Toolkit: Glenorchy Community Awards

3.2 Current members

- This a new working group – no current members.

3.3 Term of Appointment

Appointment will be invited for the term of the Council.

4.0 Meetings

4.1 Frequency

Three meetings per year in the lead up to the grants program commencement, one to assess and a final meet to evaluate the annual program delivery. There may be other information provided to the group via email throughout the year.

4.2 Quorum

A minimum number of 2 out of 3 of core members are required for meetings to proceed.

4.3 Meeting Procedures

- Meetings are to be conducted respectfully.
- Meeting agenda and minutes must include apologies, deal with each item of business separately, and take formal votes about any resolution
- Agenda and papers for the meeting to be circulated to members at least 7 days in advance of the meeting.
- Items not on the agenda may be considered with the consent of the Chair.

4.4 Conflict Resolution

- While a collaborative approach to resolving issues and identifying opportunities of interest will always be preferred.
- It is acknowledged that parties will at times differ in their views however members are required to follow the endorsed selection process to ensure that Award recipients are selected based on merit. The member should feel comfortable to inform the Chair if they have any concerns.
- If the member does not feel comfortable expressing their concerns to the Chair, they should know their options for expressing their concerns.
- The member has the option to contact the Manager or Director, relevant to the officer's role, to express their concerns.

4.5 Minutes

- Minutes are to be recorded using the template contained in Appendix 1.
- Draft Minutes are to be circulated to members within 10 working days of a meeting.
- Minutes are provided to all Elected Members

GCC Reference and Working Group Toolkit: Glenorchy Community Awards

5.0 Reporting Requirements

5.1 Frequency of Reports

Meeting reports are written by the Secretariat of the working group and provided to:

- The Executive Manager Stakeholder Engagement as requested
- the General Manager on an annual basis or as requested

5.2 Content of Reports

The report, at a minimum, is to provide:

- A one-page report from the Chairperson of the Working group summarizing:
 - attendance
 - the key outcomes of the year
 - any recommendations for the following year
 - an outline of how the outcomes have been communicated to internal stakeholders in the formulation of related strategies, frameworks and plans; and
 - details of any budgetary requirements for the following financial year and reasons for each request

6.0 Version History

Version	Date	Adoption	Amendments Made
1.0	June, 2023	Council Meeting - TBC	Council approval of Working Group creation and TOR

GCC Reference and Working Group Toolkit: Glenorchy Community Awards

Appendix 1. Working Group Minutes Template

(Name of group) MINUTES OF MEETING (DD Month YYYY)		 GLENORCHY CITY COUNCIL		
Venue:		Time:		

In attendance:		Present	Apology	Absent
Chairperson		✓		
Members				
Staff				

Item		Action
1	Acknowledgement of Country	-
2	Minutes (approve / changes) and actions from previous meeting:	
3	Correspondence: 3.1 3.2 etc	
4	Business arising:	
5	Update on projects:	
6	Other Business:	
7	Agenda items for next meeting:	
Next Meeting:		



Nominations and Appointments to Committees and other Bodies

Policy Title	Committee Nominations and Appointments
Council Resolution	Item 16 (30 July 2018) 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> 4.1.1 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 committees and external bodies.

SCOPE

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

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 3 of this policy.
chair	the person chairing a council meeting in accordance with the Regulations.
committee	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 (b) a Special Committee



Nominations and Appointments to Committees and other Bodies

	(c) an Internal Committee, and (d) an audit panel established under section 85 of the Act.
Council Committee	Committees established by a Council resolution made under section 23 of the Act. Council Committees assist Council in carrying out its functions under the Act or any other Act. Council Committees are constituted by Aldermen only.
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	Committees or other bodies that are established and administered by an external organisation to which representatives of Council have been appointed and with which Council has a formal and ongoing relationship.
Internal Committee	Committees or other bodies established by Council over which Council has control. An Internal Committee is formed to oversee and implement a project, plan, strategy or event, but do not necessarily align with a strategic objective. Internal Committees may be working groups, steering groups, organising committees, taskforces and other groups. Internal Committees can be constituted by Aldermen, Council staff and external representatives.
General Manager	the General Manager of Council, or delegate.
Regulations	the <i>Local Government (Meeting Procedures) Regulations 2015</i>
Special Committee	Committees established by a Council resolution made under section 24 of the Act. A Special Committee is established to oversee or implement a project, plan, strategy or event, and will ordinarily be directly aligned with a strategic objective of Council. Special Committees can be constituted by anyone, including Aldermen.

POLICY STATEMENT

From time to time, Council is required to appoint Aldermen and independent persons to committees and external bodies. Council is also occasionally required to nominate or appoint representatives to external bodies.

This policy sets out the procedures which Council will follow when making nominations and appointments to a committees and external bodies.

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

PART 1 – NOMINATIONS AND APPOINTMENTS OF ALDERMEN

1. Appointments following Council election

Council will appoint and re-appoint (and, where necessary, nominate or re-nominate) Aldermen to committees 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. Procedure

- (1) Where it is necessary to appoint Aldermen to committees (including as a result of a casual vacancy), the General Manager will circulate a notice to Aldermen which—
 - (a) notifies Aldermen that appointments, re-appointments and nominations for appointment to committees and external bodies are to be made at the relevant meeting, and
 - (b) lists the appointments and nominations to be made, and, for each, identifies—
 - (i) the committee or external body
 - (ii) the position available (including, for an external body, whether Council will be making a nomination only)
 - (iii) the nature of the duties to be undertaken
 - (iv) the proposed term of the appointment
 - (v) whether the position is to be held ex-officio by the Mayor or Deputy Mayor, and
 - (vi) any other information the General Manager considers relevant.
 - (c) requests that Aldermen submit nominations for the available positions one (1) week before the next council meeting.
- (2) The notice is to be circulated to all Aldermen by email no later than five days before nominations close (or as soon as practicable if it is not possible to circulate the notice five days before nominations close), and
- (3) Nominations may contain a statement in support of the nomination, to a maximum of 150 words.
- (4) Nominations may be for a position or a proxy position.
- (5) the General Manager will present a report to Council for consideration at the relevant council meeting which will contain, for each available position—
 - (a) the information specified in clause 2(1)(b), and
 - (b) a list of the nominations received and the documentation provided in support of each.
- (6) Where the number of nominees for a position does not exceed the number of positions available, the Council will determine the appointment in accordance with its ordinary meeting procedures.
- (7) If the number of nominees for a position exceeds the number of positions available—
 - (a) a ballot will be held to select the appointee or appointees (or nominees for a position on an external body, if applicable), and
 - (b) once the result of the ballot is determined, the chair will call for the appointment to be confirmed in accordance with Council's ordinary meeting procedures.
- (8) Where Council's nominee for a position on an external body is required to be confirmed by the external body, the General Manager is to write to the external body advising it of Council's decision.
- (9) For the avoidance of doubt, where a committee detail sheet that has previously been adopted by Council provides for a position to be held ex officio by the Mayor or the Deputy Mayor, the appointment of the Mayor or Deputy Mayor to that position is automatic, and no other Aldermen are entitled to nominate for that position.

**PART 2 – NOMINATIONS AND APPOINTMENTS OF INDEPENDENT PERSONS****3. Procedure**

- (1) Where there is a vacancy for the position of an independent person on a committee or external body, the General Manager is to circulate a notice calling for expressions of interest for appointment, containing the information specified in clause 2(1)(b)—
- (2) The notice is to be circulated by—
 - (a) publishing the notice on Council's website
 - (b) sending an email to all Council staff, and
 - (c) if the General Manager considers it necessary, publishing the notice in a local newspaper.
- (3) The General Manager must circulate the notice under 3(1) no later than five days before nominations close (or as soon as practicable if it is not possible to circulate the notice five days before nominations close).
- (4) Following the receipt of nominations, the appointment of the independent person is to be determined in accordance with the procedure set out in the committee's Terms of Reference.
- (5) For nominations or appointments to external bodies, or if no procedure is specified in the committee detail sheet, the General Manager will assess each nomination on its merits and will make a recommendation to Council seeking Council's endorsement and nomination or appointment (as applicable) of the preferred nominee.

PART 3 – BALLOTS**4. Application**

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

5. 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 which is to be visible to all attendees of the Council meeting during the process of casting the ballots.
- (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



Nominations and Appointments to Committees and other Bodies

- (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.

6. Proxies

- (1) Where proxy positions for committees 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 4 – MISCELLANEOUS**7. Vacation of positions on leaving office**

An Alderman's appointment to a committee or external body will cease immediately upon the person ceasing, for any reason, to be an Alderman.

8. 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.

9. 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 committee or external body.

10. Inconsistency with meeting procedures regulations

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

**11. Attendance and performance**

If an Alderman's attendance record at committee or external body meetings is unsatisfactory, or if Council receives notification from a committee or external body that the Alderman is not 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 (or nominate) representatives to external bodies.

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



Notice of Nominations for Appointments to Committees and Other Bodies

Committee Nominations and Appointments Policy

Background

1. As a result of the 2022 Local Government election, positions have become vacant on the following Committees and Other Bodies:
 - (a) Glenorchy Carols Grants Working Group

Call for Nominations

2. This notice is issued under clause 2 of Council's Committee Nominations and Appointments Policy (**Policy**).
3. In accordance with clause 2 of the Policy:
 - (a) Elected Members are invited to nominate for positions on the Committees and Other Bodies listed below.
 - (b) Nominations must be submitted by 6:00pm on Monday, 19 June for consideration at the Council meeting to be held on Monday, 26 June 2023 (see 'Submission of nominations', below, for details)
 - (c) Candidates may provide a statement in support of their nomination, to a maximum of 150 words
 - (d) Nominations may be for a position or for a proxy position.
 - (e) Where the number of nominees for a position does not exceed the number of positions, the Council will decide the nominees in accordance with its ordinary meeting procedures
 - (f) If the number of nominees for a position exceeds the number of positions available, a ballot will be held in accordance with the procedure set out in the Policy.



Open Positions

Glenorchy Carols Grants Working Group

Committee type	Internal Working Group
Committee composition	GCC Events Officer, Coordinator Communication and Engagement and 3 elected members
No. of Elected Member positions	3 committee members
Meeting frequency	Three times throughout the year
Ex-officio appointments	Events Officer (Chairperson)
Proposed term of appointment	Duration of current Council term
Role and functions of Committee	The Community Christmas Carols Grants are provided to support community groups and not-for-profit organisations to present free, inclusive events and activities that include Christmas Carols. The primary role of the Working Party is to review the grant applications and allocating the funding.
Nature of duties to be undertaken	The duties of a committee member, including (but not limited to): • attending meetings of the working group, and • reviewing the application, eligibility and conduct the selection process Promote and champion the grants program

Submissions of Nominations

1. Please submit your nominations using the attached Nomination Form.
2. Nominations forms are to be submitted to the General Manager through Council's Executive Stakeholder Engagement, David Ronaldson.

Signed:

Date: 9 June 2023

A handwritten signature in black ink, appearing to read "Tony McMullen".

Tony McMullen
General Manager



Glenorchy City Council

Waste Management Strategy

REVISED 2020





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Foreword from the Mayor & General Manager

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

Waste continues to be a significant challenge for society – particularly in developed countries with high levels of consumerism. We all have a responsibility for the waste generated by our activities and purchasing decisions, which is both financially and environmentally costly. Progress is being made as new technologies, new attitudes and new ways of doing things help us to divert re-usable or recyclable resources from the waste stream. But continued improvement is essential. While Australians are producing less waste per person, we are still generating higher volumes of waste overall.

We believe Glenorchy can be a leader in resource recovery. A clear strategy that is both aspirational and realistic will help us to continue to demonstrate leadership in waste reduction and management – provided it remains up-to-date and focused on the right activities.

That's why the Glenorchy City Council 2013-2023 Waste Management Strategy included a requirement for review five years after its adoption in 2014.

Today, the overall strategy direction remains the same but new priorities have emerged requiring a shift in focus. There are compelling reasons to improve how we all manage our wastes. We have limited remaining space in our landfill, which has provided a convenient service to our local community for many years. The landfill will need to be replaced with an alternative long-term solution and the transition must be managed carefully.

It's also important that we think long term about future generations and the wider environment. Waste products can have negative impacts on both natural and built environments. We have a shared responsibility to minimise these to ensure a healthy environment for our children and grandchildren.

This revised strategy sets out three key goals with supporting objectives, underpinned by the City of Glenorchy Community Goals. It also includes an updated action plan to ensure they are achieved.

A key action in the short to medium term will be the implementation of a kerbside service for food organics and garden organics (FOGO). This service will provide multiple benefits to the municipality and was strongly supported by the community during an extensive consultation process.

The Council remains committed to providing convenient, cost effective and equitable waste services and to leading by example. We will continue to listen to the community and seek your feedback on major decisions.

We sincerely thank the residents of Glenorchy for engaging in good waste reduction practices and particularly those who volunteer their time and efforts to improve the environment for all of us. With your help, we can achieve our vision for Glenorchy.

Alderman Kristie Johnson
Mayor
Glenorchy City Council

Tony McMullen
General Manager
Glenorchy City Council

THE STRATEGY – A SUMMARY

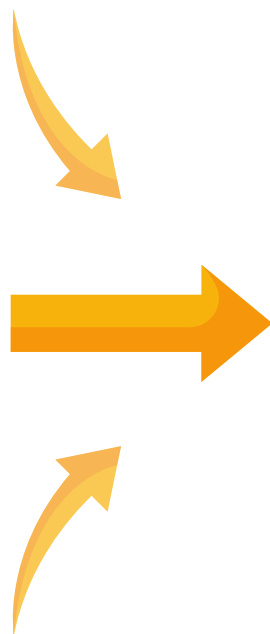
DRIVERS

Community Goals and Council Strategic Plan

Vision

“Glenorchy is a clean, safe and vibrant city that makes us proud. Together, we minimise waste and conserve resources for the future.”

Waste Management context and issues



OBJECTIVES

Goal 1: To promote the sustainable management of resources.

- Support and educate the community in separation, recovery and reuse, and lead by example.
- Collaborate with others regionally and nationally to improve effectiveness and sustainability.
- Ensure the appropriate use of the Jackson Street landfill and maximise its lifespan.

Goal 2: To provide convenient and affordable waste services that meet the needs of the community.

- Provide a high-quality, cost-effective and flexible kerbside collection service.
- Provide long-term continuity of convenient waste disposal options.
- Maintain effective and timely communication to keep the community engaged and informed.

Goal 3: To minimise negative impacts of waste on the natural and built environments.

- Minimise environmental impacts of Council-controlled landfill.
- Introduce a kerbside service to recover food and garden organic waste (FOGO).
- Reduce litter and dumped rubbish in public places.

ACTIONS



- Provide education and assistance to the community, including businesses.
- Promote local re-use and recycling businesses.
- Engage with business to identify and minimise barriers to waste separation.
- Advocate on behalf of the community.
- Implement a sustainable purchasing policy.
- Improve separation of Council works waste.
- Collaborate with others in the region and participate in national initiatives.
- Optimise landfill operations and extend the existing landfill area.
- Increase diversion/recovery of usable materials.
- Reduce contamination of recyclables.



- Deliver a fortnightly collection service with flexible bin upgrade options.
- Investigate options for a local transfer station.
- Join regional collaborative waste management arrangements.
- Undertake regular waste monitoring/audits.
- Review and improve Council data systems.
- Provide up-to-date information on services, charges and disposal requirements.
- Consult the community on significant changes.



- Manage landfills to meet environmental standards and legislation.
- Ensure independent monitoring of landfill emissions and leachates.
- Continue partnering with others to extract landfill gas for energy.
- Introduce a food and garden organic waste kerbside bin for composting.
- Work with other agencies to prevent dumping and remove litter.
- Develop a targeted program to educate and assist those having difficulty managing their waste.
- Encourage reporting and remove rubbish in a timely manner.
- Ensure adequate waste management arrangements for events on public land.

VISION AND OBJECTIVES

Vision

Glenorchy is a clean, safe and vibrant city that makes us proud. Together, we minimise waste and conserve resources for the future.

Goals and objectives

Goal 1:

To promote the sustainable management of resources.

OBJECTIVES:

- 1.1 Support and educate the community in separation, recovery and reuse, and lead by example.
- 1.2 Collaborate with others regionally and nationally to improve effectiveness and sustainability.
- 1.3 Ensure the appropriate use of the Jackson Street landfill and maximise its life.

Goal 2:

To provide convenient and affordable waste services that meet the needs of the community.

OBJECTIVES:

- 2.1 Provide a high-quality, cost-effective and flexible kerbside collection service.
- 2.2 Provide long-term continuity of convenient waste disposal options.
- 2.3 Maintain effective and timely communication to keep the community engaged and informed.

Goal 3:

To minimise negative impacts of waste on the natural and built environments.

OBJECTIVES:

- 3.1 Minimise environmental impacts of Council-controlled landfill.
- 3.2 Introduce a kerbside service to recover food and garden organic waste.
- 3.3 Reduce litter and dumped rubbish in public places.

Strategy timeframe

The timeframe of this strategy is 10 years, with a review after five years.

The action plan will be reviewed on an annual basis to ensure that it remains relevant and appropriate to ensure satisfactory progress against the above objectives. Progress against the action plan will be reported to the Council annually.



STRATEGIC DRIVERS

This strategy is underpinned by our Council values, the Glenorchy Community Goals and specific key Council strategies. These provide the foundation for our activities over the next 10 years to reduce waste.

Glenorchy City Council Strategic Plan and Community Goals

The Council's Strategic Plan 2016-25 identifies five fundamental Council Values:

People:

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

Diversity:

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

Progress:

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

Prosperity:

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

Environment:

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



City of Glenorchy Community Goals

The Plan sets out four community goals, developed in consultation with the community. These goals have guided the review of our Waste Management Strategy and objectives. The City of Glenorchy Community Goals are:

Making Lives Better

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

Open for Business

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

Valuing our Environment

- Create a liveable and desirable City
- Manage our natural environments now and for the future

Leading Our Community

- Govern in the best interests of our communities
- Prioritise resources to achieve our communities' goals
- Build strong relationships to deliver our communities' goals

These goals together support an overarching goal of "Building Image and Pride".

Strategies to achieve community goals

The Council's strategies to realise the community goals that guide this Waste Management Strategy are:

- 1.2.2 Build relationships and networks that create opportunities for our communities.
- 1.3.2 Identify and engage in partnerships that can more effectively deliver defined service levels to our communities.
- 3.1.4 Deliver new and existing services to improve the City's liveability.
- 4.1.2 Manage the City's assets soundly for the long-term benefit of the Community.
- 4.2.1 Deploy the Council's resources effectively to deliver value.
- 4.3.1 Foster productive relationships with other levels of government, other councils and peak bodies to achieve community outcomes.



Glenorchy City Council

Waste Management Strategy

Our Goals

GOAL 1:

To promote the sustainable management of resources

Sustainability means that we live and act in a way that ensures future generations – our children, grandchildren and their children – can enjoy a similar quality of life. Our choices and behaviours ensure they will have sufficient resources for healthy and fulfilling lives, including access to clean and healthy soil, air and water. In short, it means allowing them their share and ensuring they do not carry the costs of our resource usage.

We can ensure quality of life for future generations by using resources carefully, not producing, buying or using resources unnecessarily, and by reusing items and recycling materials. Reducing our consumption of resources conserves them for the future. Reusing and recycling materials allows them to provide extended benefits rather than being buried in the ground after a single use.

Community goals

This waste management goal links to the following community goals:

- Manage our natural environments now and for the future.
- Facilitate and/or deliver services to our communities.
- Identify and support priority growth sectors.
- Build strong relationships to deliver our communities' goals.



Supporting and educating the community in separation, recovery and reuse, and leading by example

It's easy to forget what a difference our day-to-day actions and decisions can make to future generations, particularly our children and grandchildren. Cumulatively, individual actions and decisions do matter and can have a significant impact. Nationwide recycling by individuals and households is a positive example of this, while air pollution in big cities is an example of when many individual actions add up to produce detrimental outcomes.

We live in a society increasingly crunched for time and often it's just easier to take shortcuts. The Council can help both businesses and households by providing support and education to increase awareness, encourage smart purchasing decisions and improve resource recovery and recycling.

Some waste issues are outside the Council's direct influence. For instance, the Tasmanian and Australian governments have responsibility for some important areas which nonetheless affect our present and future community. In such situations, the Council can advocate for the needs of our community and promote its interests.

The Council will not ask the community to do what it does not do itself. The Council is committed to ongoing improvement of its waste management practices and to demonstrating best practice in waste management.

The Council will:

- continue to provide education to schools and community groups about the importance of waste reduction and how they can improve waste management
- extend waste education activities to specifically target sporting clubs and households
- commence a targeted education campaign to the commercial/industrial sector
- promote local re-use and recycling businesses or initiatives to the wider community
- engage with businesses, identify their barriers to waste separation and support them to develop sustainable waste solutions
- advocate for the interests of the Glenorchy community to the Tasmanian and Australian governments
- develop and implement an internal sustainable purchasing policy
- improve separation and recycling of Council works waste.

Collaborating with others regionally and nationally to improve effectiveness and sustainability

Working with others can help us achieve our objectives more efficiently and save time and money. By pooling resources, we can develop better long-term solutions. Collaboration enables us to share knowledge and develop consistent approaches across municipalities.

Pooling resources can create options for managing waste that are not possible for one municipality alone. This will be important for Glenorchy as the Jackson Street landfill reaches its capacity. Once the landfill is full, the service will be discontinued in Glenorchy. In the long term, the most effective solution for disposal of Glenorchy's waste will require collaborative arrangements involving regional facilities.

The Council participates in national initiatives and campaigns, including Keep Australia Beautiful, Garage Sale Trail, soft plastics recycling, and national schemes such as e-waste recycling. These not only provide efficiencies through access to shared resources and ideas, but also remind us that many people and organisations around Australia are all working to reduce waste.

The Council will:

- explore opportunities for enhanced regional collaboration on an ongoing basis, including participating in joint long-term waste management operations
- continue to participate in national waste reduction initiatives.

Ensuring the appropriate use of the Jackson Street landfill and maximising its life

If the landfill continues to fill at the current rate, it will be completely full within the next two years. The Council believes the landfill is filling faster than it needs to, as much of the material disposed of (at the landfill) doesn't need to go there.

Re-usable or recyclable materials are often mixed in with other wastes. The Council actively removes some materials from landfill, such as metal and tyres, but better separation of different wastes before they get to landfill will make a significant difference to how quickly the site is filled.

Conversely, contamination of kerbside recycling with other wastes means recycling is sometimes disposed of as general waste.

Another contributing issue is the daily cover material the Council is required to use as part of landfill operations. Cleanfill is the conventional material used, but this takes up a lot of valuable space. Alternative technologies may now provide sufficient cover while taking up less space.

The Council is developing a suite of projects and responses that it believes will extend the life of the landfill by an additional 10 years or more.

The Council will:

- review landfill operations and investigate new technologies to reduce the volume of cover material used
- extend the landfill area by utilising an existing quarry void
- increase diversion of materials that do not need to be buried by increasing awareness of the value of landfill space and incentivising better separation of waste, and continue materials recovery
- monitor and respond to contaminated recycling.



GOAL 2:

To provide convenient and affordable waste services that meet the needs of the community

The Council considers waste management a core service for Glenorchy residents. This includes the ongoing provision of kerbside collections for standard household waste and a facility for disposal of other wastes. With the anticipated closure of the Jackson Street landfill in the short to medium term, it is important we have a long-term plan for a facility that provides ongoing convenient and affordable waste disposal services.

This does not diminish the Council's commitment to reducing waste. In fact, the Council has used a number of mechanisms to incentivise better separation and disposal practices and will continue to do so.

A key component of our service is ensuring that up-to-date information is available and that we maintain open, two-way communication with the community.

Community goals

This waste management goal links to the following community goals:

- Facilitate and/or deliver services to our communities.
- Create a liveable and desirable City.
- Know our communities and what they value.

Providing a high-quality, cost-effective and flexible kerbside collection service

The Council provides a kerbside garbage and recycling collection service to all residences and some participating commercial properties – over 42,000 bins in total. Around 8,000 tonnes of garbage and 4,000 tonnes of recyclables are collected from Glenorchy kerbsides annually.

The kerbside collection provides a convenient method of disposal for regular residential waste. At the same time, it is essential that household waste is sorted properly to reduce pressure on the landfill and conserve resources. The Council led the way in introducing a fortnightly collection service, which is increasingly being adopted by other councils in Australia.

The standard 140L garbage bin collected fortnightly is more than adequate for the large majority of households in Glenorchy who are “good sorters”. In special circumstances, larger bins may be desired. The Council will develop criteria to assess requests for upgrades for an additional fee. This will ensure an affordable standard option is available to all households that encourage proper sorting of waste, while providing some flexibility on a user pays basis in justifiable circumstances.

The Council will:

- continue to deliver a fortnightly service
- develop criteria and procedures to assess requests for bin size upgrades.

Providing long-term continuity of waste disposal options

Once the current landfill has reached capacity, no new landfill will be provided within the municipality. However, the Council is committed to providing an ongoing convenient disposal facility for Glenorchy households and small businesses with no break in services. The Council is investigating options for long term solutions, including the provision of a transfer station to provide a convenient drop-off facility. The Council will assure itself that any long-term solution is sustainable even if wastes are transferred outside of Glenorchy and will continue to incentivise waste reduction and separation.

Accurate and reliable information is important to ensure sound decision-making and long-term planning. This means having both the right information and appropriate systems to manage it efficiently. We also need to ensure that our information is presented in a format that is consistent with regional and national reporting to provide a wider benefit.

The Council will:

- investigate options for development of a transfer station within the municipality for convenient waste disposal.
- join a regional authority for collaborative waste management arrangements.
- undertake regular monitoring and/or audits of the various waste streams.
- review Council's data systems to ensure efficiency, reliability and consistency.

Maintaining effective and timely communication to keep the community engaged and informed

Communication is a two-way street. Our community needs up-to-date information about our services and fees and any changes that are on the way. Accordingly, the Council needs to hear from the community about its priorities and values to ensure decision making and planning reflect community preferences. We also continue to seek community concerns or feedback in regards to our services. The Council will continue to provide avenues for feedback in accordance with the Council's Customer Service Charter.

The Council will:

- ensure the community is kept up-to-date with our services and charges
- ensure the community receives clear information on how to separate, divert and dispose of materials
- consult the community on significant changes to Council services.

GOAL 3:

To minimise negative impacts of waste on the natural and built environments

The quality of our natural and built environments has a significant impact on the community's image and sense of pride.

Environments where waste is disposed of properly are attractive, healthy and safe. Poor waste management or disposal practices can lead to unpleasant and sometimes dangerous conditions, from making our streets and waterways look messy to posing significant health or safety risks to humans and wildlife. Waste products can pollute the environment, sometimes for many years or decades to come.

All of us have a responsibility to reduce wastes and dispose of them carefully. The Council plays a very active role by:

- managing its facilities to a high standard and preventing escape of pollutants, particularly from the Glenorchy landfills
- providing public litter and recycling bins, and providing bins at some community events
- sweeping streets daily to keep them clean and tidy
- encouraging reporting of and investigating dumped rubbish, and removing rubbish promptly.

Community goals

This waste management goal links to the following community goals:

- Create a liveable and desirable City.
- Manage our natural environments now and for the future.

Minimising environmental impacts of Council-controlled landfill

Because of the types of wastes disposed of to landfill, there is potential for greenhouse gases to escape into the air or for pollutants to leach into groundwater or waterways – even after the landfill is closed. The Council monitors both the current Jackson Street landfill and the Chapel Street landfill (which has been closed for around 30 years) to ensure emissions and leachates meet applicable environmental standards. Monitoring is conducted by an independent party and results are reported to the Environmental Protection Agency (EPA).

The Jackson Street landfill permit granted by the EPA includes conditions to ensure a high level of environmental management is maintained. Permits provide confidence that landfills are properly prepared and managed through all stages of their life and beyond, and don't have negative impacts on the nearby community or the wider environment. This includes proper preparation of new areas, rehabilitation once the landfill is full and ongoing monitoring during and after operations.

The Council will:

- manage its landfills to meet applicable environmental standards and legislation
- ensure regular independent monitoring of gas emissions from both open and closed landfills
- ensure regular independent monitoring of leachates into groundwater and surface water
- continue to partner with others to extract landfill gas for conversion to energy.

Introduction of a kerbside service to recover food and garden organic waste

Almost half of the waste placed in kerbside bins comes from food and garden organics (FOGO). FOGO in landfills can produce unhealthy or unpleasant leachates, gases or odours and can encourage pest animals. It takes up valuable space which is needed for other things and is a waste of a useful resource – if disposed of properly, FOGO waste can provide a substantial amount of compost for gardening and agriculture for the community.

The Council has consulted the community on the option to introduce a new kerbside collection for FOGO waste, and the responses indicate a very high level of support within the community for this initiative.

The Council will:

- introduce a new kerbside collection for FOGO
- arrange for processing of collected FOGO into compost for re-use.

Reducing litter and dumped rubbish in public places

The Council provides over 500 rubbish and recycling bin stations in main streets, parks, sportsgrounds, bus stops and shopping malls around Glenorchy, including 60L pole mounted bins and, in busy areas, larger 140L bins. The Council also undertakes daily street sweeping activities to remove litter as well as natural detritus.

Not all members of the community dispose of their wastes responsibly or understand why they should. Dumped rubbish can create health and safety risks to the public, attract pests and pollute waterways, sometimes lingering in the environment for many years. The presence of rubbish in public areas can also lead to further rubbish dumping, as others begin to accept this as normal behaviour.

The Council works with Corrective Services Tasmania on litter removal activities. We also organise and participate in litter removal projects for volunteers. Prompt removal of rubbish and reporting by members of the public are key to managing the issue and keeping our city clean, safe and inviting. Targeted education and assistance for those who have difficulty knowing how to deal with their unwanted items can improve waste disposal practices and help reduce rubbish dumping.

The Council will:

- continue work with other agencies to prevent dumping and remove litter
- develop a targeted program to identify, educate and assist households having difficulty managing their waste
- encourage reporting and remove rubbish in a timely manner
- ensure adequate waste management arrangements for events on public land.



Glenorchy City Council

Waste Management Strategy

Action Plan

This action plan sets out how the Council will implement the Waste Management Strategy. The plan will be revised annually to ensure we stay on track towards our goals.

Action		Relevant objective/s	Target	Responsibility
1	Document and implement a targeted education campaign plan to improve resource conservation, recovery and waste separation, including engaging with businesses to identify and minimise barriers and providing education and assistance to households and sporting clubs.	1.1	- Campaign plan documented and implementation commenced by June 2019. - All primary students receive waste education by Grade 6. - Educational material provided to the wider community at least every two months.	Waste Services
2	Provide clear and up-to-date information to the community on how to separate, divert and dispose of materials.	2.3	Information on how to separate, divert and dispose of materials is provided or readily accessible to all members of the community.	Waste Services
3	Review pricing, types and volumes of waste accepted for disposal at landfill to incentivise separation.	1.3	- Develop a plan to divert mattresses from landfill by December 2020. - Implement plan by June 2021.	Waste Services
4	Undertake ongoing monitoring and enforcement of correct separation of recyclables.	1.3	Contamination of recyclables <10% each year.	Waste Services
5	Promote reuse/recycling businesses in the area.	1.1	- Information on local reuse/recycling businesses readily accessible to the community, and updated on a 6 monthly basis. - New agreement between the Recovery Centre and Council in place by December 2020.	Waste Services
6	Separate all waste from Council works and make available for re-use where practicable.	1.1, 1.3	All works construction waste separated.	Works
7	Adopt and adhere to the revised code of tenders and contracts.	1.1	Council to approve a revised code of tenders and contracts by August 2020 which contains requirements for Council buyers to consider ecological risks and issues when planning major procurements. (continued)	Corporate Services

Action		Relevant objective/s	Target	Responsibility
7	Adopt and adhere to the revised code of tenders and contracts. (Continued)	1.1	- Consider opportunities for sustainable purchasing including the review of the asphalt supply contract. - Capital works and maintenance contracts to ensure that specifications include proper definition of environmental management practices and processes and identify the applicable environmental aspects and impacts.	Corporate Services
8	Maintain a comprehensive recycling program in Council buildings.	1.1	- Recycling receptacles placed in Council chambers building and Works Depot. - All Council staff regularly provided with up to date information on how to recycle.	Waste Services
9	Actively participate in regional groups, including joint advocacy on important waste topics.	1.2	Attendance at all regional meetings.	Waste Services
10	Participate in national waste reduction initiatives as appropriate opportunities arise.	1.2	Participate in at least five national initiatives each year.	Waste Services
11	Extend the current landfill area to provide additional capacity.	1.3	Construction substantially completed by 30 June 2021.	Waste Services
12	Finalise and implement updated plan to optimise landfill management, including ensuring most effective use of void space.	1.3	- Finalise and implement plan by July 2021. - Landfill life extended to at least 2030.	Waste Services
13	Manage landfills to meet applicable environmental standards and legislation, including preparation of new areas and rehabilitation of closed areas.	3.1	No EPA breaches identified in any year.	Waste Services
14	Ensure independent monitoring of open and closed landfills for leachates and gas emissions and reporting of results to EPA on a regular basis.	3.1	Report at least 6 monthly.	Waste Services

Action		Relevant objective/s	Target	Responsibility
15	Support the capture of landfill emissions and reuse for energy production.	3.1	Agreement in place to ensure capture of landfill gas to at least 2030.	Waste Services
16	Provide a fortnightly collection of all kerbside garbage, FOGO and recycling bins.	2.1	Maximise diversion of waste from landfill. Increase percentage of recycling and FOGO and reduce general waste.	Waste Services
17	Provide a mechanism for supplying 240L garbage bins where requests meet relevant criteria.	2.1	- Waste Services Policy reviewed by December 2019, including development of criteria for assessing bin requests. - All requests for 240L bins assessed and actioned appropriately within seven days of request.	Waste Services
18	Investigate options for participating in joint, long-term waste management operations.	2.2	- Plan for implementation of preferred option completed by June 2022. - Agreement in place with relevant parties for development of transfer station in the municipality by December 2020.	Waste Services
19	Continue to audit kerbside bins to ensure up-to-date information for planning and decision making.	2.2	- Audit completed at least 2 yearly. - Results reported within six weeks of completion of audit.	Waste Services
20	Undertake a review of Council's data systems.	2.2	Review completed and improvement plan implemented by June 2020.	Waste Services
21	Ensure up-to-date information on services, charges and kerbside collection dates is available and readily accessible to the community.	2.3	- Up-to-date information on services and charges is readily available at all times. - Changes to services or charges are publicised prior to coming into effect. - Dates for all kerbside collections are provided or readily accessible to all users of the service.	Waste Services

Action		Relevant objective/s	Target	Responsibility
22	Continue to work with other agencies to reduce and remove litter and dumped rubbish as practicable.	3.3	Provide support for Correction Services to undertake litter removal at agreed locations on a weekly basis.	Works
23	Ensure dumped rubbish is removed from public land promptly.	3.3	- Reporting hotline publicised at least annually and readily accessible at all times. 95% of dumped rubbish reported within timeframes set out in the relevant Roads and Parks/Reserves service manuals.	Waste Services/ Works
24	Review proposals for events on public land to ensure adequacy of waste management arrangements.	3.3	All proposals reviewed by Waste Services prior to approval.	Waste Services/ Property Services
25	Ensure adequate waste management arrangements are required as part of sporting club leases of council land or facilities.	1.1, 3.3	All new/renewed sports club leases require provision of waste recycling facilities.	Waste Services/ Property Services
26	Ensure the Council is updated on progress against these actions regularly.		Progress report provided to the Council on an annual basis.	Waste Services



Glenorchy City Council

Waste Management Strategy

Context

What's the problem with waste?

Waste creates several significant problems:

- If not managed properly waste creates pollution, contaminating air, soil or water. Some waste materials persist in the environment for decades or even centuries. Plastics are particularly troublesome. They are often carried to the sea by streams, wind or stormwater drains and slowly break down into smaller and smaller pieces, damaging and quite often killing wildlife. They release toxins as they breakdown, which can accumulate in living organisms.
- Waste depletes potentially valuable resources which may be needed in the future. This includes not only the materials that make up a discarded product but also the energy required to make it in the first place. Waste, by definition, means we are not using a resource to obtain the most benefit from it.
- Waste can create health and safety risks – for instance, from bacteria or dangerous articles in dumped rubbish (e.g. needles), particles from asbestos or toxins produced by chemical wastes.
- Waste requires costly infrastructure and facilities to manage, which we must all contribute to.
- Waste can be messy, smelly and can attract pests.
- There is just too much of it!

What happens to waste after we throw it out?

Where does your rubbish go after you have responsibly disposed of it? What happens to waste after the Council receives it depends on how well it is sorted.

Kerbside recyclables get recycled either locally or offshore. Some recyclable materials, such as metals, can be sold. Others, such as tyres and oil, are cost-neutral while the Council must pay facilities to accept some recyclable materials, such as glass.

Recycling helps conserve useful resources but can use a lot of energy and produce waste by-products and emissions. Materials can only be recycled a limited number of times as their quality declines. Additionally, recycling is not always cost-effective. Re-using products is cleaner, more efficient and cheaper. Smarter purchasing decisions are better still – choosing items with less packaging and not buying unnecessary items that will soon be thrown away.

Recyclables contaminated with non-recyclable products or placed inside bags get taken to landfill. Kerbside garbage and waste from public litter bins are also taken to landfill.

Most of the waste the Council receives has been deposited directly at Jackson Street Waste Management Centre by the public. If it has been properly sorted, recyclable materials are sent off for recycling, and re-usable materials are diverted to the Tip Shop for resale. Council and Tip Shop staff divert any recoverable materials from unsorted waste as they are able.

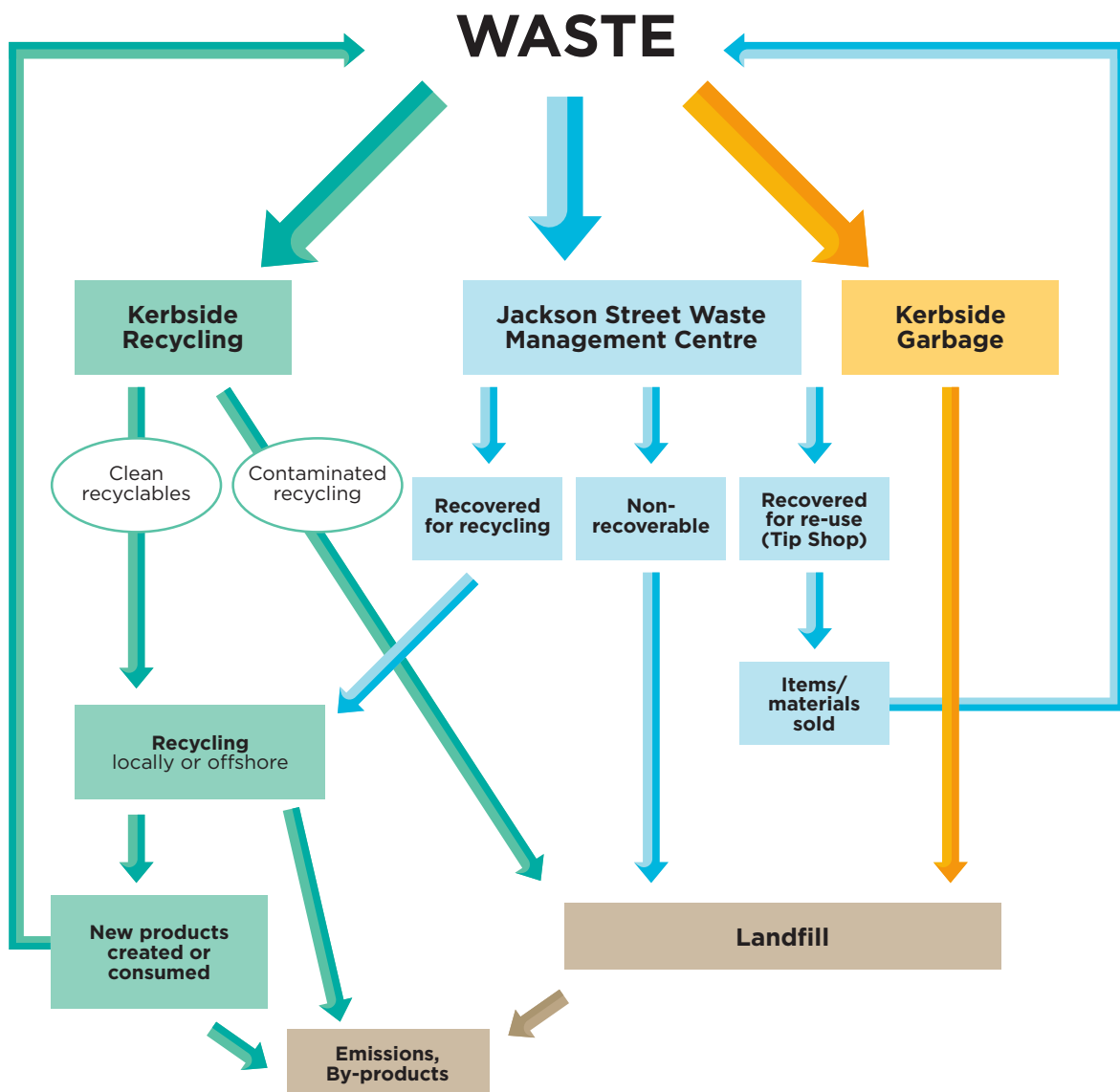
Vegetation is mulched/chipped and can be used for site rehabilitation. Clean fill (soil, rubble, etc.) is used as daily cover, as required by our EPA landfill permit. However, it takes up a lot of valuable space that could be better used for other materials, such as hazardous or special wastes.

Wastes containing organic matter tend to degrade in the landfill and generate leachates and gas emissions. These require resources to monitor and manage, including lining and capping the landfill, collecting gas for energy, measuring emissions and ensuring liquid waste is suitable for entering the sewage system.

The Council collects dumped rubbish and litter, which are taken to the landfill. Waste that is not disposed of properly or cannot be collected generally ends up in the environment, polluting soil or water bodies.

The following diagram summarises what happens to our waste.

Figure 1: What happens to waste from Glenorchy



Legislative and policy response to waste

Waste is both an important and a complicated issue. Both the Australian and State governments have put in place a range of mechanisms to deal with waste. These include:

Australian Government

- National Waste Policy, providing a 10 year direction for management of Australia's waste.
- Product Stewardship Act 2011 – a framework for managing the impacts of product disposal, recognising that those involved in producing, selling, using and disposing of products have a shared responsibility to manage disposal properly.
- The Australian Government also works with others to develop agreements to better manage waste (for instance, the National Packaging Covenant and product stewardship programs and schemes).

Tasmanian Government

- The Tasmanian Waste and Resource Management Strategy (2009) (under review), which provides a framework for developing waste avoidance and reduction programs and resource recovery activities, but does not contain numerical targets.
- *Environmental Management and Pollution Control Act 1994* and associated regulations.
- *Litter Act 2007*.
- The *Land Use Planning and Approvals Act 1993* provides control and regulation over the impact of land use.
- *Public Health Act 1997*.
- The State Policy on *Water Quality Management 1997*, which provides the overarching framework for managing water quality in Tasmania.
- EPA Classification and Management of Contaminated Soil for Disposal (Bulletin 105).
- The EPA Landfill Sustainability Guide – this guide is not legally binding but forms the basis for reviews of permit conditions and assessments of new landfill proposals from the time of its release.

Landfills generally require planning approval and a permit to operate, including conditions and approval of a submitted Environmental Management Plan.

The Council response to waste – our services

Glenorchy City is Tasmania's fourth largest city. It is home to around 47,000 residents and around 2,200 local businesses, both producing a significant quantity of waste. The Council provides the following waste management services to the community:

- Kerbside and recycling collections – kerbside and recycling bins are provided to all residential properties (around 21,500 bins for each waste type).
- Jackson Street Waste Management Centre, providing:
 - landfill disposal facility for household and small business waste, including hazardous household substances (batteries, paint cans, etc.) and some approved controlled wastes
 - free public recycling drop off facility
 - recycling areas for white goods/metals, tyres and greenwaste

- recovery centre (Australia's first tip shop)
- methane extraction to generate electricity and reduce emissions.

Approximately 130,000 tonnes of materials are disposed of at the landfill each year. Around half of this is cleanfill, which is used for cover material. Around 4,000 tonnes of material are recovered or composted. Note that the Waste Management Centre is also used by customers from outside the municipality who are not residents or ratepayers.

- Litter bins – around 500 bins in public places, collecting around 85 tonnes of litter each year.
- Removal of litter, dumped rubbish and dead animals from public land.
- Street sweeping.
- Education and information, including visits and presentations.
- Pollution control – monitoring and management of emissions and leachates from landfill.

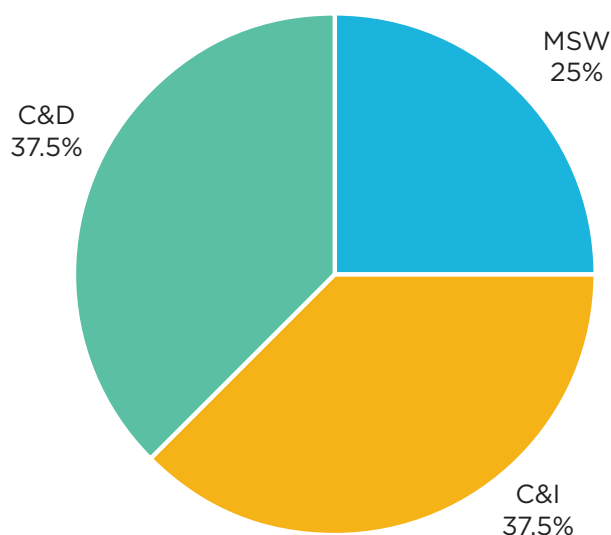
Waste generation, disposal and recovery in Australia

Australians generate around 2.7 tonnes of waste each. This per capita quantity is higher than many other developed economies and the proportion we recycle is a little lower. Although individually we are reducing the waste we produce, the total amount of waste produced Australia-wide is increasing over time.

Core waste generated by waste stream

Waste is largely generated by three key waste streams – municipal solid waste (MSW), commercial and industrial (C&I), and construction and demolition (C&D). Of the waste generated from these three sources ('core waste'), the C&D and C&I sectors contribute the largest portions (in similar quantities).

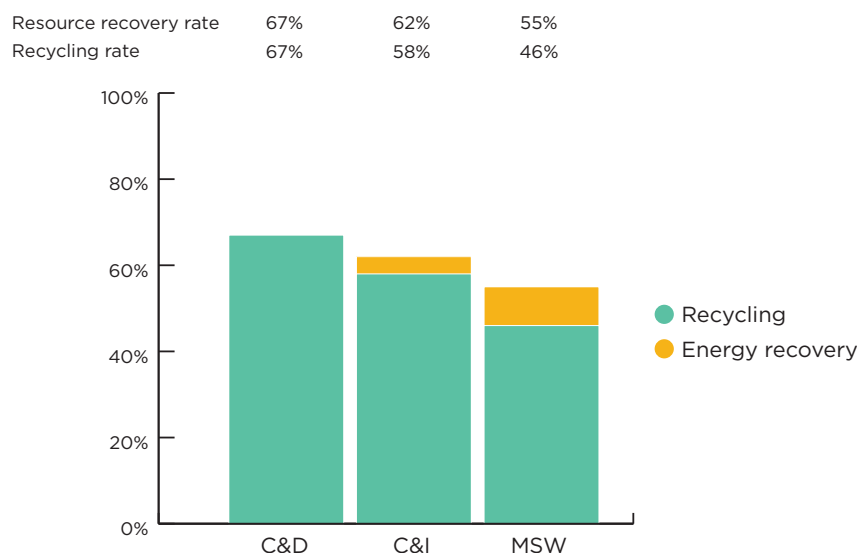
Figure 2: Core waste in Australia by waste stream (Source: National Waste Report 2018)



Resource recovery by waste stream

Over half of core waste generated is recovered by recycling or energy recovery. Recovery from the C&D waste stream is highest. C&D waste tends to contain some high value materials and has a higher potential for recycling. Less than half of MSW is recycled.

Figure 3: Resource recovery and recycling rates of core waste by source stream, Australia 2016-17. (Source: National Waste Report 2018)



Changes in recycling of core waste in Australia – by stream and per capita

There have been some significant changes in volumes of waste generated, recycled and disposed of (i.e. without being made use of). The following table shows changes over an 11-year period (2006-07 to 2016-16) by waste stream. These are shown as total volumes for Australia and as volumes per capita.

Table 1: Changes in volume of core waste generated, recycled and disposed of by waste stream, 2006-07 to 2016-16. (Source: National Waste Report 2018)

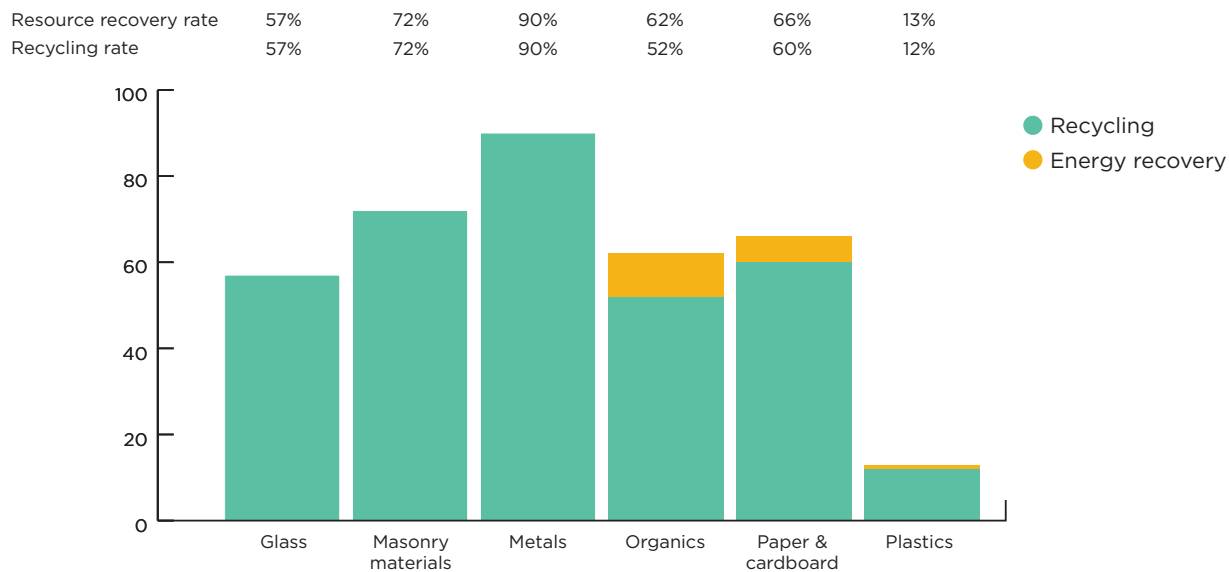
Waste stream	CHANGE IN VOLUME OF WASTE GENERATED		CHANGE IN VOLUME OF WASTE RECYCLED		CHANGE IN VOLUME OF WASTE DISPOSED OF	
	Total annual volume	Per capita	Total annual volume	Per capita	Total annual volume	Per capita
MSW	↑ 7%	↓ -10%	↑ 31%	↑ 11%	↓ -11%	↓ -25%
C & I	↑ 8%	↓ -8%	↑ 17%	↓ -1%	↓ -2%	↓ -17%
C & D	↑ 20%	↑ 2%	↑ 34%	↑ 13%	0%	↓ -15%

Waste recovery by type

Resource recovery includes recycling of materials and recovery of energy (e.g. capture of gas from decomposition for conversion into electricity). Recovery rates vary across resource types. Metals, for instance, have a high value resulting in a recovery rate of 90% compared with plastic, only 13% of which is recovered.

The graph below shows recovery rates for the most common waste types – masonry materials (concrete, bricks and rubble), organics (food, garden organics, timber, agricultural and fisheries waste), glass, metals, paper, cardboard and plastics.

Figure 4: Recycling and energy recovery rates of common waste types in Australia. (Source: National Waste Report 2018)



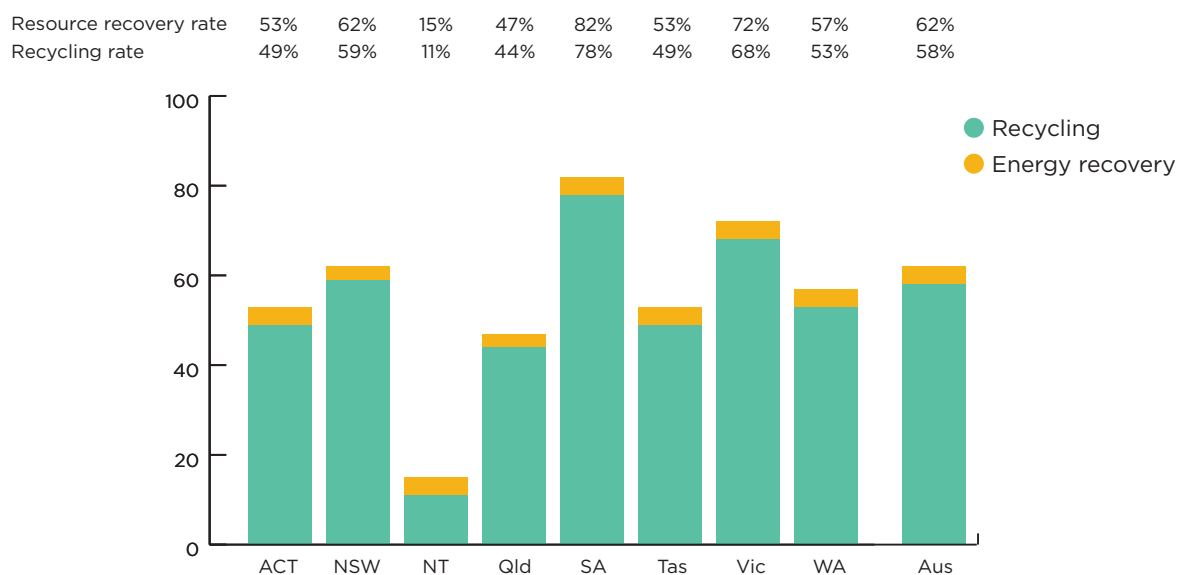
Waste generation, disposal and recovery in Tasmania

There is insufficient up to date and reliable waste data in Tasmania to provide a comprehensive comparison of the state's performance against other Australian states in relation to the generation and recovery of wastes. This section provides a general outline of Tasmania's performance based on the limited data available.

Tasmanian resource recovery rates

The following graph compares the percentage of waste recovered in Tasmania with the other Australian states. Tasmania's recovery rate is 6th highest, equal with ACT.

Figure 5: Estimated resource recovery and recycling rates of core waste by jurisdiction, 2016-17. (Source: National Waste Report 2018)⁴



The following table summarises changes in waste generation, recycling and disposal for all Australian states and territories over the 11 year period 2006-07 to 2016-17.

Table 2: Change in total volume of core waste generated by waste stream. (Source: National Waste Report 2018)

JURISDICTION	CHANGE IN TOTAL ANNUAL VOLUME OF CORE WASTE 2006-07 to 2016-17	CHANGE IN TOTAL ANNUAL VOLUME RECYCLED 2006-07 to 2016-17	CHANGE IN TOTAL ANNUAL VOLUME DISPOSED OF 2006-07 to 2016-17
ACT	↑ 34%	↓ -5%	↑ 164%*
NSW	↑ 14%	↑ 14%	↑ 14%
NT	↓ -34%	↓ -12%	↓ -37%
Qld	↑ 17%	↑ 18%	↑ 21%
SA	↑ 30%	↑ 37%	↓ -1%
Tas	↑ 13%	↑ 58%	↓ -7%
Vic	↑ 13%	↑ 40%	↓ -25%
WA	↓ -11%	↑ 49%	↓ -42%

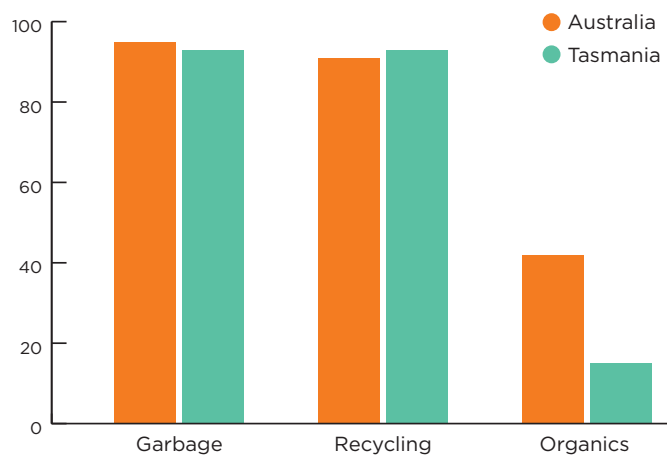
* Note: Disposal of waste rose substantially in ACT in 2016-17 due to large quantities of demolition waste under an asbestos removal program.

From the above graph and table it can be seen that while Tasmania has a low recycling rate compared with other states and territories, it has made the most progress in the percentage of waste now recycled.

Local Government Services

Approximately 93% of Tasmanian households are provided with a garbage bin and recycling bin (similar to most of Australia). However, only 15% of Tasmanian households are provided with some type of organics bin (either a garden waste bin only or a combined food organics and garden organics bin). This compares with 42% of households nationwide and 92% of households in South Australia.

Figure 6: Estimated percentages of households receiving kerbside services – Australia overall and Tasmania. (Source: National Waste Report 2018)



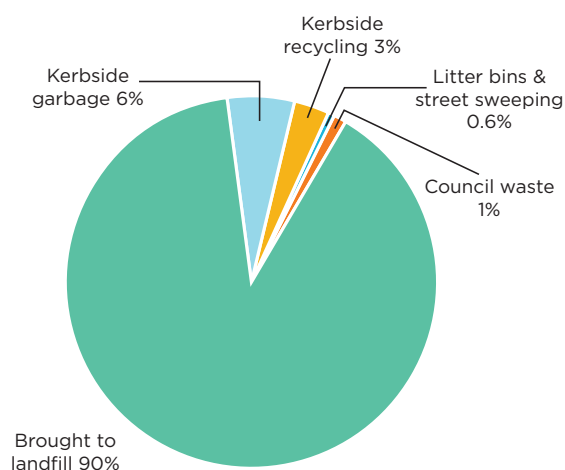
As at July 2018, only 88 out of 537 local governments around Australia provided a FOGO service, including three Tasmanian local governments.

Glenorchy Municipality

Sources of waste

Most of the waste received by the Council is brought directly to the Jackson Street Waste Management Centre by the general public, including residents, ratepayers and businesses of Glenorchy as well as the wider public outside of the municipality. The following graph shows where Glenorchy's waste comes from and the proportions for each.

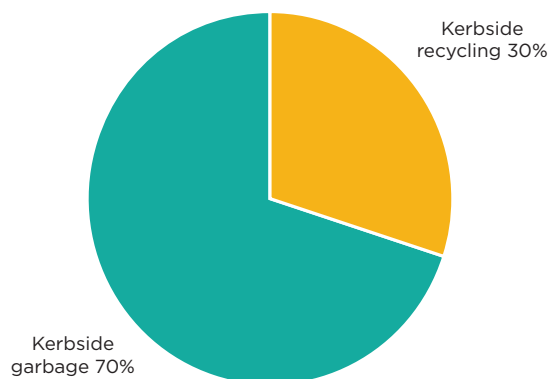
Figure 7: Waste received by the Glenorchy City Council in an average year by source



Kerbside garbage and recycling

Annual tonnages of kerbside garbage and recycling have remained fairly stable over the last five years at around 11,500 tonnes per year. Approximately 70% of this is garbage and 30% is recycling – this has also stayed fairly stable.

Figure 8: Kerbside recycling as a percentage of total kerbside collection, 2017-18

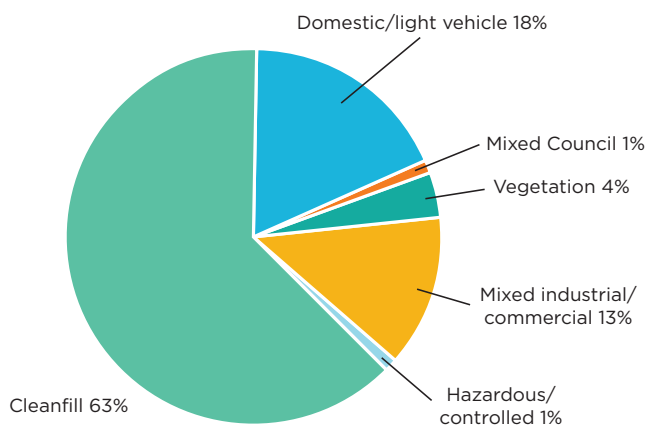


Jackson Street landfill

On average, approximately 130,000 tonnes of waste is disposed of in the Jackson Street landfill each year. This includes the kerbside collection but does not include material received at the tollbooth but diverted for resource recovery (metals, cardboard, glass, etc.).

The following chart shows the composition of this waste.

Figure 9: Composition of non-recovered waste received at Jackson Street landfill in an average year

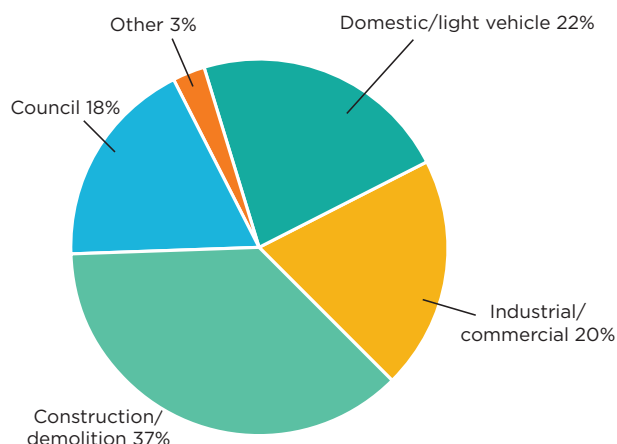


Almost two thirds of the material deposited in the landfill by weight is cleanfill (soil, rubble and similar materials). This is followed by mixed domestic/light vehicle waste (including kerbside garbage and light vehicle/small business waste).

Cleanfill has been used at the landfill for daily cover and has therefore been an essential part of landfill operations. However, cleanfill takes up a substantial amount of landfill space and reducing volumes of this material could extend the life of the landfill significantly.

By sector, the largest quantity of waste by weight comes from construction and demolition.

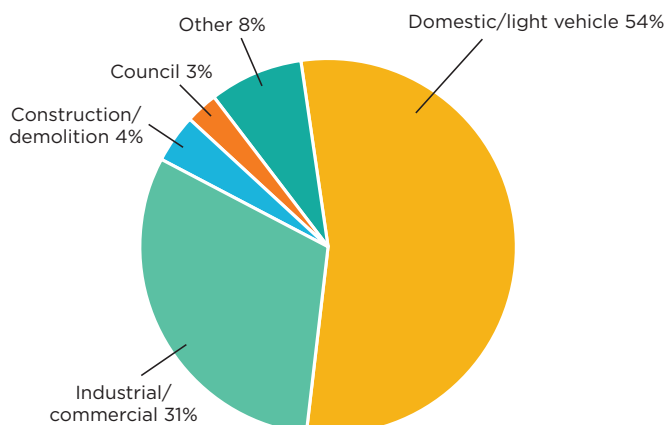
Figure 10: Comparison of tonnages of waste received at Jackson Street landfill by sector



Note that domestic waste includes kerbside garbage and public litter bins.

If cleanfill is excluded, over 50% of waste to landfill is disposed of by domestic and light business users, as shown below.

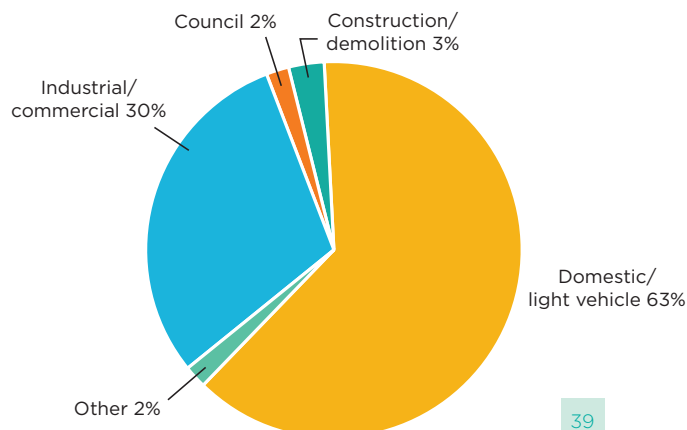
Figure 11: Comparison of average quantities of waste received at Jackson Street landfill by sector, excluding cleanfill



Mixed waste

Mixed waste is all the waste that is received at landfill that has not been separated to remove recyclables. Almost two thirds of this is generated by the domestic/light vehicle sector (including small businesses) and a further 30% from the industrial/commercial sector. Council mixed waste includes rubbish dumped by the general public and collected and disposed of by Council staff, as well as waste from Council activities.

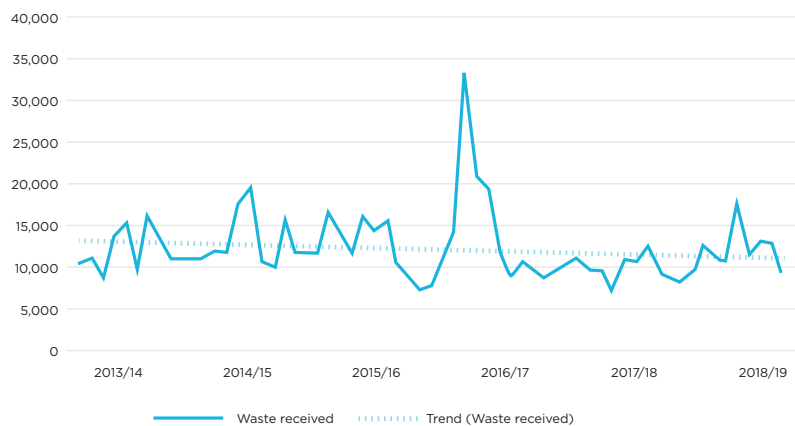
Figure 12: Comparison of mixed waste received at Jackson Street landfill by sector



Five year trends

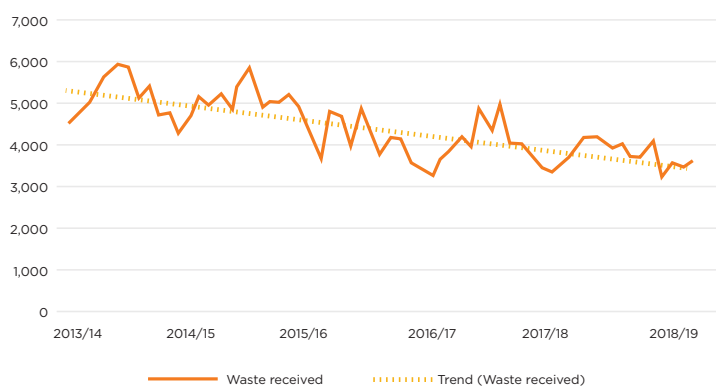
Quantities of waste received at the Jackson Street landfill vary significantly from month to month. However, the overall trend has been a slight reduction in waste received over time.

Figure 13: Tonnes of waste received over 5 years at Jackson Street landfill



Cleanfill disposal is primarily responsible for the degree of fluctuation. Quantities of cleanfill received have increased over the 5 year period. If cleanfill is excluded, the trend towards decreasing amounts of waste received is more apparent.

Figure 14: Tonnes of waste received over 5 years at Jackson Street landfill, excluding cleanfill



These graphs highlight the impact of cleanfill on the total amount of waste received, which is a key consideration in managing landfill space going forward. Future management of this material is also a significant issue for the C&D sector, as cleanfill comprises over 90% of C&D waste. If this material were no longer required for landfill operations, the C&D sector would require some assistance to identify alternative ways to manage this material.

Current risks and challenges

Landfill capacity

The Jackson Street landfill has served the community for over three decades and has almost reached the end of its life. If disposal continues at its current rate, the landfill has less than two year's remaining capacity left. The Council is progressing various options to develop the most appropriate long-term alternative to the landfill, and to ensure adequate transition arrangements are implemented to avoid any break in services to the community.

Waste separation

Proper separation of wastes saves space in the landfill, conserves resources and reduces gas emissions and leachates from the landfill. Over 90% of the mixed waste received by the Council is disposed of by commercial/industrial and residential/small business customers. Increased separation by these sectors would provide significant benefits for the city's waste management.

Areas outside of the Council's control

While waste disposal is seen as a core function of the Council, control of many significant factors affecting sustainable outcomes lies outside of local government (e.g. with State or Australian governments, or other entities).

Waste reduction schemes such as product stewardship (in which those involved in producing and selling products share responsibility with consumers and government for the wastes their products generate) and container deposit schemes could provide significant benefits to the municipality but these require action at state or national levels. In these situations, the Council can advocate on behalf of the community, and collaborate and participate with others as opportunities arise.

Balancing community expectations with waste management imperatives

Our community expects a convenient and cost-effective waste disposal service. It also values the amenity of the urban environment and a healthy natural environment, and understands the need to use resources wisely and to minimise negative effects of waste.

The Council needs to continue to provide convenient, cost effective services but at the same time must incentivise waste separation and promote waste reduction practices across the community. This could include community education to promote responsible purchasing decisions and waste management practices, pricing signals, advocacy and, where feasible, new services and technologies that make it easier for the community to engage in these behaviours.

Rubbish dumping

Dumped rubbish and litter is harmful to our natural and built environment and can create health and safety risks. Illegal dumping may result from a number of causes but these generally boil down to convenience and cost avoidance/profitability.

Short-term solutions are requested from time to time by members of the community. These include free access to the landfill now and then, special kerbside collections of large items or large volumes of waste or other similar services. However these options do not provide a viable long-term solution to illegal disposal of waste and may be counter-productive in view of the necessity for society to reduce waste.

Council has a role to play in educating and assisting the community, encouraging reporting of dumping incidents and collaborating on joint initiatives as well as advocating for broader solutions, such as greater product stewardship.

Opportunities

Council is committed to continuous improvement in its waste management practices and to promoting sustainable waste management within and beyond its community. A key component of this is identifying and taking advantage of opportunities as they present themselves or encouraging and facilitating others to do so. Key opportunities include the following:

- **Collaboration with others**

Sharing of information, ideas and resources can improve effectiveness for all and reduce costs.

- **Data systems and management**

Quality data that is readily available facilitates good decision-making.

- **Adopting new behaviours and attitudes**

The limited life of the Jackson Street landfill is a timely reminder that our current waste practices are not sustainable over the long-term. With the need to develop an alternative long-term solution comes the opportunity to review our practices and the way we value resources, and to increase awareness of the economic, social and environmental costs of dealing with waste.

The Council believes that Glenorchy can be a leader in waste recovery. Changes to the way the community views waste and innovation are keys to greater progress.

- **Supporting and assisting local businesses that provide reuse/recycling services**

Small businesses and non-profit organisations supplying reuse/recycling services in the municipality help reduce waste while providing employment for our people. More jobs are created from recycling than from landfill. The Council can assist these organisations by promoting their activities in the community and connecting them to customers and each other.

- **New technologies**

New technologies can provide significant advances and opportunities in waste management. It is important that the Council continues to keep itself abreast of developments of potential benefit.





ACRONYMS, ABBREVIATIONS AND DEFINITIONS

C&I	Commercial and Industrial. C&I waste is produced by institutions and businesses and includes waste from schools, restaurants, offices, retail and wholesale businesses, and industries including manufacturing.
C&D	Construction and Demolition. C&D waste is produced by building and demolition activities, including road and rail construction and maintenance and excavation of land associated with construction activities (but not waste from Council activities which is classified separately).
Cleanfill	Material that when buried will have no adverse effect on people or the environment. Cleanfill material includes virgin natural materials such as clay, soil and rock, and other inert materials such as concrete or brick that are free of contaminants.
Controlled waste	Waste that poses a threat or risk to public health, safety or to the environment or waste that a jurisdiction regulates as requiring particularly high levels of control (including asbestos).
Core waste	Waste from households, local government activities and the C&I and C&D sectors. It does not include waste from primary production or ash (which is mostly generated by coal-fired power stations).
EPA	Environmental Protection Authority.
FOGO	Food Organics and Garden Organics. (Organic wastes are derived from material that was once living, excluding petroleum-based materials.)
KAB	Keep Australia Beautiful.
Leachate	A liquid that has percolated through and/or been generated by decomposition of waste and that has extracted from it dissolved and/or suspended materials.
Methane	An explosive, odourless and colourless gas produced in a landfill by decomposition of putrescible waste.
MSW	Municipal Solid Waste – waste all produced primarily by households and Council operations, including kerbside and litter bin collections, domestic waste taken directly to landfill.
Product stewardship	The process of taking responsibility for the life cycle impacts, flows and fates of products or materials. This may involve business, governments and consumers sharing responsibility.
Putrescible waste	Waste containing organic matter that is liable to rapid degradation by micro-organisms (putrefaction). Examples are materials containing food, offal and animals.
Recovery/ resource recovery	The extraction of useful materials or energy from solid waste, for instance through reuse, reprocessing, recycling or energy recovery.
Resource recovery rate	The proportion of generated waste that is processed for recycling or used for energy recovery.
Recycling	Converting materials that may otherwise have been disposed of into new materials. In Glenorchy, <i>kerbside recycling</i> relates to paper/cardboard, certain plastics, glass and steel/aluminium.
Recycling rate	The proportion of generated waste that is processed for recycling.

ACRONYMS, ABBREVIATIONS AND DEFINITIONS

Reuse	Using a waste product again for the same or a different purpose without further manufacture, e.g. use of second-hand boxes for packing goods or for storage of household goods. In other words, it repurposes the object itself not the materials it is made of.
Separation	Sorting of waste into common material types or categories for separate collection according to how they can be recovered or disposed of.
STCA	Southern Tasmanian Councils Authority.
SWSA	Southern Waste Strategy Authority.
Transfer station	A depot for the reception and aggregation of waste streams prior to their transportation to another depot or location for further sorting, resource recovery or disposal.
Waste audit	A physical analysis of a facility's waste stream. It can identify quantities and types of waste a facility generates and how much of each category is recovered for recycling or discarded.
Waste Stream	A flow of a specific waste type from generation to disposal.

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GLENORCHY CITY
Where ideas happen

Attachment 2

The 2019/2020 action plan sets out how the Council will implement the Waste Management Strategy. The following plan provides an update on how Council is progressing towards these goals as of June 2023.

	Action	Relevant objective	Target	2023 Progress Update
1	Document and implement a targeted education campaign plan to improve resource conservation, recovery and waste separation, including engaging with businesses to identify and minimise barriers and providing education and assistance to households and sporting clubs.	1.1	- Campaign plan documented and implementation commenced by June 2019. - All primary students receive waste education by Grade 6. - Educational material provided to the wider community at least every two months.	This service is no longer directly provided by Council following the introduction of the statewide waste levy and the State Government's commitment to provide waste education and awareness initiatives on a state-wide and regional basis, via Rethink Waste. The newly developed southern regional authority - Southern Tasmanian Regional Waste Authority (STRWA) – is collaborating on educational programs.
2	Provide clear and up-to-date information to the community on how to separate, divert and dispose of materials.	2.3	Information on how to separate, divert and dispose of materials is provided or readily accessible to all members of the community.	Council continues to provide up to date information on waste separation and recycling through its website, Facebook, Recycle Coach app and the GCC waste calendar.

	Action	Relevant objective	Target	2023 Progress Update
3	Review pricing, types and volumes of commercial and industrial waste accepted for disposal at landfill to incentivise separation.	1.3	Commercial/industrial mixed waste to landfill reduced to 10% of 2018 tonnages by December 2020 and a further 10% by June 2022.	Council continues to review its Landfill Fees & Charges to incentivise separation and reduce the quantity of commercial loads received. Since 2018 Council has reduced commercial mixed quantities by approximately 25% in comparison to 2022 figures. Commercial mixed waste fees were raised substantially for 23/24 (30%) to continue to incentivise better separation of recyclable and reusable materials and to achieve greater diversion, whilst also extending the life of the landfill.
4	Undertake ongoing monitoring and enforcement of correct separation of recyclables.	1.3	Contamination of recyclables <10% each year.	Education and awareness measures as per Action 1. Enforcement undertaken as needed via contamination reports of kerbside collection contractors. Council's recycling drop off area is staffed to ensure proper separation is achieved to minimise waste contamination.
5	Promote reuse/recycling businesses in the area.	1.1	- Information on local reuse/recycling businesses readily accessible to the community and updated on a 6 monthly basis. - New agreement between the Recovery Centre and Council in place by December 2020	Council continues to promote this information through its website. Council recently finalised a new lease agreement and salvaging licence with the recovery shop (Recovery Circular Hub) at Jackson Street Landfill. This allows them to operate from the Waste Management facility and conduct resource recovery activities at the Glenorchy Landfill site.

	Action	Relevant objective	Target	2023 Progress Update
6	Separate all waste from Council works and make available for re-use where practicable.	1.1 1.3	All works construction waste separated.	Waste services and the Works Depot continue to work with staff and contractors on the importance of separation. A number of car parking and access projects have recently been undertaken by Council utilising approximately 3,000 tonnes of reused road profilings/millings from Council works. Separated construction waste such as concrete rubble has been crushed and reused as road base at the landfill.
7	Adopt and adhere to the revised code of tenders and contracts.	1.1	- Council to approve a revised code of tenders and contracts by August 2020 which contains requirements for Council buyers to consider ecological risks and issues when planning major procurements. - Consider opportunities for sustainable purchasing including the review of the asphalt supply contract. - Capital works and maintenance contracts to ensure that specifications include proper definition of environmental management practices and processes and identify the applicable environmental aspects and impacts.	This code has been adopted. Council's Code for Tenders and Contracts 2020-2024 includes provisions that allow for consideration of the impact on the environment and opportunities to achieve environmental benefits including: - reduced carbon emissions; and/or energy conservation; - improved waste management through the purchase of reusable, compostable and recyclable products; and - promoting reduction in the demand for products that have a direct negative impact on the environment, carbon emissions.

	Action	Relevant objective	Target	2023 Progress Update
8	Maintain a comprehensive recycling program in Council buildings.	1.1	- Recycling receptacles placed in Council chambers building and Works Depot. - All Council staff regularly provided with up-to-date information on how to recycle.	Since 2019 Council has expanded the recycling program including FOGO (in addition to recycling) to all Council buildings including Child Care facilities and the MAC. Council has ordered a waste compactor truck as a replacement for the current vehicle that has separated waste and recycling compartments. When this arrives it will further support recycling collection at sporting clubs that council services.
9	Actively participate in regional groups, including joint advocacy on important waste topics.	1.2	Attendance at all regional meetings.	The Mayor (as deputy chief owners representative) & Director I&W attend the new regional waste group STRWA. Council representatives were part of the steering committee that established the STRWA and were also on the tender assessment panel for the southern region 15 year recycling tender.
10	Participate in national waste reduction initiatives as appropriate opportunities arise.	1.2	Participate in at least five national initiatives each year.	Council has participated in local seminars held by NRE. This initiative will now be provided and supported through the newly formed regional group STRWA. Refer also Action 1.
11	Extend the current landfill area to provide additional capacity.	1.3	Construction substantially completed by 30 June 2021	Construction of the new landfill cell was completed and open to the public in October 2022 and has been operating effectively since that time.

	Action	Relevant objective	Target	2023 Progress Update
12	Finalise and implement updated plan to optimise landfill management, including ensuring most effective use of void space.	1.3	- Finalise and implement plan by July 2021. - Landfill life extended to at least 2030.	As per Action 11.
13	Manage landfills to meet applicable environmental standards and legislation, including preparation of new areas and rehabilitation of closed areas.	3.1	No EPA breaches identified in any year.	Council does not have any outstanding EPN compliance issues currently.
14	Ensure independent monitoring of open and closed landfills for leachates and gas emissions and reporting of results to EPA on a regular basis.	3.1	Report at least 6 monthly.	Quarterly and Bi-annual monitoring undertaken by GHD and annual report provided to the EPA.
15	Support the capture of landfill emissions and reuse for energy production.	3.1	Agreement in place to ensure capture of landfill gas to at least 2030.	A new long-term agreement has recently been finalised with LMS for the ongoing capture of gas from the Jackson Street Landfill. This agreement includes the installation of 10 new gas wells and a flare at LMS expense. Glenorchy City Council is also paid a royalty for the gas that is extracted from the landfill that is converted to energy.
16	Provide a fortnightly collection of all kerbside garbage and recycling bins.	2.1	Maximise diversion of waste from landfill. Increase percentage of recycling and FOGO and reduce general waste.	Council continues to provide and manage this service as part of its daily operations undertaken by Veolia. Additional collection services are available by application to Veolia Waste Management.

	Action	Relevant objective	Target	2023 Progress Update
17	Provide a mechanism for supplying 240L garbage bins where requests meet relevant criteria.	2.1	- Waste Services Policy reviewed by December 2019, including development of criteria for assessing bin requests. - All requests for 240L bins assessed and actioned appropriately within seven days of request.	Waste Services Policy is reviewed and updated regularly. Last review was endorsed September 2021, next review is due September 2025. The policy currently provides residents the opportunity to increase the bin size based on number of family members.
18	Investigate options for participating in joint, long-term waste management operations.	2.2	- Plan for implementation of preferred option completed by June 2022. - Agreement in place with relevant parties for development of transfer station in the municipality by December 2020.	This will form part of the works of the regional body and includes joint tendering such as the contract for the processing of commingled recycling. Currently investigating as part of the Waste Strategy review. The recent extension of the landfill (new cell) has pushed the date out this is required by approximately 10 years. Collaborations are underway with the City of Hobart and Southern Waste Solutions.

	Action	Relevant objective	Target	2023 Progress Update
19.1	Implement a FOGO kerbside service.	3.2	• Business case completed by May 2019. • Implementation plan complete by December 2019. • Bins supplied to households and collection service commenced within timeframes specified in the implementation plan. • Agreement for ongoing composting of all Glenorchy FOGO waste entered into prior to the rollout of the bins.	FOGO Kerbside service was introduced in February 2020 to all residents with the Glenorchy municipality, with the exception of rural areas such as Collinsvale. To date Council has diverted over 20,000 tonnes of organic waste from landfill. Research recently undertaken through the Southern Council's Collaboration revealed that between the 3 years 19/20 to 21/22 Council's annual greenhouse gas emissions reduced from 24, 597 to 11,210 tonnes carbon dioxide equivalent. This is a very large 54% reduction in Council's total greenhouse gas emissions, which is almost entirely attributed to Council's introduction of a FOGO service. Noting that composting of FOGO waste generates approximately 90% lower emissions than landfilling even when the landfill has gas collection. Council currently has 98% of eligible households on a FOGO service. Council currently has a 4-year agreement in place with Pure living soils for the processing of all organic material.
19.2	Continue to audit kerbside bins to ensure up-to-date information for planning and decision making.	2.2	• Audit completed at least 2 yearly. • Results reported within six weeks of completion of audit.	Last Audit was undertaken in 2021 and is due to be undertaken in the next financial year 23/24.

	Action	Relevant objective	Target	2023 Progress Update
20	Undertake a review of Council's data systems.	2.2	Review completed and improvement plan implemented by June 2020.	The creation of new data sets has been deferred so that it can be included as part of Project Hudson and will be undertaken as part of the implementation of Open Office.
21	Ensure up-to-date information on services, charges and kerbside collection dates is available and readily accessible to the community.	2.3	- Up-to-date information on services and charges is readily available at all times. - Changes to services or charges are publicised prior to coming into effect. - Dates for all kerbside collections are provided or readily accessible to all users of the service.	This information is readily available on the Council website and the through the waste services guide and changes posted on Council's social media pages. This information is also publicised as part of Council fees and charges.
22	Continue to work with other agencies to reduce and remove litter and dumped rubbish as practicable.	3.3	Provide support for Correction Services to undertake litter removal at agreed locations on a weekly basis.	This is undertaken as part of the Council's Works Program. Correction Services are given specific locations for clean ups such as the Council Forecourt. Council removes waste from parks and reserves as required and partners with Clean up Australia Day events. Council is a partner with the EPA Litter Reporting System.

	Action	Relevant objective	Target	2023 Progress Update
23	Ensure dumped rubbish is removed from public land promptly.	3.3	- Reporting hotline always publicised at least annually and readily accessible. 95% of dumped rubbish reported within timeframes set out in the relevant Roads and Parks/Reserves service manuals.	This is undertaken as part of the Council's Works Program. Council is a partner with the EPA Litter Reporting System. Correction Services are given specific locations for clean ups. Reserves and foreshore clean ups also undertaken through Council's Natural Areas Engagement area (e.g. care groups).
24	Review proposals for events on public land to ensure adequacy of waste management arrangements.	3.3	All proposals reviewed by Waste Services prior to approval.	Waste Services continues to provide advice as part of all event management referrals such as estimated number of bins required and estimated landfill entry costs for volumes of waste generated.
25	Ensure adequate waste management arrangements are required as part of sporting club leases of council land or facilities.	1.1 1.3	All new/renewed sports club leases require provision of waste recycling facilities.	Requirements for the provision of waste recycling being included in new/renewed leases where relevant. Council has also ordered a waste compactor truck as a replacement for the current vehicle that has separated waste and recycling compartments. When this arrives it will further support recycling collection at sporting clubs that council services.
26	Ensure the Council is updated on progress against these actions regularly.		Progress report provided to the Council on an annual basis.	This report provides an update of progress on actions being undertaken or completed.

Attachment 1

Proposed 2023/24 Budget Estimates and Long Term Financial Management Plan

GLENORCHY CITY COUNCIL 2023/24 BUDGET ESTIMATES			
<i>s82 Local Government Act 1993</i>			
	2023 / 2024 Budget \$'000	2022 / 2023 Original Budget \$'000	2022 / 2023 Revised Budget \$'000
Operating Revenue			
Rates	43,138	39,424	39,424
State Fire Commission Contribution	6,521	6,338	6,338
Statutory Charges - Development, Building & Health	1,676	2,203	2,203
User Charges	1,193	1,138	1,138
Waste Charges	9,535	8,844	8,844
TasWater Investment	2,172	2,172	2,172
Grants – State and Other	2,840	2,002	2,002
Grant – Federal Assistance	2,575	2,054	2,054
Interest	1,100	51	51
Childcare	768	524	524
Rental	785	758	758
Other	510	514	514
Total Operating Revenue	72,814	66,022	66,022
Operating Expenses			
Employee Costs	28,594	27,296	27,296
Materials & Services	19,188	15,861	16,984
State Fire Commission Contribution	6,521	6,338	6,338
Depreciation	17,180	15,225	15,225
Amortisation	0	4	4
Lease Amortisation	1,665	1,565	1,565
Finance Charges	238	235	235
Other	729	1,058	1,058
Total Operating Expenses	74,115	67,582	68,705
OPERATING SURPLUS / (DEFICIT)	(1,301)	(1,560)	(2,683)
Non-Operating Income / (Expenses)			
Assets Written Off	(1,920)	(2,564)	(2,564)
Asset Disposal	(418)	(402)	(402)
Total Non-Operating Income / (Expenses)	(2,338)	(2,966)	(2,966)
UNDERLYING SURPLUS / (DEFICIT)	(3,639)	(4,526)	(5,649)
Capital Income / (Expenses)			
Donated and Found Assets	2,500	5,300	5,300
Capital Grants	10,198	7,848	7,848
Total Capital Income	12,698	13,148	13,148
RESULT FROM CONTINUING OPERATIONS	9,059	8,622	7,499

GLENORCHY CITY COUNCIL STATEMENT OF FINANCIAL POSITION	Budget 2023/24 \$'000	Budget 2022/23 \$'000
Asset		
Current assets		
Cash and Cash Equivalents	19,581	15,096
Trade and Other Receivables	1,850	1,850
Inventories	86	86
Other Current Assets	3,387	3,387
Total Current Assets	24,904	20,419
Non-Current Assets		
Property, Infrastructure, Plant and Equipment	781,935	764,071
Investment in Water Corporation	158,717	158,717
Other Non-Current Assets	693	697
Total Non-Current Assets	941,345	923,485
Total Assets	966,249	943,904
Liabilities		
Current Liabilities		
Trade & Other Payables	3,500	3,500
Provisions	4,964	4,964
Borrowings	637	555
Other Current	4,385	4,385
Total Current Liabilities	13,486	13,404
Non-Current Liabilities		
Provisions	3,564	3,564
Borrowings	984	843
Other Non-Current	205	205
Total Non-Current Liabilities	4,753	4,612
Total Liabilities	18,239	18,016
Net Position	948,010	925,888
Equity		
Accumulated Surpluses	560,947	538,825
Reserves	387,063	387,063
Total Equity	948,010	925,888

GLENORCHY CITY COUNCIL LONG TERM FINANCIAL MANAGEMENT PLAN												
	2022 / 2023 Original Budget	2022 / 2023 Revised Budget	2023 / 2024 Budget	2024 / 2025 Year 2 Forecast	2025 / 2026 Year 3 Forecast	2026 / 2027 Year 4 Forecast	2027 / 2028 Year 5 Forecast	2028 / 2029 Year 6 Forecast	2029 / 2030 Year 7 Forecast	2030 / 2031 Year 8 Forecast	2031 / 2032 Year 9 Forecast	2032 / 2033 Year 10 Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Revenue												
Rates	39,424	39,424	43,138	46,028	48,652	50,720	52,875	55,122	57,465	59,907	62,454	65,108
State Fire Commission Contribution	6,338	6,338	6,521	6,847	7,121	7,370	7,628	7,895	8,171	8,457	8,753	9,060
Statutory Charges - Development, Building & Health	2,203	2,203	1,676	1,760	1,830	1,894	1,961	2,029	2,100	2,174	2,250	2,329
User Charges	1,138	1,138	1,193	1,253	1,303	1,349	1,396	1,445	1,495	1,548	1,602	1,658
Waste Charges	8,844	8,844	9,535	10,012	10,412	10,777	11,154	11,544	11,948	12,366	12,799	13,247
TasWater Investment	2,172	2,172	2,172	2,172	2,172	2,172	2,172	2,172	2,172	2,172	2,172	2,172
Grants - Federal Assistance	2,002	2,002	2,840	2,982	3,101	3,210	3,322	3,438	3,559	3,683	3,812	3,946
Grants - State and Other	2,054	2,054	2,575	2,704	2,812	2,910	3,012	3,118	3,227	3,340	3,457	3,578
Interest	51	51	1,100	1,039	978	917	856	856	856	856	856	856
Childcare	524	524	788	806	839	868	898	930	962	996	1,031	1,067
Rental	758	758	785	824	857	887	918	950	984	1,018	1,054	1,091
Other	514	514	510	536	557	576	597	617	639	661	685	709
Total Operating Revenue	66,022	66,022	72,814	76,963	80,634	83,650	86,789	90,117	93,579	97,179	100,924	104,824
Operating Expenses												
Employee Costs	27,296	27,296	28,594	30,324	31,344	32,584	33,861	35,177	36,533	37,929	39,366	40,847
Materials & Services	15,861	16,984	19,188	18,955	19,085	19,327	19,522	20,382	20,624	21,192	22,095	22,379
State Fire Commission Contribution	6,338	6,338	6,521	6,782	6,985	7,160	7,339	7,522	7,710	7,903	8,101	8,303
Depreciation	15,225	15,225	17,180	18,617	18,787	18,878	18,969	19,060	19,151	19,241	19,332	19,423
Amortisation	4	4	0	0	0	0	0	0	0	0	0	0
Lease Amortisation	1,565	1,565	1,665	1,732	1,784	1,828	1,874	1,921	1,969	2,018	2,068	2,120
Finance Charges	235	235	238	62	30	10	1	0	0	0	0	0
Other	1,058	1,058	729	758	781	800	820	841	862	884	906	928
Total Operating Expenses	67,582	68,705	74,115	77,229	78,795	80,588	82,387	84,904	86,849	89,167	91,868	94,002
Operating Surplus / (Deficit)	(1,560)	(2,683)	(1,301)	(266)	1,839	3,062	4,402	5,214	6,730	8,012	9,056	10,822
Non Operating Income / (Expenses)												
Assets Written Off	(2,564)	(2,564)	(1,920)	(1,978)	(2,037)	(2,088)	(2,140)	(2,194)	(2,248)	(2,305)	(2,362)	(2,421)
Asset Disposal	(402)	(402)	(418)	250	250	0	0	0	0	0	0	0
	(2,966)	(2,966)	(2,338)	(1,728)	(1,787)	(2,088)	(2,140)	(2,194)	(2,248)	(2,305)	(2,362)	(2,421)
Underlying Surplus / (Deficit)	(4,526)	(5,649)	(3,659)	(1,994)	52	974	2,262	3,020	4,482	5,708	6,694	8,401
Capital Income / (Expenses)												
Donated / Gifted / Found	5,300	5,300	3,500	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100
Capital Grants	7,848	7,848	9,198	3,778	578	578	578	578	578	578	578	579
	13,148	13,148	12,698	5,878	2,678	2,678	2,678	2,678	2,678	2,678	2,678	2,679
Result from Continuing Operations	8,622	7,499	9,059	3,884	2,730	3,652	4,940	5,698	7,160	8,386	9,372	11,080

Proposed 2023/24 Capital Works Summary

Abbreviation	Program	23/24 AMP	23/24 LTFMP	23/24 Proposed Budget	Funding Gap (AMP / Budget)	Funding Gap (LTFMP / Budget)
	Transport					
RR	Road Resurfacing	\$3,000,000	\$3,000,000	\$2,891,523	-\$108,477	-\$108,477
FR	Footpath Renewal	\$2,500,000	\$2,500,000	\$2,568,693	\$68,693	\$68,693
PR	Pavement Rehabilitation	\$3,455,625	\$3,456,000	\$3,700,000	\$244,375	\$244,000
BSL	Bridge and Street Lighting Renewal	\$150,000	\$150,000	\$150,000	\$0	\$0
PTT	Paths, Tracks and Trails	\$500,000	\$500,000	\$921,509	\$421,509	\$421,509
HP	Heavy Patching	\$350,000	\$350,000	\$150,000	-\$200,000	-\$200,000
RUS	Road User Safety Improvement	\$250,000	\$250,000	\$406,000	\$156,000	\$156,000
	Transport - Total	\$10,205,625	\$10,206,000	\$10,787,725	\$582,100	\$581,725
	Transport - New/Upgrade	\$750,000	\$750,000	\$1,267,919	\$517,919	\$517,919
	Transport - Renewal	\$9,455,625	\$9,456,000	\$9,519,806	\$64,181	\$63,806
	Stormwater					
FMS	Flood Mitigation and System Upgrade	\$680,000	\$680,000	\$1,192,560	\$512,560	\$512,560
SAR	Stormwater Asset Renewal	\$300,000	\$534,000	\$490,000	\$190,000	-\$44,000
SE	Service Extension	\$535,819	\$300,000	\$0	-\$535,819	-\$300,000
	Stormwater - Total	\$1,515,819	\$1,514,000	\$1,682,560	\$166,741	\$168,560
	Stormwater - New/Upgrade	\$980,000	\$980,000	\$672,560	-\$307,440	-\$307,440
	Stormwater - Renewal	\$535,819	\$534,000	\$1,010,000	\$474,181	\$476,000
	Property					
P&R	Parks and Reserves	\$672,906	\$673,000	\$715,000	\$42,094	\$42,000
T&T	Tracks and Trails	\$210,000	\$210,000	\$180,000	-\$30,000	-\$30,000
CBD	Commercial Buildings	\$450,625	\$450,000	\$330,200	-\$120,425	-\$119,800
FSG	Facilities and Sports Grounds	\$400,000	\$400,000	\$550,000	\$150,000	\$150,000
PTR	Public Toilet Replacement	\$550,625	\$500,000	\$500,000	-\$50,625	\$0
	Property - Total	\$2,284,156	\$2,233,000	\$2,275,200	-\$8,956	\$42,200
	Property - New/Upgrade	\$500,000	\$500,000	\$840,000	\$340,000	\$340,000
	Property - Renewal	\$1,784,156	\$1,734,000	\$1,435,200	-\$348,956	-\$298,800
	Major Projects / Grants					
MP	Montrose Foreshore Skatepark	\$0	\$0	\$0	\$0	\$0
MP	Loyd Road Realignment	\$2,400,000	\$2,400,000	\$0	-\$2,400,000	-\$2,400,000
MP	Core Technology Review	\$0	\$2,000,000	\$0	\$0	-\$2,000,000
MP	Gibbins Playspace	\$1,255,000	\$0	\$2,500,000	\$1,245,000	\$2,500,000
MP	Tolosa Park Dam Reintegration Project	\$1,459,075	\$300,000	\$2,995,000	\$1,535,925	\$2,695,000
MP	North Chigwell Soccer Project	\$4,550,000	\$3,200,000	\$4,000,000	-\$550,000	\$800,000
MP	KG V Soccer Project	\$1,300,000	\$0	\$2,500,000	\$1,200,000	\$2,500,000
MP	Benjafield Playground Renewal	\$0	\$0	\$1,000,000	\$1,000,000	\$1,000,000
MP	Playground Renewal - Fed Grant	\$0	\$0	\$1,500,000	\$1,500,000	\$1,500,000
MP	Terry Street Office Relocation	\$0	\$0	\$200,000	\$200,000	\$200,000
MP	KG V Interchange	\$0	\$0	\$145,000	\$145,000	\$145,000
MP	Cadbury Changerooms	\$0	\$0	\$100,000	\$100,000	\$100,000
MP	Multicultural Kitchen	\$0	\$0	\$164,000	\$164,000	\$164,000
MP	Benjafield Childcare Centre Stage 1 - Sleep A	\$0	\$0	\$700,000	\$700,000	\$700,000
MP	Benjafield Childcare Centre Stage 2 - Amenit	\$0	\$0	\$580,000	\$580,000	\$580,000
MP	Municipal Revaluation			\$395,000		
	Major Projects / Grants - Total	\$10,964,075	\$7,900,000	\$16,779,000	\$5,419,925	\$8,484,000
	Major Projects / Grants - New/Upgrade	\$5,164,075	\$5,580,000	\$11,139,000	\$5,974,925	\$5,559,000
	Major Projects / Grants - Renewal	\$5,800,000	\$2,320,000	\$5,640,000	-\$160,000	\$3,320,000
	Fleet and Plant					
P	Plant	\$0	\$431,000	\$275,200	\$275,200	-\$155,800
F	Fleet	\$0	\$493,000	\$585,000	\$585,000	\$92,000
KB	Kerbside Bins	\$0	\$75,000	\$75,000	\$75,000	\$0
	Fleet and Plant - Total	\$0	\$999,000	\$935,200	\$935,200	-\$63,800
	Fleet and Plant - New/Upgrade	\$0	\$45,000	\$45,000	\$45,000	\$0
	Fleet and Plant - Renewal	\$0	\$954,000	\$890,200	\$890,200	-\$63,800
	ICT					
ICTS	Software	\$0	\$20,000	\$20,000	\$20,000	\$0
ISF	Information Security Framework	\$0	\$50,000	\$0	\$0	-\$50,000
ICTH	ICT Equipment - Hardware	\$0	\$266,000	\$207,000	\$207,000	-\$59,000
	ICT - Total	\$0	\$336,000	\$227,000	\$227,000	-\$109,000
	ICT - New/Upgrade	\$0	\$70,000	\$20,000	\$20,000	-\$50,000
	ICT - Renewal	\$0	\$266,000	\$207,000	\$207,000	-\$59,000
	Total	\$24,969,675	\$23,188,000	\$32,686,685	\$7,322,010	\$9,103,685



June 2023

Annual Plan

2023/24
-
2026/27



Image: Glenorchy City Council
Dooley's Avenue, Rosetta

Acknowledgement of Aboriginal People and Country

Glenorchy City Council acknowledges the Muwinina people as the traditional owners of this land. We recognise all Tasmanian Aboriginal people as the original owners and continuing custodians of the land and waters of this island, lutruwita. We pay our respect to Aboriginal Elders, past and present. We commit to working for a City that welcomes and respects all Aboriginal and Torres Strait Islander people.

Image: Kelvin Ball

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Message from the Mayor and General Manager



WE ARE PLEASED TO INTRODUCE COUNCIL'S ANNUAL PLAN 2023/24 - 2026/27.

This is the first Annual Plan of the incoming Council, which was elected under the first local government election with compulsory voting in October 2022.

It is also the first Annual Plan to implement the strategic vision in the Glenorchy City Council Strategic Plan 2023-2032, which was adopted by Council in March 2023.

Council presents the first year of its forward program to the community with a commitment to building facilities and providing services that our community wants.

Delivering infrastructure for a growing municipality amid increasing construction costs is a challenge, but we are committed to investing in the services our community needs and deserves.

This is a Council that wants to get things done for Glenorchy while continuing to be financially responsible and well-run.

We recognise that we are doing this in challenging times. Cost increases which occurred during the COVID-19 pandemic and workforce shortages have made it more expensive to deliver the projects that our community needs and deserves.

Despite this, we believe the Annual Plan presents a realistic program of actions within the available resources.

We understand the pressure households are under, and we want to support them with the very best services Council can provide. We're aiming to balance the demand for services with sustainable rates.

This program is focused on priorities that you in the community told us were important to you through the community budget survey earlier this year and via feedback received at various community engagement opportunities Council provided throughout the year.

These priority actions are:

Improving our parks and playspaces

- Completing a new regional playspace at Giblins Reserve, a new district playspace at Benjafield Park and progressing the upgrade of 10 local playspaces
- Working with TasWater as the lead partner to implement stage one of the Tolosa Park Masterplan to develop it into a major regional recreational destination
- Delivering sport and recreation projects at KGV Football Park and North Chigwell Junior Soccer Hub

A clean and safe city

- Improving the cleanliness of our CBDs by increasing the frequency of cleansing activities including graffiti removal litter pickup, street sweeping and footpath cleaning
- Working in collaboration with government agencies and community organisations to deliver diversional programs that aim to improve youth and community safety, resilience and engagement

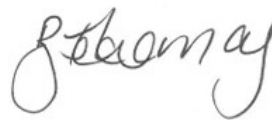
Addressing social issues

- Keeping the community up to date with regular and appropriate communication about Council projects, decisions and operations through social media, website and conventional media
- Actively contributing to housing supply in the municipality through implementation of the actions identified in Council's Statement of Commitment on Housing, with a focus on disposing of land surplus to community needs and appropriately rezoning land for residential purposes
- Implementing the Reflect Reconciliation Action Plan to strengthen relationships with, respect for and opportunities for Aboriginal and Torres Strait Islander people
- Implementing waste minimisation processes with the aim of exceeding environmental standards and extending the life of the landfill
- Exploring options for waste management beyond the landfill's life
- Upgrading Council's core software technology through the effective delivery of Project Hudson to enhance customer and user experience and productivity

Council commits to keeping you up to date on the progress of Annual Plan actions through quarterly annual plan updates, quarterly capital works status reports and monthly financial status reports as well as project specific announcements on social media and through our website.

Strengthening our local economy

- Facilitating the operation of the Glenorchy Jobs Hub to connect local people with local jobs and assist local industry and business to meet current and future workforce needs
- Identifying and progressing amendments required to Glenorchy's planning scheme to facilitate growth, including structure plans for future residential land
- Progressing Glenorchy's economic development through infrastructure support, job creation, city marketing and a proactive regulatory approach



Alderman Bec Thomas

Mayor



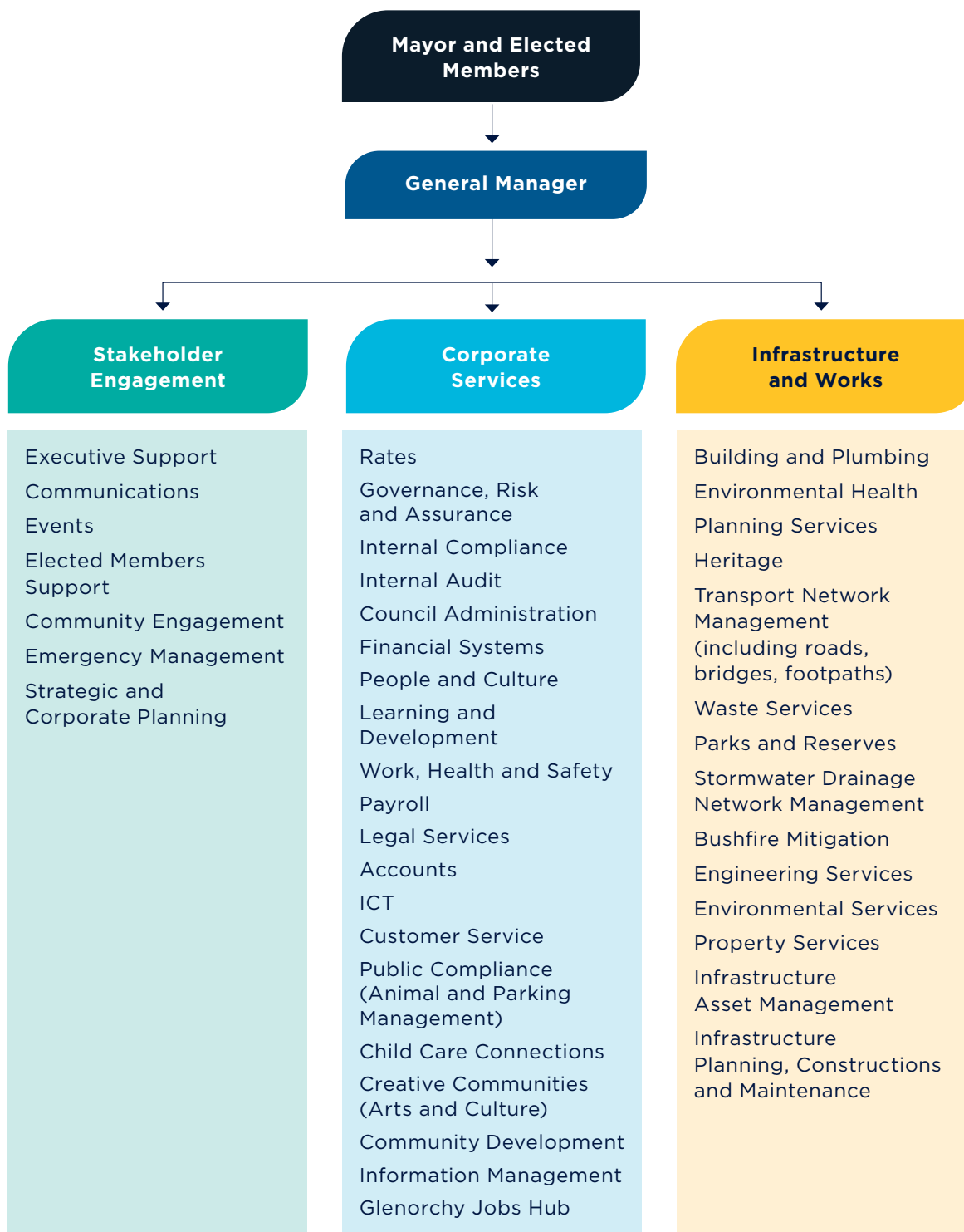
Tony McMullen

General Manager

Investing in our infrastructure

- Managing and maintaining a road network that meets the transport needs of the community by resurfacing up to 12km of roads and replacing 9km of footpaths
- Maintaining and upgrading stormwater infrastructure with a priority on reducing flood risk, including projects at Chandos Drive, Dooleys Ave and Humphrey's Rivulet

Structure



Purpose and Values



Image: Moonah Taste of the World Festival
Glenorchy City Council

Purpose

We are a welcoming Council, representing our community and providing services to make Glenorchy a better place every day.

Council Values

People

We value our diverse and welcoming community. We believe that each person is equal and has a positive contribution to make, with their rights respected and their opinions heard and valued.

Place

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

Opportunity

We value innovation, flexibility and imagination and strive to create social and economic choices and opportunities for all.

Together

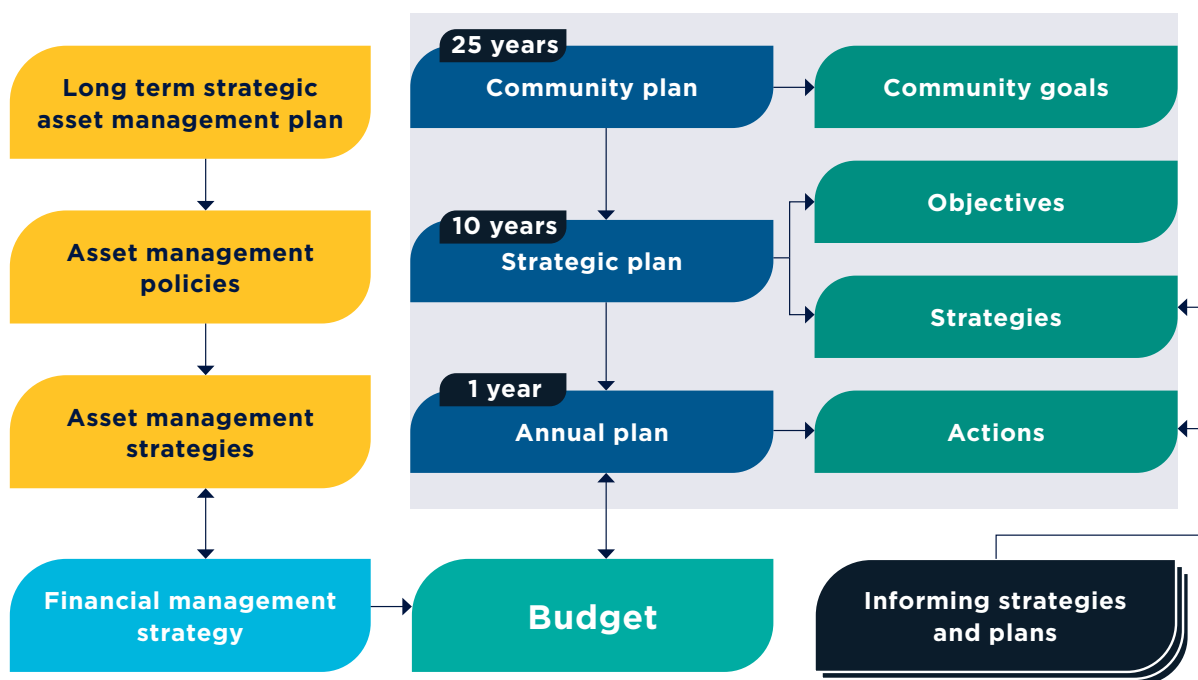
We commit to work as a united Council team to build relationships and partnerships within and outside our community to make a difference in Glenorchy.

Accountable

We are accountable to each other and the Glenorchy community for the difference we make to the life of our City.

Strategic Planning Processes

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



Council's Strategic Planning Processes involve a number of plans – including the Community Plan, the Strategic Plan and the Annual Plan and Budget.

Council uses these plans to help turn the community goals in the Community Plan into action on the ground.

Council's 4 year rolling Annual Plan sets out the actions that Council will take for each of the Strategies in the GCC Strategic Plan.

This is aligned to the annual budget estimates which fund the Annual Plan actions.

Community Goals

The City of Glenorchy Community Plan 2015 - 2040 was adopted by Council on 19 January 2015 after deep consultation with our community.

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

The Community Plan sets out the vision, goals and priorities for the City of Glenorchy over the period to 2040 as told to us by the Glenorchy community.

The community goals that are set out in the Community Plan have been a key input for the Elected Members and Council staff in preparing the Strategic Plan.

The objectives and strategies in the Strategic Plan are aligned to each of the community goals and are aligned with Actions in the Annual Plan.



Making Lives Better

Our community faces a range of social and economic challenges. Council's role is to advocate for, and work with others to, improve the daily lives of people in our City.



Building Image and Pride

Our community values a strong sense of connection and a positive City image and Council strives to promote these.



Open for Business

Council seeks to be a City which is 'easy to do business with' while managing our City's growth responsibly.



Leading Our Community

Council exists to represent the best interests of the people of Glenorchy, working together to manage community resources and further community priorities.



Valuing Our Environment

Our community values the facilities provided in our City to improve its quality of life and protection of our natural environment and special places now and for the future.

Objectives

The following objectives have been developed to deliver on the community goals and guide actions in the Annual Plan.



Making Lives Better

We deliver services to meet our community's needs.

We champion greater opportunities for our community.



Leading Our Community

We are a leader and partner that acts with integrity and upholds our community's best interests.

We responsibly manage our community's resources to deliver what matters most.



Building Image and Pride

We work for a safe and clean City.

We nurture and celebrate our proud and vibrant City with its strong sense of belonging.



Valuing Our Environment

We protect and manage our City's natural environment and special places now and for the future.

We improve the quality of our urban and rural areas as places to live, work and play.



Open for Business

We value our community by delivering positive experiences.

We encourage responsible growth for our City.



Making Lives Better

OBJECTIVE

1.1 We deliver services to meet our community's needs

STRATEGIES

1.1.1 Deliver services to our community at defined levels.

1.1.2 Identify and engage in partnerships that provide services effectively to our community.

OBJECTIVE

1.2 We champion greater opportunities for our community

STRATEGIES

1.2.1 In partnership with others, facilitate and advocate for a welcoming, inclusive, healthy and learning community.

1.2.2 Work with others to improve access to housing and transport choices for our community.

ACTIONS	Lead	Year 1	Year 2	Year 3	Year 4
1.1.1 Review the Moonah Arts Centre Business Plan.	Corporate Services	X			
1.1.2 Provide quality, sustainable, compliant childcare services.	Corporate Services	X	X	X	X
1.1.2.1 Coordinate literacy activities including digital skills, employment services, family literacy and volunteering.	Corporate Services	X	X		
1.2.1.1 Secure future funding for the Multicultural Hub and deliver the first stage of the commercial kitchen development.	Corporate Services	X	X		
1.2.1.2 Deliver grant funded projects that support mental health courses and "Glenorchy on the Go" projects.	Corporate Services	X	X	X	X
1.2.2.1 Actively contribute to housing supply in the City through the actions in Council's Statement of Commitment on Housing.	Corporate Services	X	X	X	X

Priority Actions 2023/24 are bolded above



Image: Moonah Sounds of the World, Glenorchy City Council

OUTCOMES	DELIVERABLES	MEASURES
Services delivered meet community needs	Services delivered by council	Percentage of direct Council operational expenditure on priority community services (Parks, playgrounds, urban services, asset maintenance and community development and welfare programs) Percentage of capital works expenditure actual to budget
	Services delivered with partners	Number of customers receiving services through Council partners
Council advocacy and facilitation on important community issues	Advocacy undertaken	Amount of advocacy undertaken on community priorities - Number of mayoral advocacy letters and deputations - Number of Council submissions on policy and legislation reviews
Work with others to improve access to housing and transport choices for our community	Work on housing and transport choices	Council land released for housing development and social housing projects (number of lots) Number of rezoning amendments prepared to increase capacity for housing Number of new residential lots created Number of dwelling completions. Status of the Northern Suburbs Transit Corridor project



Building Image and Pride

OBJECTIVE

2.1 We work for a safe and clean city

STRATEGIES

- 2.1.1 Work proactively with other governments, service providers and the community to improve public safety in our City.
- 2.1.2 Maintain our roads, footpaths, trails, parks, playgrounds, open spaces, stormwater and building assets so they are functional, safe, and clean.

OBJECTIVE

2.2 We nurture and celebrate our proud and vibrant City with its strong sense of belonging

STRATEGIES

- 2.2.1 Encourage creative expression and participation in our community.
- 2.2.2 Welcome diversity and inclusion in our community, creating connections that enable a sense of belonging and acceptance.
- 2.2.3 Deliver or facilitate events to strengthen our community's sense of pride and belonging.

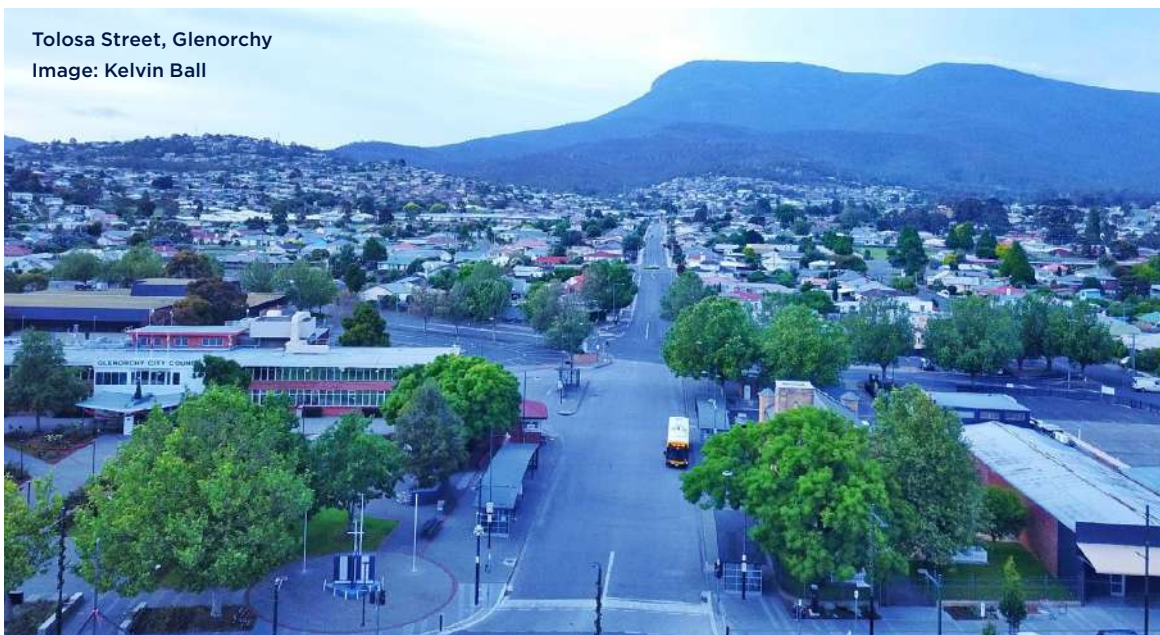


Image: Cairnduff Reserve
Playspace, Glenorchy

ACTIONS	Lead	Year 1	Year 2	Year 3	Year 4
2.1.1.1 Work in collaboration with government agencies and community organisations to deliver diversional programs that aim to improve youth and community safety, resilience, and engagement.	Corporate Services	X	X		
2.1.2.1 Improve the cleanliness of our CBDs by increasing the frequency of cleaning activities including graffiti removal, litter pick up, street sweeping and footpath cleaning.	Infrastructure & Works	X	X	X	X
2.1.2.2 Maintain the City's infrastructure within defined service levels so that it is in good condition for our community.					
2.2.1.1 Plan, promote and present an annual program of arts and cultural exhibitions, workshops, concerts, and events.	Corporate Services	X	X	X	X
2.2.2.1 Deliver events such as International Day for People with a Disability, Disability Awareness workshops, LGBTQI+ safety and easy English training.	Corporate Services	X	X	X	X
2.2.2.2 Implement the Reflect Reconciliation Action Plan to strengthen relationships with respect for and opportunities for Aboriginal and Torres Strait Islander peoples.	Corporate Services	X	X		
2.2.3.1 Plan and support the delivery of Civic events and awards programs.	Stakeholder Engagement	X	X	X	X
2.2.3.2 Deliver, partner and support community and cultural development through programs and events.	Corporate Services	X	X	X	X

Priority Actions 2023/24 are bolded above

Tolosa Street, Glenorchy
Image: Kelvin Ball



OUTCOMES	DELIVERABLES	MEASURES
A safe and clean City	Improved public safety	Person hours of security patrolling as engaged by Council Number and type of PCYC contacts Number of meetings with Glenorchy Police Inspector with Mayor/GM
	Community infrastructure is functional, safe and clean	Number of completed maintenance activities (service requests) for different asset classes: • Roads • Parks and Recreation • Footpaths • Stormwater • Building Frequency of principal activity centre cleaning activities and municipal street sweeping
A proud City with increased sense of belonging	Creative expression in our community	Visitation at the Moonah Arts Centre and attendance at other Council-run Arts events
	A welcoming and connected community	Visitation at the Multicultural Hub Overall estimated attendance at civic events (Citizenship Ceremonies, ANZAC Day Memorial, Community and Volunteer Awards) Overall estimated attendance at, International Day for People with Disability Number of Reflect Reconciliation Action Plan actions implemented



Open for Business

OBJECTIVE

3.1 We value our community by delivering positive experiences

STRATEGIES

- 3.1.1 Build and maintain relationships with government and the private sector that creates job opportunities and help our City to prosper.
- 3.1.2 Work constructively with the development sector and the community to enable acceptable development opportunities.
- 3.1.3 Provide a high standard of customer service and continuous improvement by investing in our people, systems, and processes.

OBJECTIVE

3.2 We encourage responsible growth for our City

STRATEGIES

- 3.2.1 Maintain a progressive approach that encourages investment and jobs.
- 3.2.2 Plan for the orderly future growth of our City, with particular focus on structure planning for the Northern Suburbs Transit Corridor and at Granton.

Image: Kelvin Ball



ACTIONS	Lead	Year 1	Year 2	Year 3	Year 4
3.1.1.1 Progress Glenorchy's economic development through infrastructure support, job creation, city marketing, and a proactive regulatory approach.	General Manager	X	X		
3.1.2.1 Assess planning permit applications against the Planning Scheme as required, working constructively with parties through the process.	Infrastructure & Works	X	X	X	X
3.1.2.2 Assess building and plumbing applications against the National Construction Code, working constructively with parties through the process.	Infrastructure & Works	X	X	X	X
3.1.3.1 Review the Customer Service Charter to ensure customer service levels are appropriate and able to meet expectations.	Corporate Services	X			
3.1.3.2 Update Council's forms and develop a Council wide calendar of activities under the Customer Service Strategy.	Corporate Services	X			
3.1.3.3 Provide a high standard of customer service by meeting or exceeding other service levels in our Customer Service Charter.	Corporate Services	X	X	X	X
3.2.1.1 Facilitate the operation of the Glenorchy Jobs Hub to connect local people with local jobs and assist local industry and business to meet current and future workforce needs.	Corporate Services	X	X	X	
3.2.2.1 Identify and progress amendments required to Glenorchy's planning scheme to facilitate growth including structure plans of future residential land.	Infrastructure & Works	X	X	X	X
3.2.2.2 Review the Glenorchy Parking Strategy 2017-2027 to include the development of parking plans and a cash-in-lieu of car parking policy.	Infrastructure & Works	X	X	X	X

Priority Actions 2023/24 are bolded above

OUTCOMES	DELIVERABLES	MEASURES
Positive relationships and Interactions	- Connection to local business and industry - High standard of customer service	- Number and types of engagement with Glenorchy businesses - Council Customer Service Satisfaction Rating (> 75%) - Number of breaches or formal complaints received
Well-managed growth encouraged	- Investment and job creation - Future growth planned for	- Number of job placements through the Glenorchy Jobs Hub by type (casual, permanent etc.) - Status of structure plans for northern suburbs growth areas - Number of actions delivered from the Glenorchy Parking Strategy



Leading Our Community

OBJECTIVE

4.1 We are a leader and partner that acts with integrity and upholds our community's best interests

STRATEGIES

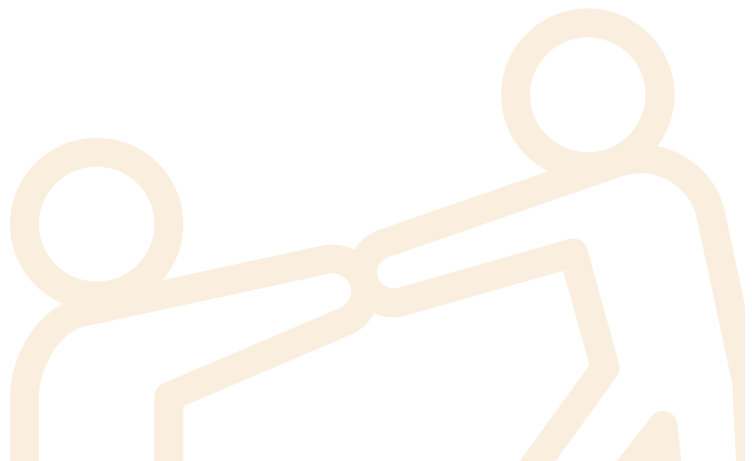
- 4.1.1 Listen to our community to understand their needs and priorities.
- 4.1.2 Communicate effectively with our community and stakeholders about what Council is doing.
- 4.1.3 Champion and work together to address our community's needs and priorities.
- 4.1.4 Make informed decisions that are open and transparent and in the best interests of our community.
- 4.1.5 Build and maintain productive relationships with all levels of government, other councils, and peak bodies to achieve community outcomes.
- 4.1.6 Ensure our City is well planned and prepared to minimise the impact of emergency events and is resilient in responding to and recovering from them.

OBJECTIVE

4.2 We responsibly manage our community's resources to deliver what matters most

STRATEGIES

- 4.2.1 Manage the City's assets responsibly for the long-term benefit and growth of the community.
- 4.2.2 Deploy the Council's resources effectively to deliver value while being financially responsible.
- 4.2.3 Manage compliance and risk in Council and the community through effective systems and processes.
- 4.2.4 Be a healthy, proactive, and forward-looking organisation with a strong safety culture and a skilled and adaptable workforce.



ACTIONS	Lead	Year 1	Year 2	Year 3	Year 4
4.1.1.1 Seek community feedback to guide our decision-making, using the Community Engagement Framework.	Stakeholder Engagement	X	X	X	X
4.1.1.2 Maintain up to date Council policies and easy to access financial hardship assistance.	Corporate Services	X	X	X	X
4.1.2.1 Keep the community up to date with regular and appropriate communication about Council projects, decisions and operations through social media, website and conventional media.	Stakeholder Engagement	X	X	X	X
4.1.3.1 Facilitate and engage with partners to advocate for the reduction of harm caused to individuals, families, and the broader community by gaming machines in our city.	Corporate Services	X	X	X	X
4.1.3.2 Implement Council's Statement of Commitment on Housing and contribute to State Government policy and legislation.	Corporate Services	X	X	X	X
4.1.4.1 Prepare high quality officer reports for Elected Member decision-making and publish open agenda, and minute documents on Council's website within the Statutory timeframe.	Stakeholder Engagement	X	X	X	X
4.1.5.1 Participate in the Hobart City Deal, Greater Hobart Committee, Greater Hobart Strategic Partnership, Local Government Association of Tasmania, TasWater Owners Representatives' Group and Southern Tasmanian Regional Waste Authority Owners Forum, to advance the interests of the Glenorchy community.	General Manager	X	X	X	X
4.1.5.2 Actively participate in the Future of Local Government Review.	General Manager	X			
4.1.6.1 Implement the Bushfire Mitigation Program to manage the risk of bushfire to the City and protect natural values.	Infrastructure & Works	X	X	X	X
4.1.6.2 Ensure we are prepared for disaster and maintain Emergency Management Strategies.	Stakeholder Engagement	X	X	X	X
4.2.1.1 Maintain and upgrade stormwater infrastructure with a priority on reducing flood risk.	Infrastructure & Works	X	X	X	X

Priority Actions 2023/24 are bolded above



Leading Our Community

ACTIONS	Lead	Year 1	Year 2	Year 3	Year 4
4.2.1.2 Manage Council's property, parks and recreation infrastructure and facilities sustainably for the benefit of the community by implementing asset management plans that maintain or replace facilities as they reach the end of their useful lives.	Infrastructure & Works	X	X	X	X
4.2.2.1 Produce and monitor the Annual budget in line with the long-term financial management plan.	Corporate Services	X	X	X	X
4.2.2.2 Prepare Council's Annual Plan and monitor the progress of actions.	Stakeholder Engagement	X	X	X	X
4.2.2.3 Investigate options and advocate for pool upgrades, redevelopment or alternative options that promote the community's health and wellbeing.	Infrastructure & Works	X	X	X	
4.2.2.4 Develop a governance framework to guide actioning of and status reporting on Council's informing strategies.	Corporate Services	X			
4.2.3.1 Actively manage Council's strategic risks within their agreed risk appetites and provide regular status reports.	Corporate Services	X	X	X	X
4.2.3.2 Manage Council's information assets within statutory requirements.	Corporate Services	X	X	X	X
4.2.3.3 Undertake property inspections to ensure residents keep their properties free of fire risks.	Corporate Services	X	X	X	X
4.2.3.4 Assist businesses to comply with public health requirements.	Infrastructure & Works	X	X	X	X
4.2.3.5 Assist drivers to ensure compliance with parking regulations.	Corporate Services	X	X		
4.2.3.6 Assist residents to ensure compliance with animal management regulations.	Corporate Services	X	X		
4.2.4.1 Implement the WHS Development Framework to support staff in delivering services in a safe workplace that complies with workplace health and safety obligations.	Corporate Services	X	X	X	X
4.2.4.2 Implement the Workforce Development Framework 2023-2026 to support staff in delivering services and ensure a culture of continuous improvement.	Corporate Services	X	X	X	
4.2.4.3 Upgrade Council's core software technology through the effective delivery of Project Hudson to enhance customer and user experience and productivity.	Corporate Services	X	X	X	

Priority Actions 2023/24 are bolded above

OUTCOMES	DELIVERABLES	MEASURES
Leadership in the community's best interests	Engagement with the community	Number of community engagements completed by type
	Working together on community priorities	Number of cross-Council initiatives being undertaken on community safety, access, housing and electronic gaming machines
	Good decision-making	Numbers of resolutions made by Council Percentage of Council decisions made in open meetings
	Productive relationships with government and peak bodies	Number of engagements with strategic partnerships and peak bodies
	Preparedness for emergency events	Completed fuel reduction burns (hectares) Metres of fire tracks maintained Number of storm water pits installed Metres of pipe and drains installed Emergency management organisation preparedness
Effective management of assets, resources, compliance, risk and WHS	Responsible asset management	Percentage of recurrent capital works program delivered against asset management plans Number of Improvement Plan actions delivered from Council's Strategic Asset Management Plan
	Effective resource use and financial management	Financial performance against budget reported monthly, quarterly and annually Cash cover ratio in months
	Effective risk management and compliance	Percentage of strategic risks within agreed risk appetite Percentage of internal audit recommendations completed
	Strong safety culture	Total recordable injury frequency rate (TRIFR)
	Skilled and adaptable workforce	Number of staff participating in training



Valuing Our Environment

OBJECTIVE

5.1 We protect and manage our City's natural environment and special places now and for the future

STRATEGIES

- 5.1.1 Identify and protect our natural values and special places including Wellington Park and the River Derwent foreshore.
- 5.1.2 Encourage access to and appreciation of natural areas.
- 5.1.3 Manage waste responsibly and innovate to reduce waste to landfill.
- 5.1.4 Work to reduce our resource use and carbon emissions and prepare the City for the impacts of a changing climate.

OBJECTIVE

5.2 We improve the quality of our urban and rural areas as places to live, work and play

STRATEGIES

- 5.2.1 Make our City more liveable by providing and upgrading public places and facilities for people to come together.
- 5.2.2 Make our City more liveable by investing in our City's infrastructure.
- 5.2.3 Improve our parks and public spaces for the wellbeing and enjoyment of our community.



Image: Kelvin Ball

ACTIONS	Lead	Year 1	Year 2	Year 3	Year 4
5.1.1.1 Participate in the Derwent Estuary Program by undertaking water quality monitoring and reporting.	Infrastructure & Works	X	X	X	X
5.1.2.1 Support stewardship of our natural environment through education programs and volunteer events in natural reserve areas.	Infrastructure & Works	X	X	X	X
5.1.3.1 Implement and update the Waste Management Strategy.	Infrastructure & Works	X	X	X	X
5.1.3.2 Reduce waste to landfill to extend the life of our landfill while meeting environmental standards.	Infrastructure & Works	X	X	X	X
5.1.3.3 Explore options for waste management beyond the landfill life.	Infrastructure & Works	X	X	X	X
5.1.4.1 To develop a climate change mitigation action plan for reducing Council's greenhouse gas emissions.	Infrastructure & Works	X	X	X	X
5.2.1.1 Develop a new public toilet at Windermere Reserve 2023/24, under the Public Toilet Strategy 2020-2030.	Infrastructure & Works	X			
5.2.2.1 Deliver the capital works program to renew and upgrade Council infrastructure.	Infrastructure & Works	X	X	X	X
5.2.3.1 Complete a new regional Playspace at Giblins Reserve, a new district Playspace at Benjafield Park and progress the upgrade of 10 local Playspaces under the Glenorchy Playspace Strategy 2021-2041, namely: • Alroy Court, Rosetta • Cooinda Park, West Moonah • Roseneath Reserve, Austins Ferry • Chandos Drive Reserve, Berriedale • Pitcairn Street Reserve, Montrose • Battersby Drive, Claremont • Collinsvale Reserve, Collinsvale • Lutana Woodlands, Lutana • Barossa Road, Glenorchy • International Peace Park, Berriedale	Infrastructure & Works	X	X		

Priority Actions 2023/24 are bolded above



Valuing Our Environment

ACTIONS	Lead	Year 1	Year 2	Year 3	Year 4
5.2.3.2 Work with TasWater as the lead partner to implement the Tolosa Park Redevelopment Project Stage A and seek funding for Stage B to develop it into a major regional recreational destination.	Infrastructure & Works	X	X	X	
5.2.3.3 Establish a Public Art Oversight Group to advise on and oversee the development and maintenance of public art in the City's public spaces.	Corporate Services	X	X		
5.2.3.4 Seek funding or interested investors to implement the Mountain Bike Masterplan.	Infrastructure & Works	X	X		
5.2.3.5 Deliver the federally funded sport and recreation projects at KGV Football Park and North Chigwell Junior Soccer Hub.	Infrastructure & Works	X	X		
5.2.3.6 Investigate the future of the Glenorchy War Memorial Pool, including redevelopment or alternative options that promote the community's health and wellbeing.	Infrastructure & Works	X	X		
5.2.4.1 Manage and maintain a road network that meets the transport needs of the community.	Infrastructure & Works	X	X	X	X
5.2.4.2 Review Urban Road network to prioritise blackspot funding addressing capacity issues. June 2025.	Infrastructure & Works	X	X	X	X
5.2.4.3 Provide a network of shared paths, footpaths and trails that is safe and provides access to all abilities – including a hierarchy review to improve the network.	Infrastructure & Works	X	X		

Priority Actions 23/24 are bolded above





Image: Kelvin Ball

OUTCOMES	DELIVERABLES	MEASURES
Natural environment protected	Increased access to natural areas	Number of natural environment engagement events Number of water samples provided to the Derwent Estuary Program.
	Responsible waste management	Percentage of waste diverted from landfill
	Reduced carbon emissions and adaption to climate change	Council's Climate Change Mitigation Action Plan developed
Improved public places through infrastructure investment in public spaces, facilities, parks; and transport options	Infrastructure investment	Percentage of Capital Works Program delivered – recurrent and major projects Windermere Reserve Public Toilet delivered as an action under the Public Toilet Strategy
	Improved parks and playgrounds	Percentage of major recreation projects at KGV, North Chigwell and Giblyns Reserve delivered Percentage of Tolosa Park Redevelopment Project Stage A completed Number of Playspaces upgraded
	Accessible, safe and reliable transport options	Percentage of Federal Government Funded Black Spot program delivered Percentage of Vulnerable Road Users program delivered

Budget Summary 2023/24

Glenorchy is Tasmania's fourth largest city and is home to over 51,000 residents located in the northern suburbs of the Greater Hobart metropolitan area. The City is bounded by the Derwent River to the north and east, Hobart City to the south-east, Mt Wellington/kunanyi to the south and the Derwent Valley Council area to the west. The City features both urban and semi-rural areas and is characterised by a diverse mix of industrial, commercial and residential development including three major commercial areas located in Moonah, Glenorchy CBD and Claremont.

Council's mission is to provide a wide range of services to businesses and the community, many of which are supported by actions within the Strategic Plan. Unfortunately, the cost of delivering these services continues to increase in proportion to our changing demographics, growing infrastructure needs and challenging external economic environment.

In this regard, Council is not immune to financial pressures caused by world events. Developing a budget that balances service delivery, financial sustainability and community affordability is a difficult process and requires difficult decisions. The Long-Term Financial Management Plan forecasts ongoing deficits in the short-term with a return to surplus in the 2025/26 financial year and beyond.

Key features of the proposed 2023/24 operating budget estimates are:

- Operating Deficit \$1.301 million
- Underlying Operating Deficit \$3.639 million
- Rate Revenue \$43.138 million
- Operating Revenue \$72.814 million
- Operating Expenditure \$74.115 million
- Depreciation and Amortisation \$18.845 million
- Asset Writeoff and Disposal \$2.338 million
- Capital Expenditure \$32.686 million
- Cash Balance at 30 June 2024 \$19.3 million
- No new borrowings

The proposed 2023/24 budget generates an additional \$6.792 million in revenue. Of this \$3.714 million is derived from Rates, \$1.049 million from Interest on Investments and an additional \$1.359 million in Grant revenue is also expected. Of particular note is a reduction in Development Services revenue of \$0.527 million due to a downturn in the construction industry.

The proposed 2023/24 budget allows for an increase in expenditure of \$6.533 million. Of this \$3.327 million is due to increases in Materials & Services, \$1.955 million in extra Depreciation and a \$1.298 million increase in Employee Costs. Of particular note are unavoidable increases to our State Landfill Levy liability (up \$188k to \$920k), Land Tax (up \$110k to \$654k) and Insurance Premiums (up \$100k to \$863k) as well as necessary increases for additional Asset Maintenance (\$570k) and year two of the Core Systems replacement project (up \$636k to \$2.253 million).

Council has or will receive Grants for the development of community sporting facilities, playgrounds and waste facilities. While this funding enables significant upgrades for the community, increased operational costs are incurred in the maintenance of these facilities. This is demonstrated by above average increases in our Depreciation and Materials and Services expenditure. Only capital grants which Council is relatively certain to receive are included in the budget forecasts.

Council's assets are renewed and replaced in-line with our Asset Management Strategy. However if assets are renewed before the end of their depreciated life, the residual value of the replaced asset is required to be written off. For the 2023/24 year, \$1.9 million has been included to cover the write off expense.

In summary, the 2023/24 proposed budget funds essential programs and services whilst responsibly setting a sound base for our future economic sustainability.

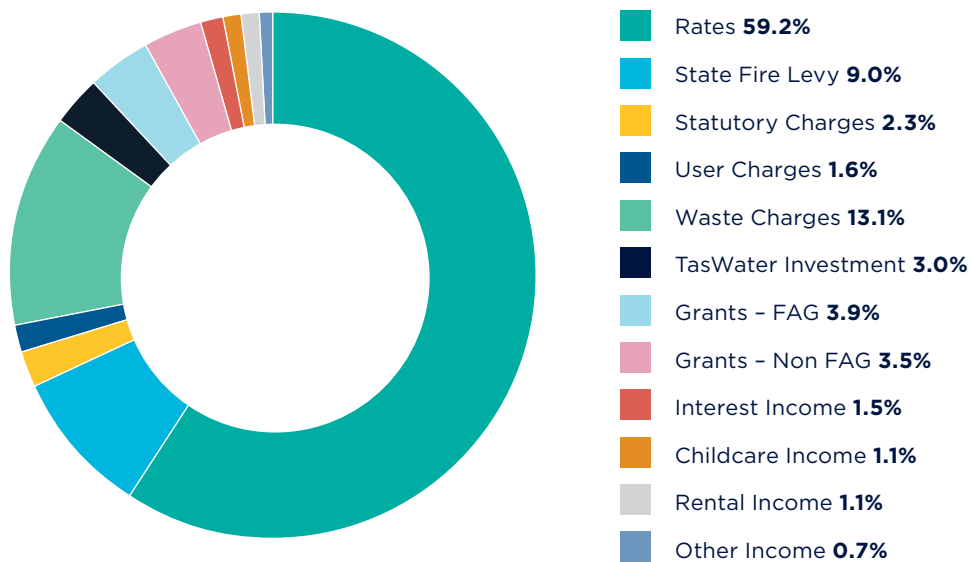
2023/24 Budget Estimates

	2023/24 Budget \$'000	2022/23 Original Budget \$'000	2022/23 Revised Budget \$'000
Operating Revenue			
Rates	\$43,138	\$39,424	\$39,424
State Fire Commission Income	\$6,521	\$6,338	\$6,338
Statutory Charges – Development, Building & Health	\$1,676	\$2,203	\$2,203
User Charges	\$1,193	\$1,138	\$1,138
Waste Charges	\$9,535	\$8,844	\$8,844
TasWater Investment Income	\$2,172	\$2,172	\$2,172
Grants & Contributions – FAG	\$2,840	\$2,002	\$2,002
Grants & Contributions – Non FAG	\$2,575	\$2,054	\$2,054
Interest Income	\$1,100	\$51	\$51
Childcare Income	\$768	\$524	\$524
Rental Income	\$785	\$758	\$758
Other Income	\$510	\$514	\$514
Total Operating Revenue	\$72,814	\$66,022	\$66,022
Operating Expenses			
Employee Costs	\$28,594	\$27,296	\$27,296
Materials & Services	\$19,188	\$15,861	\$16,984
State Fire Commission Contribution	\$6,521	\$6,338	\$6,338
Depreciation Expense	\$17,180	\$15,225	\$15,225
Amortisation Expense	\$0	\$4	\$4
Lease Amortisation	\$1,665	\$1,565	\$1,565
Finance Charges	\$238	\$235	\$235
Other	\$729	\$1,058	\$1,058
Total Operating Expenses	\$74,115	\$67,582	\$68,705
OPERATING SURPLUS/(DEFICIT)	(\$1,301)	(\$1,560)	(\$2,683)
Non Operating Income/(Expenses)			
Assets Written Off	(\$1,920)	(\$2,564)	(\$2,564)
Asset disposal & fair value adjustments	(\$418)	(\$402)	(\$402)
	(\$2,338)	(\$2,966)	(\$2,966)
UNDERLYING SURPLUS/(DEFICIT)	(\$3,639)	(\$4,526)	(\$5,649)
Capital Income/(Expenses)			
Physical Resources Free of Charge	\$2,500	\$5,300	\$5,300
Grant amounts specifically for new or upgraded assets	\$10,198	\$7,848	\$7,848
	\$12,698	\$13,148	\$13,148
TOTAL SURPLUS/(DEFICIT)	\$9,059	\$8,622	\$7,499
Capital Budget			
Renewal Capital and Assets	\$18,702,206	\$19,128,367	\$19,115,867
Upgrade Capital and Assets	\$8,415,979	\$1,241,137	\$921,137
New Capital and Assets	\$5,568,500	\$11,142,249	\$10,449,749
Total Capital Expenditure	\$32,686,685	\$31,511,753	\$30,486,753

Budget Summary 2023/24

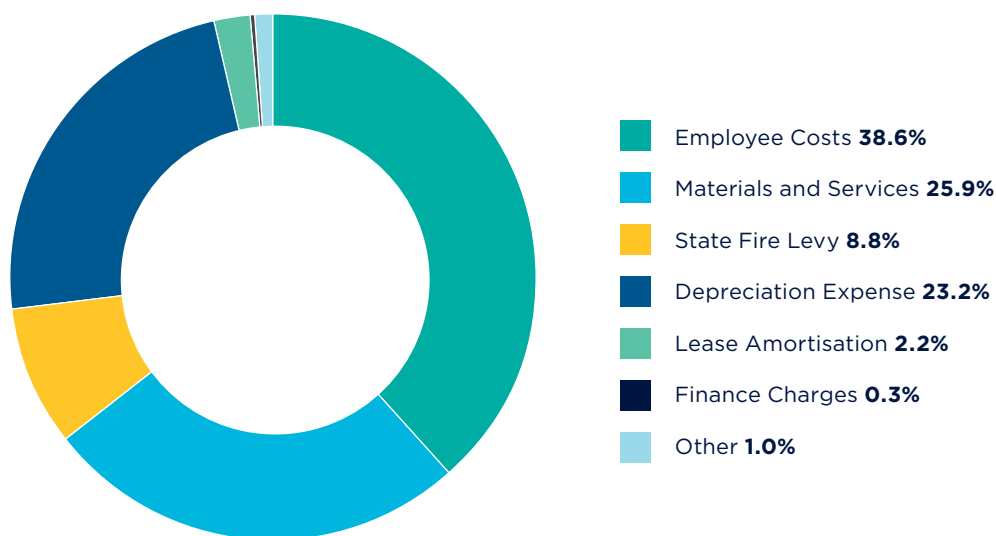
Revenue

Sources of Council's operating revenue (as a proportion of the total operating revenue budget of \$72,813,502).



Expenditure

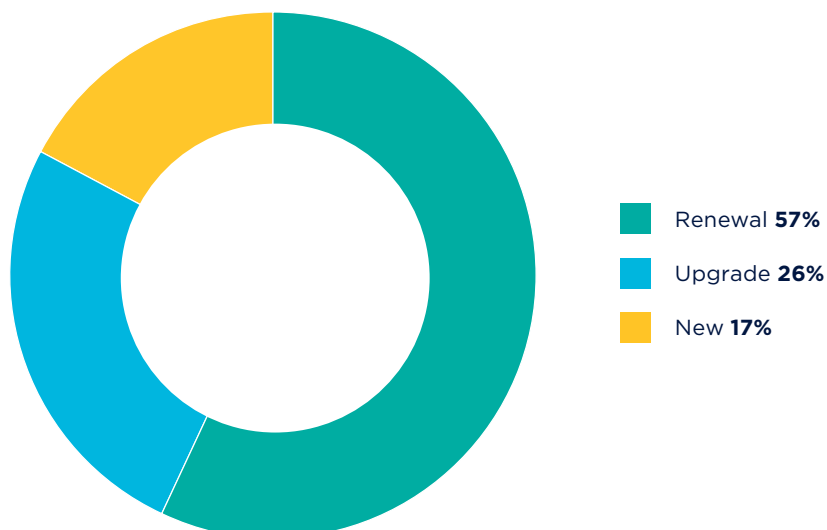
Areas of Council's operating expenditure (as a proportion of the total operating budget of \$74,114,563).



Capital Works Summary

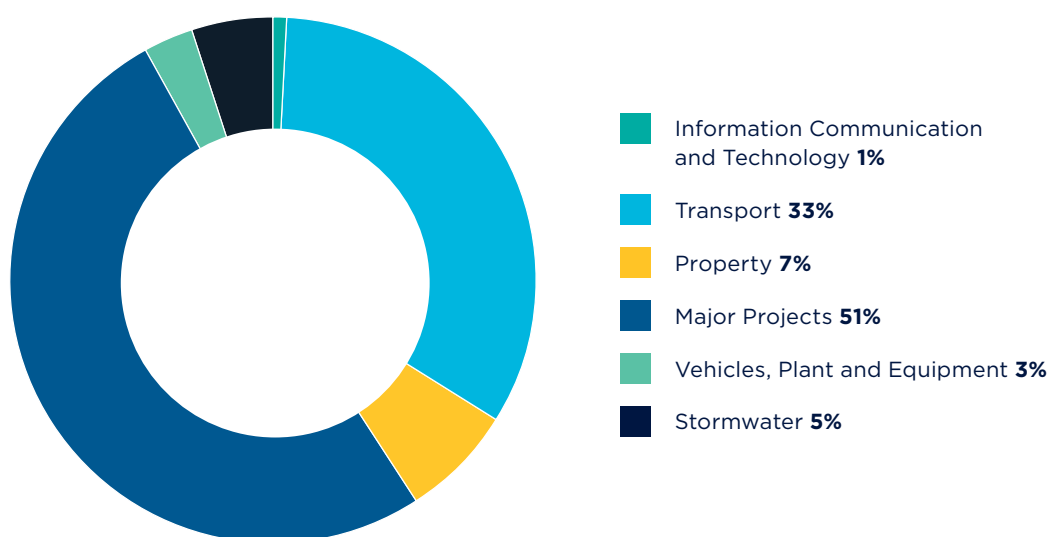
Renewal, upgrade and new investment

Council's capital expenditure by type (as a proportion of the total capital budget of \$32,686,685).



Investment by asset programs

Council's capital expenditure by asset program (as a proportion of the total capital budget of \$32,686,685).



Investment by Asset Programs

TRANSPORT

In keeping with the fiscal constraint of the broader 2023/24 budget, the transport asset program will focus on renewal and replacement of existing assets to ensure the community benefit from the essential services our roads and footpaths provide. Council is investing a total of \$10.79 million on transport capital works, of which \$1.27 million is new/upgraded.

Major transport projects include:

- Resurfacing up to 12km of roads
- Replacing 9km of footpaths
- Reconstructing Ashbourne Grove (Second Avenue to Garden Grove)
- Reconstructing Renfrew Circle (Acton Crescent Allardyce Avenue)
- Reconstructing Kelvin Avenue
- Safety barriers at Berriedale Road and Collins Cap Road
- Stage 1 of the Main Road Granton Shared Path
- Improvements to the Intercity Cycleway Crossing at Sunderland Street.

STORMWATER

Council's stormwater program will deliver new, upgraded and renewed assets, with total expenditure of \$1.68 million. Council will invest \$1.19 million on projects focussed on mitigation of flooding, and \$0.49 million on network upgrades and extensions.

Major stormwater projects include:

- Chandos Drive pipe extension and upgrade
- Abbotsfield Park Stormwater Replacement
- Repair to the Humphreys Rivulet retaining wall at Murrayfield Court
- Contribution to the New Town Rivulet Outlet Remediation project.

PROPERTY

The Property and Environment asset program for 2023/24 will see Council invest \$2.28 million, of which \$0.84 million is for new works, and \$1.43 million is for renewals and replacement.

Major property projects include:

- Replacement of various picnic shelters, seating, tables and BBQs
- New public toilet at Windermere Bay
- Upgrade the track at Berriedale Bay
- Demolition of old Eady Street club rooms
- Interchange boxes at KGV
- Changerooms at Cadbury Oval.

MAJOR PROJECTS

Included in the Property asset program are Tasmanian and Australian Government funded projects and Council Reserve funding projects, totalling \$16.38 million. These grant-funded new and upgraded sport and recreation projects include:

- Giblins Playspace
- Tolosa Park Dam Reintegration
- North Chigwell Soccer
- KGV Soccer
- Benjafield Playground Renewal
- Benjafield Childcare – Sleep Area and Amenities.

INFORMATION, COMMUNICATION AND TECHNOLOGY (ICT)

With a total budget of \$230k, ICT investment during 2023/24 will focus on information security, mobile devices and hardware will be replaced and upgraded to ensure business continuity and future risk mitigation.

FLEET, PLANT AND EQUIPMENT

Council's fleet, plant and equipment program assets range from small items such as mowers, to large excavators. During 2023/24 Council will invest \$940k, which includes \$590k on the replacement of vehicles, \$260k on construction and maintenance equipment, and \$75k allocated for bin replacements.



Image: Cairnduff Playspace,
Jasmine Young

Public Health Goals and Objectives

Section 71(2)(d) of the *Local Government Act 1993* requires that Councils “include a summary of the major strategies to be used in relation to the council’s public health goals and objectives” in their Annual Plan.

Glenorchy City Council’s commitment to public health is identified in Objectives 4.2, and 5.1 of the Glenorchy City Council Annual Plan. These objectives contain strategies and actions aimed at maintaining a high level of public health within the municipality.

GOAL: **Leading Our Community**

Objective:

- 4.2 We responsibly manage our community’s resources to deliver what matters most.

Strategy:

- 4.2.3 Manage compliance and risk in Council and the community through effective systems and processes.

Action:

- 4.2.3.4 Assist businesses to comply with public health requirements.

GOAL: **Valuing Our Environment**

Objective:

- 5.1 We protect and manage our City’s natural environment and special places now and for the future.

Strategy:

- 5.1.1 Identify and protect our natural values and special places including Wellington Park and the River Derwent foreshore.

Action:

- 5.1.1.1 Participate in the Derwent Estuary Program by undertaking water quality monitoring and reporting.



Image: Testing Derwent Estuary
Glenorchy City Council

Appendix A – Informing Documents

Statutory Documents

Glenorchy Strategic Plan 2023-2032
Strategic Asset Management Plan 2023-2027
Financial Management Strategy 2019-2028
Emergency Management Plan - 2021-2023
Bushfire Mitigation Strategy - 2020-2030

Guiding Documents

Glenorchy Community Plan 2015-2040
Economic Development Strategy 2020-2025
Community Strategy 2021-2040
Customer Service Strategy 2020-2025
Parking Strategy 2017-2027
Public Toilet Strategy 2020-2030
City of the Arts Strategy 2021-2040
Playspace Strategy 2021-2041
Sport and Recreation Framework 2021-2040
Glenorchy Mountain Bike Master Plan
Greater Glenorchy Plan 2021
Berriedale Peninsula Master Plan 2020
Marine and Innovation Master Plan
Glenorchy Park Master Plan
City Scape Sub-Precinct Master Plan
Tolosa Park Master Plan
Glenorchy Waste Management Strategy 2013-2023

Statement of Commitment on Housing 2023
Statement of Commitment on Gambling 2020

This document is available from Council in alternative formats

WEB

www.gcc.tas.gov.au – Your Council – Council Documents

PRINT

Collect a copy from our Customer Service Council at Council's Main Office,
374 Main Rd Glenorchy City Council

Collect a copy from your local Libraries Tasmania Service.

LARGE PRINT

Request a copy from our Customer Service Counter.

2 Main Rd

Claremont 7011

25 May 2023

To Glenorchy City Council

Mayor, Aldermen and Councillors,

Residents of Claremont concerned with the proposed 24-Hour Drive Through at 8-10 Main Road Claremont recently held a rally on the 6th May where over 90 people attended. There were several motions unanimously passed at this meeting, they are as follows.

Calls upon the Council to ensure that 8-10 Main Rd Claremont

- Remains zoned as inner residential for housing
- That the 24-hour drive through remains prohibited on this site
- That the council refuses access onto Lady Clark Avenue for a 24-hour drive through.

The meeting also requested that a petition supporting these motions be tabled on the 29th May Council Meeting but for privacy reasons that it not be available/released in full online as personal details such addresses are given. There are 264 signatures of residents and concerned citizens who are opposed to the removal of housing land into the commercial sector.

We understand, regardless of the merits of the DA at 8-10 Main Rd, that Council has a responsibility to perform its statutory functions in relation to the crown land that is zoned inner residential at 12 Main Rd. We expect that landowner consent for 12 Main Rd will be consistent with existing Council policies and strategies, Tasmanian Planning Scheme, the Greater Glenorchy Plan and the Statement of Commitment on Housing and not support in any way a prohibited use.

Yours sincerely



Pauline Elliott

**PETITION REGARDING
LAND FOR HOUSING
NO 24-HOUR DRIVE THROUGH
At 8-10 MAIN ROAD CLAREMONT**

To Glenorchy City Council:

We, the undersigned, hereby request that Council:

- Does not support in anyway the Development application and amendment to the Tasmanian Planning Scheme (Local Provisions Schedule) to allow a 24-hour drive through at 8-10 Main Road, Claremont.
- Does uphold the Greater Glenorchy Plan, the Statement of Commitment on Housing and the Tasmanian Planning Scheme to ensure that 8-10 Main Road is retained as inner residential zoning reserved for housing.
- Does not grant or allow the owners of 8-10 Main Road or developers of the proposed 24-hour drive through, their request for land, public parking spaces or access onto Lady Clarke Avenue across the Crown land at 12 Main Road, Claremont.

This petition contains 264 signatories.



Pauline Elliott
2 Main Road
Claremont, 7011
Tasmania

35/35



Monthly Financial Performance Report

For the year-to-date ending 31 May 2023

Statement of Comprehensive Income

Glenorchy City Council Financial Report Statement of Comprehensive Income to 31 May 2023					
Year-to-Date (YTD)	Note	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000	2023 Variance Actual to Budget
Operating Revenue					
Rates	1	45,726	45,823	43,750	↑
User charges and licences	2	12,922	13,259	13,017	↑
Interest	3	47	1,031	55	↑
Grants	4	2,843	3,610	6,962	↑
Contributions - cash	5	37	38	115	↑
Investment income from TasWater	6	1,086	1,629	1,629	↔
Other income	7	366	378	464	↑
Total Operating Revenue		63,027	65,768	65,992	↑
Operating Expenditure					
Employment costs	8	24,772	23,095	23,033	↓
Materials and services	9	13,847	14,974	13,138	↑
Depreciation and amortisation*	10	15,397	14,733	15,035	↓
Finance costs	11	133	151	97	↑
Bad and doubtful debts	13	-	-	-	↔
Other expenses*	14	5,857	6,209	6,045	↑
Total Operating Expenditure		60,006	59,163	57,348	↓
Total Operating Surplus/(Deficit)		3,020	6,605	8,644	↑
Non-Operating Revenue					
Contributions – non-monetary assets	15	-	3,104	16,680	↑
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	16	(2,019)	(832)	(75)	↓
Capital grants received specifically for new or upgraded assets	17	5,881	8,133	4,119	↑
Total Non-Operating Revenue		3,863	10,405	20,724	↑
Non-Operating Expense					
Assets written off	12	-	(195)	380	↓
Total Non-Operating Expense		-	(195)	380	
Total Surplus/(Deficit)		6,883	17,206	28,988	↑

*adjusted for lease amortisation between accounts

Operating Revenue

Year-to-date operational revenue is \$65.768m compared to budgeted operational revenue of \$63.027m. This represents a favourable result of \$2.741m or 4.3% against budget.

Note 1 – Rates Revenue

Favourable to budget by \$97k, noting supplementary growth of \$38k and overdue penalties \$42k.

Note 2 – User Charges and Licences Revenue

Favourable to budget by \$338k, noting landfill fees \$248k, additional kerbside waste management revenue of \$228k and property leases/licences \$144k, however planning fees are down \$283k.

Note 3 – Interest on Investments

Favourable to budget by \$984k, noting the average investment rate across all of Councils investment accounts is 4.51%.

Note 4 – Operating Grants

Favourable to Budget by \$767k, noting unspent grants from last year \$590k, 26TEN Community \$141k and childcare WT3 \$194k, less Glenorchy Jobs Hub grant to receive \$236k in accordance with contractual obligations.

Note 5 – Contributions

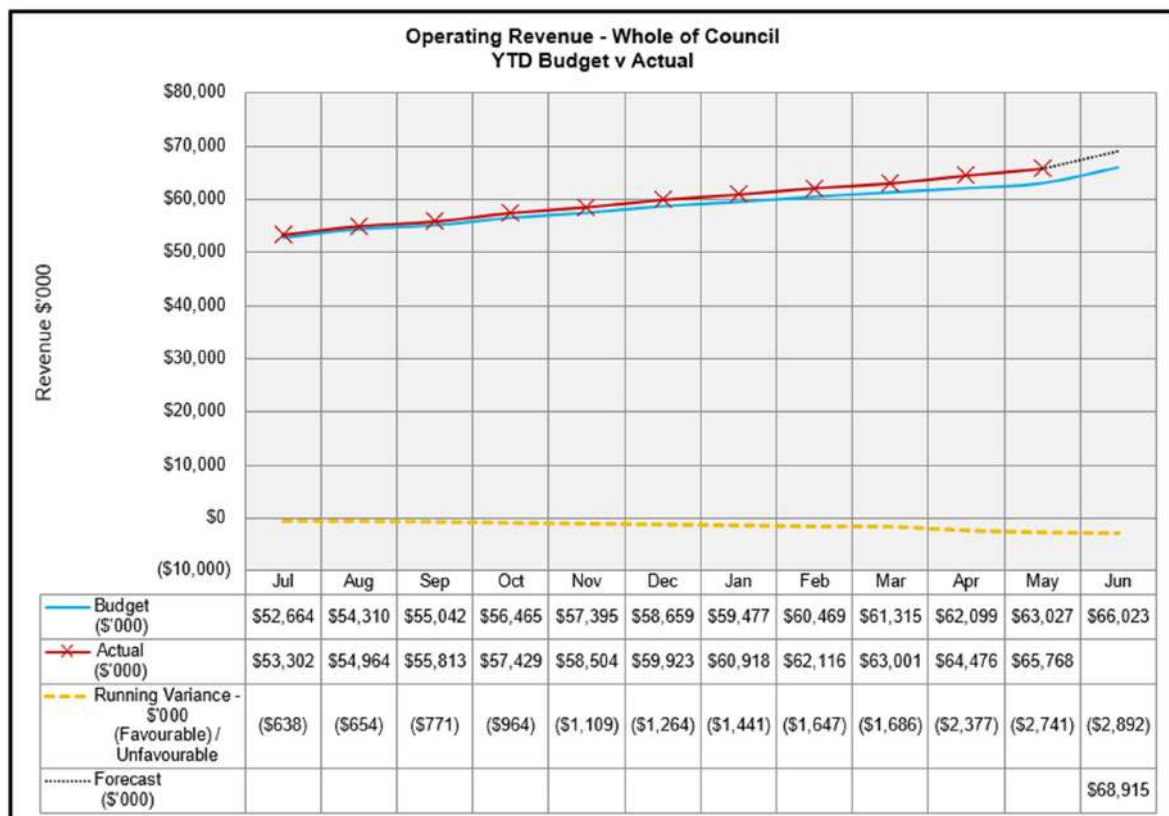
Materially in line with budget, noting additional \$7k in lieu of open space has been received, however stormwater connection fees are down \$6k.

Note 6 – TasWater Income

Favourable to Budget by \$543k, noting we have received a special dividend payment for this amount.

Note 7 – Other Income

Favourable to Budget by \$11k, noting insurance claims of \$33k, less reduced fuel tax credits \$27k due to decrease in fuel tax for part of the year.



Operating Expenditure

Year-to-date operational expenditure is \$59.163m compared to budgeted expenditure of \$60.006m. This represents a favourable result of \$0.843m or 1.4% against budget.

Note 8 – Employment Costs

Favourable to Budget by \$1.676m for the year to date, representing cumulative savings on temporary vacancies since 1 July and permanent position vacancies that commenced on 1 July.

Note 9 – Materials and Services Expenditure

Unfavourable to budget by \$1.127m, noting increased contractor costs \$447k particularly in vegetation control, software licence fees to be accrued at year end \$315k and internal plant hire \$108k.

Note 10 – Depreciation and Amortisation

Favourable to Budget by \$664k, noting a reconciliation will be undertaken on 30 June.

Note 11 – Finance Costs

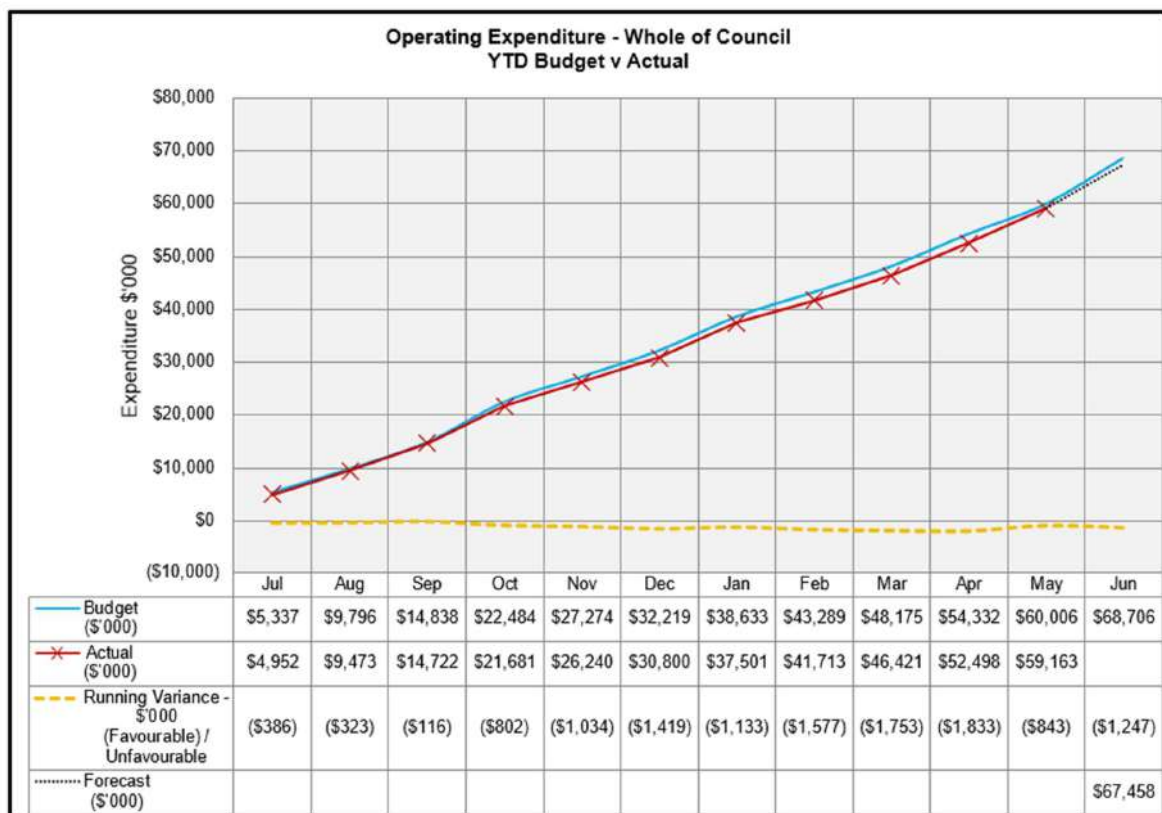
Unfavourable to Budget by \$17k, noting loan interest adjustments.

Note 13 – Bad and Doubtful Debts

Materially in line with Budget with no debts identified this year.

Note 14 – Other Expenses

Unfavourable to Budget by \$352k, noting prepayment of the June BMX contribution \$433k, offset by reduced property lease \$45k.



Non-Operating Revenue

Note 15 – Contributions – Non Monetary Assets

Favourable to Budget by \$3.104m, noting some assets have been brought to account in advance of the budgeted 30 June reconciliation date of \$5.300m.

Note 16 – Gain or Loss on Disposal of Assets

Unfavourable to Budget by \$822k, noting \$2.229m in Disposed /Derecognised assets offset by Gain on Sales \$1.407m

Note 17 – Capital Grants

Favourable to budget by \$2.252m, noting \$1.700m of unspent grants from the previous financial year carried as well as receipts for Eady Street Clubrooms grant \$400k and blackspot funding \$250k, less still to receive Roads to Recovery \$158k.

Non-Operating Expenditure

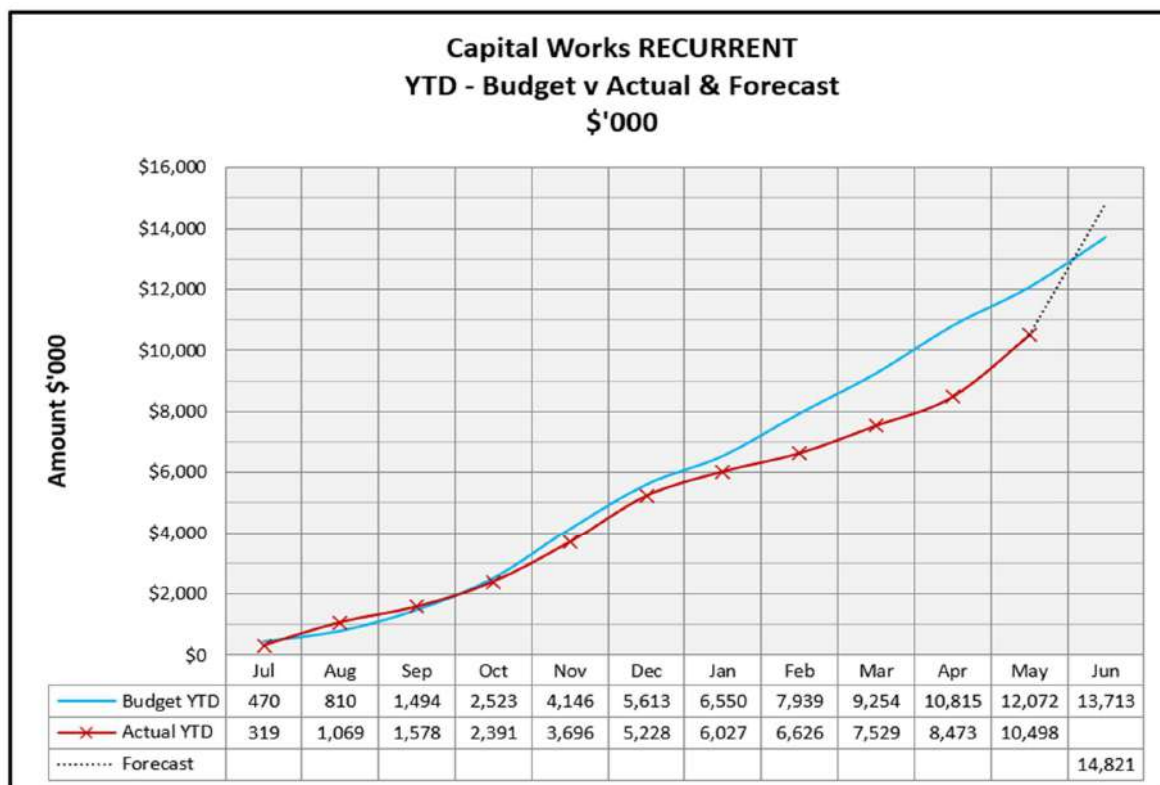
Note 12 – Assets Written Off

Favourable to budget by \$195k, noting some assets have been written-off in advance of the budgeted 30 June reconciliation date.

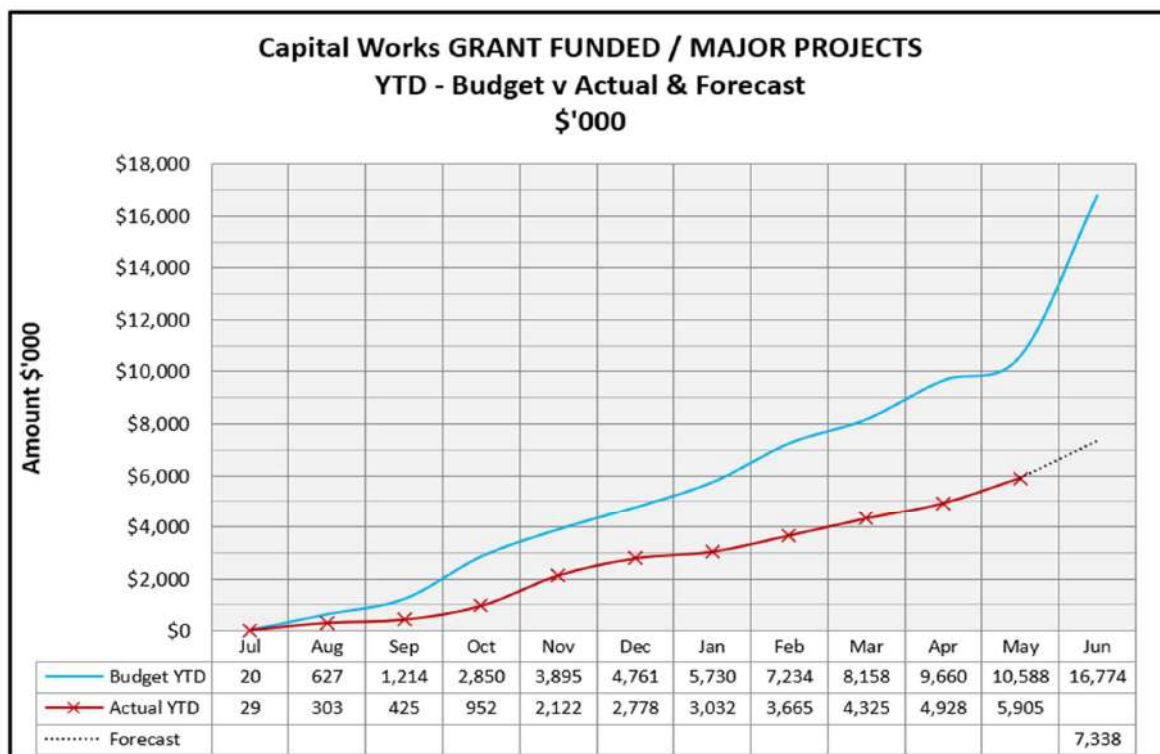
Capital Works

Year-to-date Capital Works expenditure is \$16.403m against a combined annual budget of \$30.486m and a combined annual forecast spend of \$22.159m. At the end of May, \$10.498m has been expended on Council funded recurrent projects and \$5.905m for Grant Funded / Major Projects.

Capital Program – Recurrent



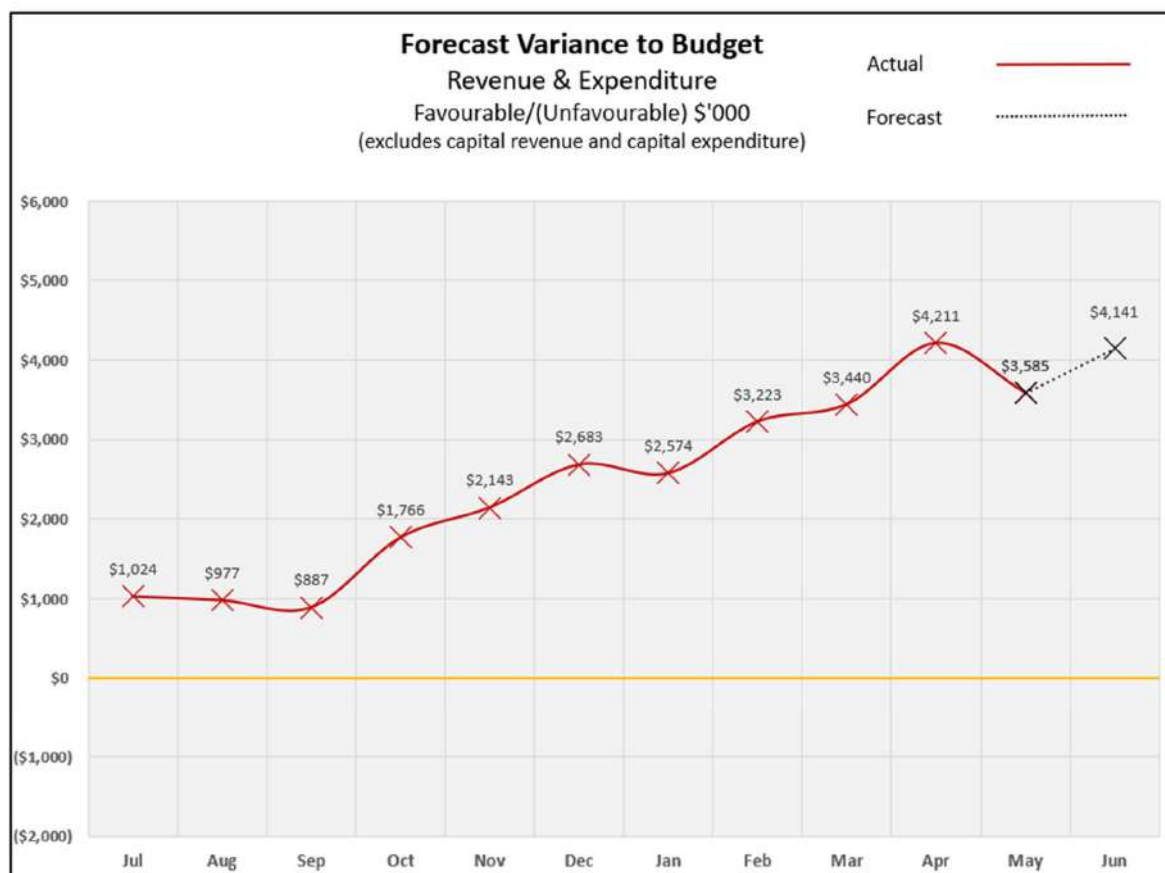
Capital Program – Grant Funded / Major Projects*



*The following projects form the Grant Funded / Major Projects capital works program:

Project	YTD Actual	YTD Budget	Annual Budget	Annual Forecast
101059 - CSR - KGV Soccer - Design & Construction	\$1,900,686	\$3,423,925	\$4,195,000	\$1,926,686
101241 - JLE - Jackson Street Landfill Extension	\$298,285	\$0	\$0	\$298,285
101246 - Grant - Giblins Reserve Play Space	\$741,182	\$2,712,500	\$3,255,000	\$1,191,182
101248 - Grant - Eady St Sports Facility	\$28,534	\$0	\$0	\$28,534
101250 - Grant - North Chigwell Football and Community Facility	\$1,918,827	\$1,569,036	\$5,425,000	\$2,008,827
101282 - Grant - Montrose Foreshore Park Skatepark	\$15,913	\$0	\$440,000	\$610,913
101517 - Upgrade Interchange Facilities at KGV Oval for GDFC	\$3,850	\$0	\$0	\$3,850
101519 - New Lighting at Cadbury Oval	\$350,152	\$0	\$0	\$350,152
101532 - Shoobridge Park – Proposed Sports Lights	\$56,647	\$0	\$0	\$56,647
101536 - Tolosa Park Dam Rehabilitation	\$12,241	\$2,882,565	\$3,459,075	\$195,241
101538 - KGV Audio Visual System Replacement	\$97,946	\$0	\$0	\$97,946
101629 - Drainage & Sports Surface Improvements POW Reserv	\$347,949	\$0	\$0	\$357,949
101767 - Relocation of Terry Street to Chambers	\$4,129	\$0	\$0	\$4,129
101931 - Mountain Bike Renewal	\$76,225	\$0	\$0	\$128,225
101932 - Cadbury Sportsfield Lighting	\$52,744	\$0	\$0	\$79,744
	\$5,905,310	\$10,588,026	\$16,774,075	\$7,338,310

Operating Forecast to 30 June 2023



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

Adjustments to amounts previously reported

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

Supplier's / Contractor's name	Description of the goods or services	Justification for engaging the contractor or supplier without undertaking the usual procurement process	Value (or estimated value) of the purchase (excluding GST)	Requesting Officer (Manager or Coordinator)	Approving Officer (Director or General Manager)	Contract or estimated contract date
Inlogik Pty Ltd	Credit card management software	The Commodities can be supplied only by a particular Service Provider and no reasonable alternative or substitute exists because the Commodities are of a specialised nature, which a limited number of suppliers are capable of supplying or carrying out. Finance staff conducted investigations and the Promaster product, which is exclusive to Inlogik, was found to be the only identifiable solution that meets Council's requirements fully and in a practical way.	\$ 55,200.00	Manager Finance	Director Corporate Services	17/04/2023
Hudson Civil Products Pty Ltd	Supply and delivery of MassBloc system bases and risers - Cousens Road Berriedale roadside stabilisation works	The Commodities can be supplied only by a particular Service Provider and no reasonable alternative or substitute exists due to an absence of competition for technical reasons. Large permeable precast concrete blocks which interlock are required. This system is only available from Hudson Civil Products in Tasmania. Other potential suppliers contacted can only mass blocks without the interlocking system. Interstate supply would be excessively costly due to the extra shipping costs.	\$ 33,085.66	Civil Supervisor Capital Works	Director Infrastructure and Works	1/05/2023
Insight GIS	Supply of Precisely MapInfo Local Government Enterprise Program for 3 years.	The purchase is for additional supplies by the original supplier, or its authorised representative, which were not included in the initial procurement, and a change in vendors cannot be made for technical reasons (interoperability with existing MapInfo software). Council have been using MapInfo based products since the late 1990's and changing to another suite of software to provide similar functionality would require extensive time and Council wide resources to implement and configuration to meet our business requirements. This would be during a time of planning and executing a whole-of-Council ERP implementation.	\$ 56,458.89	ICT Coordinator	Director Corporate Services	25/05/2023