

GLENORCHY CITY COUNCIL

ATTACHMENTS

MONDAY, 28 MAY 2018



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2. REQUEST TO JOIN COALITION OF COMMUNITY ORGANISATIONS CONCERNED ABOUT GAMBLING

Author: Manager Community & Customer Service (David Ronaldson)

Qualified Person: Acting Director Community, Economic Development & Business (Tony McMullen)

ECM File Reference: Gambling

Community Plan Reference:

Our Community's Goals

Making Lives Better – "Our social, recreational and cultural facilities, events and experiences will attract and retain people in Glenorchy to share our wonderful way of life."

Open for Business – "We will create a strong economy and jobs for the future. We will encourage business diversity, innovation and new technologies to stimulate jobs, creativity and collaboration. We will be a place where business can establish and continue to flourish."

Strategic or Annual Plan Reference:

Annual Plan References

Making Lives Better

- 1.1 Know our communities and what they value.
- 1.2 Facilitate and / or deliver services to our communities.

Open for Business

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

Reporting Brief:

The State Government's Deed with Federal Hotels is due to expire on 30 June 2018. Council have been approached to join the Coalition of Community Organisations Concerned About Gambling and to write to the State Government to support the removal of electronic gambling machines from local suburbs.

The purpose of this report is for Council to consider its position in relation to this issue.

Proposal in Detail:

Background

The Tasmanian State Government has foreshadowed that there will be a parliamentary inquiry into the future of electronic gambling machines (EGMs) in Tasmania. Councils and the public will be advised when there will be the opportunity

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to make submissions. In response to this Council has recently been approached to hear from two sides of the discussion, the Coalition of Community Organisations Concerned About Gambling (the Coalition) ([Attachment 1](#)) and the Tasmanian Hospitality Association (THA) ([Attachment 2](#)), to present their thoughts on the matter. The parties presented to Council Workshops on 2 May (Coalition) and 23 May 2016 (THA) respectively. The Coalition encouraged Council to join with them and call for the removal of poker machines from suburban clubs and hotels. The THA requested Council to encourage the State Government to leave the existing arrangements in place.

Poker machines were introduced into Tasmanian casinos in 1986. They were extended into hotels and clubs in 1997. The license for poker machines and casinos expires in June 2018, with an optional five (5) year renewal.

Gambling is a legal and legitimate activity that is carried out in a variety of forms across the community. For the majority of participants, gambling is a source of recreation. However, unlike many other recreational activities, gambling has the potential for significant negative impacts on the health and wellbeing of whole communities.

The Australian Productivity Commission has completed a number of reviews and inquiries into gambling in Australia over a number of years. In 2009 the Productivity Commission handed down its second report on gambling in Australia to the Federal Government ([Productivity Commission Inquiry Report](#), Volume 1, No.50 2010). The Commission's work followed a number of other studies nationally and international that has outlined the effects of gambling and the potential for participants to acquire a 'problem' with their participation. Further, the Commission reported strong evidence that gambling can have adverse health, emotional and financial impacts on those involved and those surrounding the problem 'gambler'.

Australians are the world's most prolific gamblers. Of the \$19 billion gambled by Australians every year, 60% (or around \$12 billion) goes into electronic gaming machines (EGMs), most commonly known as 'pokies'. (Productivity Commission, Gambling Vol.1, 2010, p.48).

Historically, the State Government has been the level of government responsible for the regulation of EGM's in Tasmania and also the beneficiary of most revenue raised by gambling taxation. Thus, the argument can be put that this issue is outside Local Government's jurisdiction and as such Council is not in a position to comment. However, the alternative argument is that the Local Government Act requires Councils 'to provide for the health, safety and welfare of the community' and 'to represent and promote the interests of the community'. Thus, Council should in fact advocate on behalf of its residents to other levels of government, if it believes there is a significant community issue to be discussed.

Glenorchy currently has 270 EGMs in nine venues ([Attachment 3](#)). Comparison of figures from across the State shows that the municipality also has the highest

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monthly EGM player expenditure ([Attachment 4](#), Tasmanian Department Treasury and Finance). The statistics however do not show the number of people travelling into Glenorchy from other municipal areas to access EGMs versus the number of Glenorchy residents accessing EGMs.

The Glenorchy Local Government Area (LGA) has a problem gambling rate of 3.9% (compared to 2.5% for the rest of the State), meaning our community is experiencing the worst of problem gambling in Tasmania. ([Social and Economic Impact Study of Gambling in Tasmania](#), 2011, volume 2, of Vol.1-4, Chapter 8, p. (119).)

The *Social and Economic Impact Study of Gambling in Tasmania* (SEIS, 2011) indicated that combined moderate risk and problem gambling rates are highest in low socio-economic Local Government areas, including Glenorchy.

The immediate personal harm associated with problem gambling is poor mental and physical health, and this is consistently associated with disruptions to social and family relationships.

The SEIS found that in 2010-11 problem and moderate risk gamblers were responsible for 25.3% of gambling spending and 47.7% of EGM spending in Tasmania.

Community service providers in Glenorchy continue to report the impact of problem gambling on people's lives through the co-morbidities of alcohol and drug dependence, depression, anxiety and other mental health issues (SEIS, 2011). The study confirmed a relationship between problem gambling and lower socio-economic LGA is in particular for losses incurred with EGMs.

The Tasmanian Hospitality Association

The Tasmanian Hospitality Association (THA) in their correspondence to Council state that any change to the current circumstances would impact significantly on employment rates within the individual venues and mean significant loss of income for the venue. The stated impact of removal of EGM's completely from local venues is up to 107 jobs ([Attachment 5](#)). A number of individual venues also state their operations would be unviable without the revenue and patronage created through EGMs.

Further, the THA state that their members also make significant contributions back into the community via the Community Support Levy (CSL). The CSL is four (4) percent of funds from gaming machines gross profits and is distributed by the minister as follows:

- 25 per cent for the benefit of sport and recreation clubs;
- 25 per cent for the benefit of charitable organisations; and
- 50 per cent for the provision of:
 - research into gambling;
 - services for the prevention of compulsive gambling;

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- treatment for the rehabilitation of compulsive gamblers;
- community education concerning gambling; and
- other health services.

This funding support from the industry and would not be available if EGMs were not in pubs or clubs as the CSL is not paid by Casinos.

The THA also quote a recent study by the SA Centre for Economic Studies, University of Adelaide noted 75 per cent of venues in South Australia (Australia 67 per cent) stated they would not continue to operate if gambling facilities were removed’.

The THA believe that the hotels in the Glenorchy municipality donate a range of funds and assistance to the local community. This is in the form of cash and local sponsorship, meal vouchers, accommodation vouchers, bar vouchers, room and meeting hire, free food and drinks for local groups, free tickets to events for clubs and groups to raise funds. The THA argue that hospitality venues are the backbone of local communities and venues with gaming are some of the most generous in the state.

Currently there is no clear figure for support provided back into the community but the THA state that the owner of the Club Hotel estimates his average for the past five (5) years is around \$30,000 per annum. Based on that the THA estimate the sponsorship and support to local groups and people in Glenorchy could be anywhere between \$250,000 to \$400,000 per annum. The THA believe this in concert with the CSL and there is a significant financial impact on the region.

The Coalition of Community Organisations Concerned About Gambling

The Coalition say that there is overwhelming international and local evidence that supports proof of the harm caused by EGMs in the community. The coalition also state they are not trying to put legitimate venues (Clubs and Pubs) out of business, rather to find a transitional way EGMs can be removed from local environments and support can be found to assist businesses readjust to a new environment ultimately without EGMs.

Reducing the problem-gambling rate for Glenorchy would have economic, social and health benefits, not only for individuals but also for the whole community. Reducing the problem gambling prevalence rate in Glenorchy would also free up a good proportion of these losses for more positive expenditure in Glenorchy.

By agreeing to join the coalition Council would be making a statement of support for the Coalition’s stated objectives (as per Attachment 1). If supported the Coalition may ask Council to become further involved in public consultation on the matter.

Options

1. Council may choose not to participate in the State Parliamentary Enquiry.

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2. Council may choose to support the hospitality industry to retain the status quo in respect to EGMs.
3. Council may choose to join the Coalition of Community organisations Concerned About gambling.
4. Council may choose to independently write to the State Government expressing its concern over the high number of EGM in Glenorchy's Clubs and Hotels. The submission may also enquire, if the State Government choose to make change to the industry, how it will assist existing venues to transition their businesses into the future.

Consultations:

The following internal Council Departments/Sections have been consulted in the preparation of this report:

- Community Development
- City Strategy and Economic Development
- Acting Director Community, Economic Development & Business

Human Resource / Financial and Risk Management Implications:

At this time there are no financial implications for this report.

If Council choose there could be significant officer time involved in preparing a submission for the State Government to consider and/or a consultation process with the Glenorchy Community.

Community Consultation and Public Relations Implications:

At this time there has been no direct community consultation on this issue. Rather there has been debate in the State lower house which is due to proceed to the State upper house shortly. Councils and the public will be advised when there will be the opportunity to make submissions. By taking a position on this issue, Council need to be aware sections of the community could see the position taken as positive or negative to their specific interests.

Recommendation:

That Council:

- 1) AGREE to join the Coalition of Community Organisations Concerned About Gambling.
- 2) AUTHORISE the General Manager to provide a submission on Council's behalf to the State Government expressing its concern over the high number of EGMs in Glenorchy's Clubs and Hotels and the consequent impact on the Glenorchy Community. The submission also strongly urge, that if the State Government choose to make change to the industry, transitional arrangements be put in place to manage any potential impact on the industry and employment.

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Attachments/Annexures

- 1 Letter to Aldermen from Chris Jones on behalf of the Coalition of Community Organisations concerned about Gambling
- 2 Letter to General Manager from Steve Old, General Manager, Tasmanian Hospitality Association
- 3 2015-16 Glenorchy Gambling Venues
- 4 2015-16 Monthly EGM Player Expenditure by Municipality
- 5 THA Forecast of Employment Impact if EGMs Removed Completely

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3. COUNCIL DECISION TO JOIN THE COALITION OF COMMUNITY ORGANISATIONS CONCERNED ABOUT GAMBLING

Author: Manager, Community and Customer Service (David
Ronaldson)

Qualified Person: Acting Director, Community, Economic Development and
Business (Tony McMullen)

ECM File Reference: Gambling

Community Plan Reference:

Our Communities Goals

Making Lives Better

Our social, recreational and cultural facilities, events and experiences will attract and retain people in Glenorchy to share our wonderful way of life.

Open for Business

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

Strategic or Annual Plan Reference:

Annual Plan References

Making Lives Better

- 1.1 Know our communities and what they value.
- 1.2 Facilitate and / or deliver services to our community.

Open For Business

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

Reporting Brief:

The purpose of this report is to provide:

- (a) a report to Council detailing Council's commitments and responsibilities on joining the Coalition of Community Organisations Concerned About Gambling, in accordance with the request made at Council's meeting on 24 October 2016, and
- (b) information about the recently introduced *Gaming Control Amendment (Community Interest) Bill 2016* which is currently before State Parliament.

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Proposal in Detail:**Membership of CCOCAG**Background

At its meeting on 4 July 2016, Council received a report outlining presentations that had been made to Council from the Coalition of Community Organisations Concerned About Gambling (CCOCAG) and the Tasmanian Hospitality Association (THA) ([Attachment 1](#)).

Both presentations were made after the State Government had foreshadowed that there would be a parliamentary inquiry into the future of Electronic Gaming Machines (EGMs) in Tasmania. The presentations requested Council that Council take a position on the matter.

The report to Council included reports from the Australian Productivity Commission (2010) and the Social and Economic Impact Study of Gambling in Tasmania (2011) regarding the matter.

The report also outlined the positions of the THA and the CCOCAG and contained a number of attachments containing relevant information, which are also attached to this Report (as follows) for ease of reference:

- Letter to Aldermen from Chris Jones on behalf of the CCOCAG ([Attachment 2](#))
- Letter to General Manager from Steve Old, General Manager Tasmanian Hospitality Association ([Attachment 3](#))
- 2015 – 16 Glenorchy Gambling Venues ([Attachment 4](#))
- 2015 – 16 Monthly EGM player expenditure by municipality ([Attachment 5](#)), and
- THA forecast of employment impact if EGMs are removed completely ([Attachment 6](#)).

At the 4 July Council meeting, Council made the following resolutions:

1. To agree to join the CCOCAG.
2. To authorise the General Manager to provide a submission on Council's behalf to the State Government expressing its concern over the high number of EGMs in Glenorchy's Clubs and Hotels and the consequent impact on the Glenorchy community. The submission also strongly urge, that if the State Government choose to make change to the industry, transitional arrangements be put in place to manage any potential impact on the industry and employment ([Attachment 7](#)).

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Responsibilities, Obligations and Work Undertaken

In joining the CCOCAG Council aligned its support to the clearly stated aim of the CCOCAG: 'to get pokies out of pubs and clubs'.

Since the resolution to join the CCOCAG was made, Council officers have been working to prepare a submission to the State Government consistent with the aim of the CCOCAG. The submission will be based on the facts as presented to Council in the July report and comments taken from the Glenorchy community on the matter.

To gather this information, Council officers undertook a survey of the members of the Glenorchy Community Matters Panel, and also held a public forum. A copy of the survey has also been made available on Council's website and has been promoted in the Glenorchy Gazette. The information provided in both the survey and at the public forum is factual and allows participants to make comment on both sides of the debate about EGMs.

Comments received through the survey and the forum will be included in the final submission being prepared by the General Manager.

Proposed Gaming Control Amendment (Community Interest) Bill 2016

Since the 4 July 2016 Council meeting the State Government has introduced the *Gaming Control Amendment (Community Interest) Bill 2016 (Bill)* which proposes a number of amendments to the *Gaming Control Act 1993*.

The introduction of the Bill was foreshadowed on 17 March 2016 when Treasurer Peter Gutwein delivered a Ministerial Statement to the House of Assembly which announced the Government's policy position on gambling reform in Tasmania.

Amongst the Government's proposed reforms was the introduction of a public interest test to become part of the licensing process for all EGMs in Tasmania.

At the time the reforms were announced, it was widely understood (including by Council and other community groups), that once introduced into legislation, the public interest test would be apply retrospectively to any existing applications for new EGM's (i.e. it was understood that any licence applications lodged after 17 March 2016 would be subject to the public interest test). This was particularly relevant to Glenorchy given the applications submitted by the owners of the Paddy Wagon Irish Pub in Glenorchy and the Moonah Hotel in Moonah, which have each since made applications for an additional 20 EGMs, which would be subject to the test if it applied retrospectively.

On 27 October 2016, the Government (through Treasurer Gutwein) introduced the Bill to State Parliament. The Bill (if enacted) will amend the *Gaming Control Act 1993* to, among other things, introduce the proposed public interest test. Importantly, however, the Bill provides that the public interest test will only apply to applications lodged from the date of proclamation of the Act created by the Bill. It will not apply retrospectively.

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The effect of this is that the applications in respect of Paddy Wagon and the Moonah Hotel will not, if the Bill is passed in its current form, be subject to the public interest test.

Consultations:

The following internal Council Departments / Sections have been consulted in the preparation of this report:

- Community Development
- Community Participation and Inclusion
- Corporate Governance

Human Resource / Financial and Risk Management Implications:

At this time there are no financial implications for this report.

As outlined above in the actions officers are undertaking for the preparation of the submission to State Government there is a large amount of time in the consultation process and preparation of the submission.

Community Consultation and Public Relations Implications:

As outlined in the July 2016 report on this matter, Council need to be aware sections of the community could see the position taken as positive or negative to their specific interests.

The Glenorchy community are being consulted as outlined above, via a survey available via the website and through a public forum.

Recommendation:

That Council:

RECEIVE and NOTE the contents of this report, to inform Council as to:

- (i) Council's commitments and responsibilities as a result joining the Coalition of Community Organisations Concerned About Gambling and the work being undertaken by officers, and
- (ii) the introduction of the *Gaming Control Amendment (Community Interest) Bill 2016* to State Parliament.

Attachments/Annexures

- 1 Glenorchy City Council Meeting Report - Monday 4th July, 2016 - Request to Join Coalition of Community Organisations Concerned About Gambling
- 2 Letter to Aldermen from Chris Jones on behalf of the Coalition of

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Community Organisations Concerned About Gambling

- 3 Letter to General Manager from Steve Old, General Manager,
Tasmanian Hospitality Association (THA)
- 4 2015-16 Glenorchy Gambling Venues
- 5 2015-16 Monthly EGM Player Expenditure by Municipality
- 6 THA Forecast of Employment Impact if EGMs Removed Completely
- 7 Glenorchy City Council Meeting - Monday 4th July 2016 - resolution
from Council Report # 9. "Request to Join Coalition of Community
Organisations Concerned About Gambling"

Direct Phone: (03) 6216 6800
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9 December 2016

The Secretary
Joint Select Committee on Future Gaming Markets
Legislative Council
Parliament House
HOBART TAS 7000
Email: fgm@parliament.tas.gov.au

Submission to the Joint Select Committee on Future Gaming Markets in Tasmania

This submission by Glenorchy City Council (GCC) is authorised by a Council resolution made on Monday 4th July, 2016. GCC is a member of Community Voice on Pokies Reform Coalition, and Council endorses the call by the Coalition for poker machines¹ to be removed from pubs and clubs in Tasmania post 2023.

This submission from Council focuses on providing the Committee with information against the terms of reference specific to:

- The community aspirations of City of Glenorchy citizens, and how poker machines fit with the community vision for our city, including the results of recent community consultations (terms of reference criteria a, f, g);
- The context of poker machines in the City of Glenorchy in terms of the local economy and community preferences relating to social and economic activities (terms of reference criteria a, c, d, e, g and h);
- Council's views on the effectiveness of harm minimisation measures from the City of Glenorchy perspective (terms of reference criteria b and f).

The aim of providing this in-depth example for the City of Glenorchy is to demonstrate to the Committee that one of the local government areas most impacted by poker machines strongly desires change; and urges the Committee to investigate and recommend concrete measures for a scenario where poker machine licences for community venues are not renewed post-2023.

¹ Also referred to as 'Electronic Gaming Machines', 'Pokies' or Gaming Machines' in this submission.

About Glenorchy Local Government Area

The City of Glenorchy is a Local Government Area of Tasmania located in the Greater Hobart metropolitan area in Southern Tasmania. It is located approximately 7km north of Tasmania's capital city, Hobart and is bounded by the Derwent River in the north and east, with Wellington Park to the south-west. As Tasmania's fourth largest city, the City of Glenorchy's Estimated Resident Population for 2015 is 45,827 distributed over an area of 121km².

Table 1 below is a snapshot of the City of Glenorchy's key population characteristics compared with the Greater Hobart region, Tasmania and Australia.

Table 1: Key Population Characteristics²

	Glenorchy LGA	Greater Hobart	Tasmania	Australia
Median Age	39	39	40	37
Median weekly household income	\$829	\$1,061	\$930	\$1,230
University attendance	2%	5%	3%	4%
Bachelor or higher degree	8%	19%	14%	19%
Vocational education	22%	19%	20%	18%
unemployment ³	6.8%	5.8%	6.4%	5.6%
SEIFA index of disadvantage (2011) ⁴	915	982	961	1002

² ABS 2011

³ As at 2016 June quarter, the unemployment rate in Glenorchy City was 9.49% (unemployment rate is derived from the ABS labour force survey and Centrelink data and compiled by the Department of Employment).

⁴ At suburb level, SEIFA index of disadvantage for some areas are significantly lower than the Glenorchy LGA. For example, Glenorchy, Chigwell and Goodwood-Dowsing Point suburbs have SEIFA indices of 863, 837 and 832, respectively. Only 5% of Australian suburbs have SEIFA indices lower than Chigwell and Goodwood, i.e. are more disadvantaged.

The City of Glenorchy Community Plan 2016 – 2040 was developed through extensive consultation. Nearly 2000 people of all ages, cultural backgrounds and locations in Glenorchy provided over 7,500 ideas and thoughts about the future of our city. Our City's vision statement is: We are a proud city; a city of arts; of opportunities; of partnerships; a city that makes exciting things happen.

Two of the most important priorities for the future identified by our community is becoming the creative arts and culture hub for Tasmania and forging a national and international reputation as a leading destination for arts tourism, and providing a safe, family friendly city with quality open spaces and community and recreational facilities and services for all age groups. Council's commitment is to deliver the community's vision, goals and priorities from the City of Glenorchy Community Plan 2016 – 2040.

The Economics of Poker Machines in the City of Glenorchy

This section outlines the number of poker machines in Glenorchy, the number and nature of the businesses that have poker machines, and their relative economic value to those businesses and the local community. The discussion is provided to inform the Committee's discussion of Terms of Reference (c), (e) and (g).

There are 270 poker machines across nine venues in the City of Glenorchy. This is approximately one machine to every 128 adults. According to the Tasmanian Gaming Commission Annual Report, a total of \$20,113,917 (on average \$1.7 million per month) was taken from the City of Glenorchy through poker machines in hotels and clubs in 2014-15. This is just under \$75,000 per poker machine per year, almost twice the local average wage (see Table 2 below). The estimated average loss per adult to poker machines is \$584 and in July this year, poker machine losses in the City of Glenorchy reached \$2 million per month for the first time in history.

Local Businesses with Poker Machines in the City of Glenorchy

There are nine businesses, including the not-for-profit Glenorchy RSL, that have 30 poker machines each in the City of Glenorchy, making a total of 270 poker machines.

Based on disclosures from the Tasmanian Gaming Commission Annual Report 2014-15, it is estimated that each business collected approximately \$2.25 million of poker machine player expenditure. Hotels and club owners of poker machines receive approximately 6%⁵ of the earnings from the machines on their premises.

Therefore using average annual earnings per machine, each business gets approximately \$134,000 per annum from their 30 machines in total (see Table 2 below). Based on this estimate, the earnings by these businesses in the City of Glenorchy from poker machines at these local venues is approximately \$1.2 million for 2014 - 2015.

Furthermore, 4%⁶ of poker machine gross profits are contributed to the Community Support Levy (CSL). By law the CSL is split 25% to sport and recreation clubs; 25% to charitable organisations; and 50% to gambling research, community education and gambling addiction support services. In 2014-15, \$4,579,900 was paid into the CSL from the profits of gaming machines in clubs and hotels and from betting exchange commission. With poker machines in Glenorchy's hotels and clubs contributing about 17.5% (\$20,113,917) of the \$114,455,513 total player expenditure in Tasmania, we estimate that our city would contribute potentially up to \$800,000 to the CSL for 2014-15. That same year, only two Glenorchy-based organisations received \$30,490 from the CSL (Bucaan Community House - \$15,112 and Impact Communities - \$15,378) for community projects within the city.

The competitive state-wide process for the CSL and a perusal of previous grant recipients shows that community organisations and services in the City of Glenorchy receive a paltry amount from the CSL, compared to the funds raised for the CSL from poker machine gross profits in Glenorchy. Indeed, the City's socio-economically challenged residents are cross-subsidising undeniably good community services and one-off activities in other communities at the expense of their own high losses to poker machines.

Preliminary checks of the list of beneficiaries from the Community Support Levy since its introduction in 1997 indicated that about 14 organisations have received a total of \$235,889.90⁷ for 25 projects partly or wholly implemented in the City of Glenorchy:

⁵ Exactly how the proportion of gross profits to go to poker machine venues is decided will be investigated, as it is not legislated.

⁶ <https://www.treasury.tas.gov.au/domino/DTF/DTF.nsf/v-liq-and-gaming/4E56D6A5FB0EF2BBCA257D8200177219>

⁷ This would be about \$12,400 per annum over 19 years.

- In 2003-04, Goodwood Community Centre received \$7,040 for Goodwood Parent Early Intervention.
- In 2004, Glenorchy meals on wheels received \$1,750 for portable eskies and heat/freezer packs.
- In 2005-06, Chigwell Community House received \$1,330 for the Chigwell Community House Youth Centre.
- In 2006-07, Goodwood Community Centre received \$1,000 for the Shalom Community Garden.
- In 2006-07, West Moonah Action Group, Inc. received \$1,126.40 for the West Moonah Community House Mobile Activity Project.
- In 2007, Richmond Fellowship received \$1,000 for the Richmond Glenorchy Veggie Garden.
- In 2007-08, The Understorey Network received \$3,000 for workshops at Tolosa Community Nursery and Native Demonstration Gardens.
- In 2008-09, The Understorey Network received \$5,000 for Electricity connection to the Tolosa Street Nursery.
- In 2008-09, West Moonah Community House received \$6,000 for West Moonah Community Garden fencing, kiddie corner and tools.
- In 2009, the Tasmanian Pensioners Association – Glenorchy Branch received \$3,000 towards monthly pensioner bus trips.
- In 2009-10, Goodwood Community Centre received \$2,600 for Goodwood Gita.
- In 2010, the National Heart Foundation of Australia (Tasmania) received \$88,679 for Glenorchy on the Go.
- In 2010, Moonah Primary School Parents and Friends Association received \$30,000 for Fitness Friends.
- In 2010-11, Goodwood Community Centre received \$1,500 for Goodwood playground furniture.
- In 2010-11, West Moonah Community House received \$751.50 for Volunteer Program Protective Equipment.
- In 2010-11, West Moonah Community House received \$3,000 for Community Garden Fencing.
- In 2011, Dragon Boating Tasmania received \$1,805 for safety equipment in the Paddling Glenorchy Initiative.
- In 2011-12, West Moonah Community House received \$10,000 for West Moonah shed.
- In 2013-14, West Moonah Community House received \$4,204 for fridge, play equipment, children's books and a sandpit upgrade.
- In 2013-14, Scripture Union of Tasmania (sponsoring Montrose Bay High Local Chaplaincy Committee) received \$1,540 for Blokes and Shine Group Excursion.
- In 2013-14, West Moonah Community Action Group, Inc. received \$12,103 for PARKAS Drug and Alcohol Early Intervention Program.
- In 2013-14, the Scout Association of Australia Tasmanian Branch received \$3,300 for office, sports and cooking equipment for Glenorchy and Launceston.
- In 2014-15, Bucaan Community House received \$15,112 for Eat Well, Move More and Stress Less.
- In 2014-15, Impact Communities received \$15,378 for coaching young people for success.
- In 2015-16, West Moonah Community House received \$15,671 for Mummy Me Time.

Council strongly urges the Committee to note that our analysis of how much the City of Glenorchy benefits from the CSL against how much it contributes to it does not imply support for poker machines in our communities subject to sufficient compensation. Nor does it suggest we are requesting more of the poker machine money for our community. Rather, it is a pointer to the inadequacy of CSL as a measure to address in any significant way the social and economic harms of poker machines in our community.

Table 2: Summary of estimated financial benefits to the City of Glenorchy from poker machines⁸

Number of poker machines	270
Player expenditure on poker machines in the City of Glenorchy	\$20.1 million
Estimated average earnings per machine	\$74,400
6% of total profit to local businesses	\$1.2 million / \$134,000 per business (30 poker machines each)

The Potential Economic Impact of the Removal of Poker Machines from Glenorchy City Council

According to statements provided by the nine businesses to the Glenorchy City Council, the following number of staff, and subsequent staff losses may result if poker machines were removed.

Table 3: Industry claims relating to venue staff, trading hours and poker machines⁹

Business	Number of staff directly employed to deal with gaming	Estimated staff losses if poker machines removed
Cooleys Hotel	1 FTE 4 casual	1 FTE and 4 casual positions; reduction of hours for other staff

⁸ Analysis based on information from Tasmanian Gaming Commission Annual Report 2014-15.

⁹ Based on submission to Glenorchy City Council from Tasmanian Hospitality Association on 1 June, 2016 during Council's consultation with stakeholders.

Club Hotel	35 overall in business	25
Elwick Hotel, Brooker Inn, Claremont Hotel, Hotel Valern	120 staff employed across the 4 businesses	40-50 from the 4 businesses
Glenorchy RSL	10 people, no differentiation givens for poker machines from others	10
Granada Tavern & Carlyle Hotel	Each venue employs ~35 people, no other detail given	Not specified

Additionally, all businesses cited poker machines as critical revenue for staff training and up-skilling opportunities. However, nearly all cases referred to training staff in responsible gaming protocols and related industry standards, not broader training and skill-building in hospitality. Other claims made by the proprietors included implemented or planned business upgrades and cash/in-kind support to local community services from poker machines revenue.

Aside from the Glenorchy RSL which claimed it would have to close outright, all other businesses claimed that they would need to significantly reduce trading hours if they no longer had poker machines. For example the Cooley's Hotel proprietor said losing poker machines would result in opening later and closing earlier, and 'likely involve closure of the whole venue on quieter days such as Mondays and Tuesdays.'

However these claims need to be tested given the calculation of poker machine profits averaged to each venue suggests their removal may not be as significant as being portrayed. Further, if there was a transition period of several years in the lead-up to poker machine licences not being renewed post 2023, such a transition period would allow the venues time to investigate alternative business models.

Council is confident that such a transition would be economically positive overall for the City of Glenorchy and for the affected businesses. There are already hotels and clubs in the City of Glenorchy that have continued to prosper over the years without including poker machines into their venues and without a plan to do so.

The Claremont RSL is a good example. Local hotels and clubs within our municipality can thrive without poker machines.

Our recent public forum and community survey on preferred entertainment and recreational options in the City of Glenorchy indicated a strong preference for options other than poker machines.

Further, there was a strong indication that the presence of poker machines may cost those businesses with poker machine patronage because many people wish to avoid them. A recent news article¹⁰ on the Paddy Wagon Hotel also confirms this.

Glenorchy City Council therefore recommends that the Committee consider in detail the cessation of poker machine licences outside of casinos from 2023, and the arrangements for transitional support for affected pubs and clubs.

The Impacts of Poker Machines in the City of Glenorchy

This section responds to Terms of Reference criteria (b) and (f).

According to the 2011 Tasmanian Social and Economic Impact Study (SEIS) on gambling¹¹, approximately 2.5% of the adult Tasmanian population has a serious problem with gambling addiction, rising to 3.9% in lower socio-economic areas such as the City of Glenorchy. These data refers only to the gamblers. There are others affected by problem gamblers - including their partners, family, friends, fellow-workers and employers. The SEIS also showed that gamblers can be adversely affected well after they stop gambling. They continue to suffer from damaged finances and loss of trust with loved ones.

The SEIS further indicated that in Tasmania, electronic gaming machines (EGMs) are the major form of gambling causing problems. Over the period 2000 to 2010, clients of the Gamblers Help service were asked what forms of gambling were causing problems. 75.5% of clients reported having experienced problems arising from using EGMs at hotels or clubs and 39.5% of clients reported experiencing problems from using EGM at casinos. Therefore, majority of people with a gambling addiction are addicted to poker machines.

¹⁰ Patrons enjoy no-pokie silence, The Mercury, October 6, 2016 online

¹¹

[http://www.dhhs.tas.gov.au/gambling/information for health professionals/the prevalence of problem gambling in tasmania](http://www.dhhs.tas.gov.au/gambling/information%20for%20health%20professionals/the%20prevalence%20of%20problem%20gambling%20in%20tasmania)

Council's estimate using these figures is that there are around 1,380 people in the City of Glenorchy who have some form of addiction to poker machines. These are fathers, mothers, sons and daughters – people whose addictions result in dire consequences for their families, friends, loved ones and the community. Given we also know that people with a gambling addiction contribute about a third of total losses on poker machines, this suggests that those estimated 1,380 people are losing about \$5,000 each, on average, on the poker machines every year.

This is money not spent on much needed food, medicine, mortgages, house rent, children's education and other necessary supplies.

The millions of dollars filtering out of our community through poker machines also has a huge negative impact on our local economy. The City of Glenorchy has the second largest shopping district in southern Tasmania (the largest being in Hobart). The City has three Major commercial areas including Moonah, Glenorchy CBD and Claremont. According to ABS 2011 data, workforce¹² statistics for the City of Glenorchy showed that retail trade is the second leading industry, employing 2,434 (13%) of people who are employed in the City. Labour force¹³ statistics for the City of Glenorchy also indicated that retail trade is joint top industry, employing 2,491 people (13%). It is recognised that our local economy will be healthier with higher levels of consumer confidence and increased money in the economy if the millions of dollars lost to poker machines are put into retail trade.

Glenorchy City Council's Safer Communities Committee aims to identify the priority crime and community safety issues for the City of Glenorchy and facilitate the development of a range of strategies and initiatives to respond to the issues. The Safer Communities Committee focuses on the causes of crime and their relationship to the social determinants of health. Crime levels are directly linked to poverty, parental neglect, family disruption, low self-esteem, depression and drug/alcohol abuse. Addiction to gambling and increased use of poker machines are direct contributors to these base causes of crime. Therefore poker machines can be direct contributors to increased crime levels¹⁴ and impact negatively on the social health of the City of Glenorchy.

¹² The workforce is made up of all the people who are employed in the local area, regardless of where they live. It is an indication of employment opportunities.

¹³ The local labour force includes all employed people who are resident in the local area regardless of where they work. It is an indication of the skills available locally.

¹⁴ The Relationship Between Crime and Gaming Expenditure in Victoria, Final Report, June 2010, Sarah Wheeler, *et al*

Gaps in Tasmanian State Government Measures to Protect the Community

The State Government, as the level of Government responsible for the regulation of electronic gaming machines in Tasmania, acknowledges that EGM use causes harm and as a response put in place 'harm minimisation' measures to protect people from the damage caused by poker machines.

The State Government's call for people to 'gamble responsibly' has not worked in the City of Glenorchy or elsewhere. Council is unaware of any jurisdiction where such 'gamble responsibly' campaign has been successful when increasing numbers of poker machines are put into the community and targeted at vulnerable people.

Poker machines are intended to take money from people and not to put money in their pockets. It gives false hopes that the more you gamble the more you can win, and are designed to get people hooked in so they can continue playing, even sometimes against their desire. People cannot gamble responsibly when they are addicted. Poker machines are designed¹⁵ to be addictive and more¹⁶ of this dangerous product is put into the community thereby creating easy access.

Government has introduced a number of measures to protect communities in Tasmania from the harm caused by poker machines. These include venue smoking ban, \$5 bet limit, 30 maximum betting lines, 'enhanced' staff training and a mandatory code of practice. Despite the measures, the amount of money lost to poker machines has continued to increase just as the issue of problem gambling has continued to cause damage to lives, families and our communities. There is no evidence from the State Government to suggest that their measures are effective. On the contrary, evidence from community organisations providing counselling, emergency relief, housing and other forms of social support in the City of Glenorchy indicate that the State Government's harm minimisation measures are not working.

Council's Actions to Support and Protect Our Communities

The *Local Government Act 1993*, (section 20) provides that it is a function of councils to provide for the health, safety and welfare of the community, and to represent and promote the interests of the community. Council has a role in advocating on behalf of its residents to other levels of Government, if it believes there is a significant issue that impacts the community.

¹⁵ Ka-Ching! Pokie Nation – documentary aired on Tuesday 9.30pm 19 October 2015 on the ABC.

¹⁶ In October and November 2016, applications for licences for at least 36 new poker machines in hotels within the City of Glenorchy were lodged with the Tasmanian Gaming and Liquor Commission.

Council is aware of, and greatly concerned about, the social and economic damage that the operation of poker machines causes to Glenorchy. In response to those concerns, Council, on 4 July 2016, resolved to join the Community Voice on Pokies Reform Coalition, and to call for poker machines to be limited to Casinos. Before making a decision, both the Community Voice on Pokies Reform Coalition and the Tasmanian Hospitality Association presented to Council workshops.

While acknowledging the concerns raised by the Tasmanian Hospitality Association, ultimately Council made the decision to join the Coalition in calling for the removal of poker machines in Glenorchy pubs and clubs based on consistent evidences of the damage they cause our businesses, families and communities.

Council also strongly urges the State Government to put in place transitional arrangements to manage the potential impact on the industry and employment, if the State Government chooses to remove poker machines from hotels and clubs.

Community Consultation on Poker Machines in the City of Glenorchy

Glenorchy City Council firmly believes that our community and stakeholders should have a say in decisions that affects them whenever required. Council has demonstrated this belief by consulting with businesses and stakeholders in the gambling sector within our City before taking the decision to join the Community Voice on Pokies Reform Coalition and in making this submission.

Council has continued to engage with stakeholders on this issue and in October 2016 sent out an online survey to the Glenorchy Matters Community Panel. Council also held a community forum on poker machines in the City of Glenorchy on 14th November 2016. Both engagement processes further informed Council about community views on poker machines. The responses were consistent with previous State-wide survey where an overwhelming majority of respondents have called for poker machines to be removed from Tasmanian pubs and clubs¹⁷. The unabridged responses with individual comments are attached to this report (Appendix 1).

¹⁷ Every poll since the government put pokies into pubs and clubs in 1997 has shown that about 80 per cent of Tasmanians do not see any benefits from them. The polls also show that 80 per cent of Tasmanians want fewer or no poker machines in our pubs and clubs.

The Glenorchy Matters Community Panel comprises of residents representative of the demographic and geographic characteristics of the City. Panel members are volunteers with whom Council consults for community views on projects, policies and decisions that affect the city. Respondents were asked a series of questions about their entertainment venues' experiences and preferences, and opinions about poker machines in the City of Glenorchy. Of the two hundred and fifty Panel members who received the survey via email, sixty five responses were received between 19 October and 4 November 2016. Council considers this response rate credible and representative for this survey.

In response to the question on what are the main experiences they enjoyed at entertainment venues in Glenorchy LGA, 92.31% of respondents indicated eating with friends, 44.64% indicated live music and 29.23% indicated dancing. Only 6.15% indicated gambling on poker machines as their main enjoyment. The top three recreational and entertainment experiences venues respondents want to see in Glenorchy LGA are social eating and drinking (84.62%), family friendly/all age venues (81.54%) and live music and dance (64.62%). Other entertainment experiences and venues preferred were social/groups game venues and indoor sports (36.92% each). Only 3.08% of respondents want to see more gambling on poker machines.

Respondents who think the number of poker machines in Glenorchy LGA are too many and those who think the number of poker machine venues are too many are 89.23% and 87.69%, respectively. While 76.92% of respondents opined that poker machines are overall a negative local business option and 43.08% think they take money away from small businesses, 6.15% of respondents believe they are overall a positive business option for the Glenorchy LGA. The majority of the respondents (86.15%) are of the opinion that poker machines do not fit with the vision and goals of the community as expressed in the Glenorchy Community Plan.

Although 63.08% of respondents think that poker machines are addictive and harmful, 58.46% hold the view that they are a problem with some people but not everyone. Respondents who indicated they know someone they believe may be addicted to gambling on poker machines are 44.62%. Several respondents commented on the evidences of poker machine addiction they or someone they know demonstrate, including self-neglect, family breakdown, financial hardship, loss of job, money and family time, social isolation, and compulsive poker machine gambling.

These sentiments were strongly echoed at a community forum the Council held on Monday 14 November on poker machines. Community members expressed concerns about the damage done to local businesses when poker machines were introduced into Glenorchy less than two decades ago and the need to encourage local businesses to use spaces for positive entertainment businesses. Participants were unanimous in their voice on the need to remove poker machines from Glenorchy hotels and clubs.

Recent City of Glenorchy Community Responses to New Poker Machine Licence Applications

Concerns have been raised by local businesses in the City of Glenorchy, including businesses with poker machines, about the adverse impact of additional poker machines into the community. For example, in response to the application for license to operate 20 gaming machines by Paddy Wagon Hotel on Main Road, Glenorchy CBD as advertised in The Mercury of Tuesday 4 October 2016, the Mayor of Glenorchy, Alderman Kristie Johnson reported on serious concerns expressed to her by a local business operating poker machines in Glenorchy.

Several community members also raised concerns to the poker machines licence application by Moonah Hotel. The concern expressed underscore an acknowledgement that the City of Glenorchy is already saturated with poker machines and it is not in the best interest of the community to have more of it.

Many members of the broader community are also strongly concerned and have made representations to the Mayor, other Aldermen and staff. It is our understanding that about 180 objections were lodged by community members to the Paddy Wagon licence application, a clear evidence of strong community concern and rejection of poker machines in the City of Glenorchy.

Conclusion

The Glenorchy City Council and our community are fully persuaded as follows;

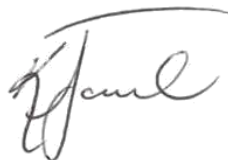
1. Poker machines have had detrimental effects on the social and economic wellbeing of our community.
2. Poker machines should be removed from Tasmanian pubs and clubs and restricted to Casinos post 2023.
3. The State Government should not issue new licences for poker machines in pubs and clubs before 2023.
4. Transitional arrangements should be put in place to manage any impact of poker machine removal on local businesses and employment.

Glenorchy City Council would like to request your permission for our Mayor to appear before the Committee at its public hearing in 2017 to give oral evidence on the poker machine situation in the City of Glenorchy and how Council is engaging and supporting our communities to make Glenorchy the best place in Tasmania to live, work, play and invest.

Yours sincerely,



Mr Peter Brooks
General Manager



Alderman Kristie Johnston
Mayor



COMMUNITY VOICE ON POKIES REFORM

Terms of Reference for Working Group

1. Preamble

The working group is a group of people who have volunteered to represent their Coalition member organisations as well as the broader Coalition. It draws on organisations that are active within the Coalition and meets more frequently than the broader Coalition. The role is to monitor the direction of the campaign, to do activities in line with the Coalition's strategies and goals, and to communicate regularly with the broader Coalition about activities that the broad variety of members can undertake.

The people making up the working group aren't necessarily the most senior staff in member organisations; it includes people actively involved with the campaigning.

2. Working Group Membership

The working group has a maximum of 12 members.

Membership consists of people working or volunteering for Community Voice on Pokies Reform Coalition member organisations.

Current membership

Stuart Foster	Salvation Army
John Stubleby	Hobart City Mission
Jules Carroll	Relationships Australia (Tasmania)
Kristie Johnston	Glenorchy City Council
Charlie Burton	TasCOSS
Meg Webb	Anglicare Tasmania
Jane Hutchison	Hobart Community Legal Centre
John Hooper	Neighbourhood Houses Tasmania
Bernard Saunders	St Vincent de Paul
Susan Fahey	Women's Legal Service
Noel Mundy	Mission Australia

The Working Group are individually accountable to the CEOs or senior managers of their respective organisations and collectively accountable to the CVPR Coalition.

3. Working Group Roles and Responsibilities (Collective responsibilities)

The Working Group's role and responsibilities are to:

- Oversee the planning, implementation and review of the agreed strategies and outcomes of the CVPR Coalition, as documented in the minutes of meetings
- Facilitate and coordinate the input of the broader coalition
- Trigger, when appropriate, meetings of the broader coalition
- Address challenges that impede the achievement of the agreed strategies and outcomes
- Manage relationships with their own organisations and membership and with the broader CVPR Coalition
- Manage its own workload and processes:
 - Set its own agenda
 - Determine its meeting schedule
 - Foster participation and encourage timely follow up on agreed action
 - Ensure timely distribution of minutes and other documents
 - Provide any reports required by a meeting of the broader Coalition

4. Working Group Member Roles and Responsibilities (Individual responsibilities)

Working Group members commit to:

- Attend scheduled Working Group meetings, or if necessary nominating an informed proxy
- Champion the Coalition and the Working Group's strategies and decisions within their organisations, the broader sector and the community
- Share all communications and information across all the Working Group members
- Make timely decisions and take action promptly to ensure good outcomes
- Notify Working Group members, as soon as practical, if any matter arises which may be deemed to affect the achievement of the Coalition's goals

5. The relationship with the broader Coalition

The Working Group will remain part of, and in communication with the broader Coalition in the following ways

- It will distribute copies of its minutes to the broader Coalition after each meeting, and will invite feedback on them.
- It will call the broader Coalition to attend its meetings at least twice a year.
- It will review its own membership every six months, inviting volunteers from the broader Coalition. This will allow members to step down if they wish, and new members to join.

6. Conflict of Interest

A conflict of interest is deemed to involve any decision that would have any actual, potential or perceived benefit to the individual or organisation they work for. Conflicts of interest will be declared at the commencement of each meeting of the Working Group as relates to the agenda and recorded in the minutes.

7. How we operate

Meetings are conducted in such a way to promote effective discussion, debate and decision-making and are in accordance with general meeting protocol.

5.1 Frequency and schedule of meetings

Meetings will be held every two months, or more frequently, depending on the needs of the Working Group.

From time to time additional meetings may be required and will be either face to face or by teleconference.

7.2 Decision making

Quorum

A quorum for any meeting will be four members of the Working Group, whether in person or via teleconference.

Proxies

Each organisation may nominate an informed proxy to attend meetings in the absence of the nominated representative. The proxy must also have delegated authority to act on behalf of the organisation as a decision-maker.

Dispute resolution

Where agreement cannot be reached by the Working Group, the CEOs or equivalent of the organisations they represent or the Coalition as a whole (depending on which is more appropriate) will agree on a method of resolution to apply to the question, difference or dispute.

5.3 Location

Generally meetings will be held in Hobart.

5.4 Chair

The Working Group is chaired by rotated among its members and will be nominated at each meeting.

5.5 Meeting papers

TasCOSS will prepare meeting agendas, coordinate meeting appointments and room bookings, take and circulate minutes (including action items).

5.6 Action by the Working Group

Members of the Working Group will take on responsibility for tasks and actions set by the group. They will report back to the Working Group on the implementation of these tasks.

5.7 Budget, issues and risk management

The Working Group will take responsibility for

1. Establishing if fundraising is required, the amount required, the method for raising and managing the funds and the expenditure of the funds.
2. Identifying issues of concern to the Working Group (new risks, changes to major risks, emerging trends, actions required)

5.8 Visitors/guests

The Working Group may from time to time invite a guest to the meeting. Any invited guest has no role in the decision-making of the Working Group.

8. Endorsement

The Terms of Reference were endorsed by the Steering Committee on .../.../...2018

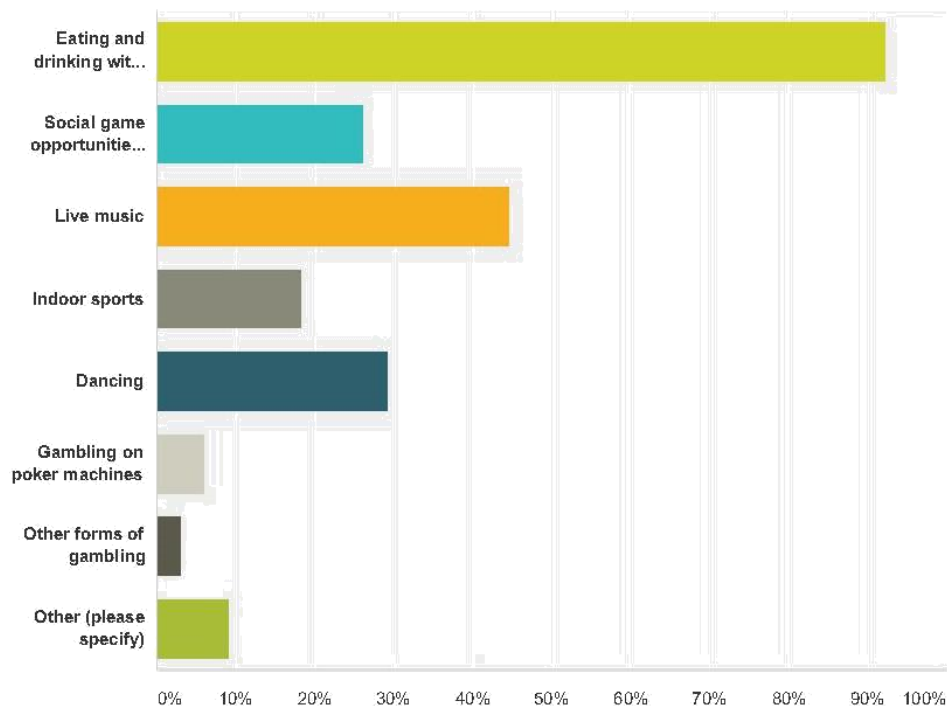
9. Next Review

The next review of the Working Group is due on .../.../2018

Community Survey on
Poker Machines in the Glenorchy Local Government Area

**Q1 Thinking about entertainment venues in
the Glenorchy LGA, what are the main
experiences you enjoy? (tick all that apply)**

Answered: 65 Skipped: 0



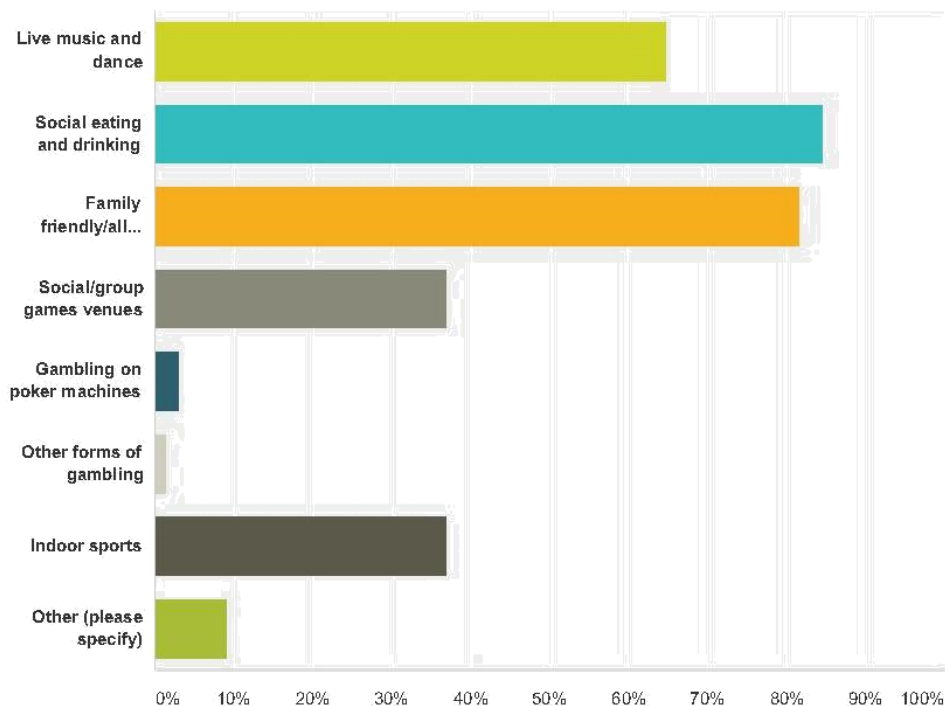
Answer Choices	Responses
Eating and drinking with family and friends	92.31% 60
Social game opportunities such as bowls, golf, computer games, pool and darts	26.15% 17
Live music	44.62% 29
Indoor sports	18.46% 12
Dancing	29.23% 19
Gambling on poker machines	6.15% 4
Other forms of gambling	3.08% 2
Other (please specify)	9.23% 6
Total Respondents: 65	

#	Other (please specify)	Date
1	After eating and drinking with family and friends, enjoy a flutter on the pokies.	11/3/2016 4:01 PM
2	local comedy acts and other social activities at venues	10/23/2016 10:10 PM
3	symphony under stars; outdoor sports - swimming	10/21/2016 10:12 AM
4	I dont go to my local venues due to the atmosphere brought on by gambling	10/20/2016 11:33 AM
5	Woodys roller world . Bike riding for young people. Fit and Fun (YMCA). Cinema.	10/19/2016 6:53 PM
6	horse riding and volunteering	10/19/2016 6:10 PM

Poker Machines in the Glenorchy Local Government Area

Q2 What recreational and entertainment experiences and venues do you want to see more of in the LGA? (tick all that apply)

Answered: 65 Skipped: 0



Answer Choices	Responses
Live music and dance	64.62% 42
Social eating and drinking	84.62% 55
Family friendly/all ages venues	81.54% 53
Social/group games venues	36.92% 24
Gambling on poker machines	3.08% 2
Other forms of gambling	1.54% 1
Indoor sports	36.92% 24
Other (please specify)	9.23% 6
Total Respondents: 65	

#	Other (please specify)	Date
1	green spaces	11/1/2016 4:23 PM
2	More focus on 'intro' activities across a range of recreation areas at local venues (low cost, social, similar to those offered when GCC had glenorchy on the go and activities at the volunteer centre. We have lost a lot of these small, social and recreational opportunities over the last 3 years	10/23/2016 10:10 PM
3	markets	10/21/2016 7:29 PM
4	upgrade facilities and opening hours at glenorchy pool	10/21/2016 10:12 AM
5	Indoor heated pool. Indoor rock climbing.	10/19/2016 6:53 PM

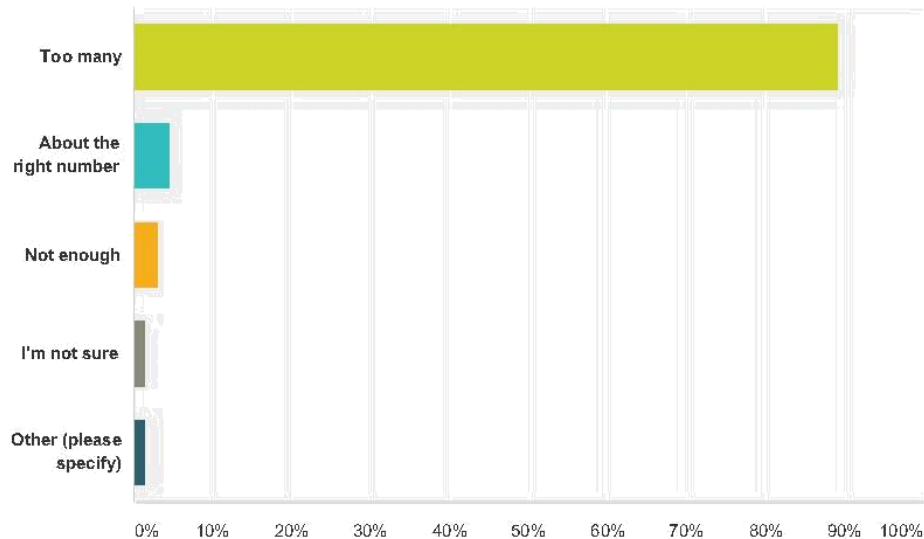
Poker Machines in the Glenorchy Local Government Area

6	i think Glenorchy and Moonah are making great steps in these directions	10/19/2016 6:10 PM
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Poker Machines in the Glenorchy Local Government Area

Q3 Thinking about the current number of poker machines (270) in the Glenorchy LGA, do you think there are?

Answered: 65 Skipped: 0



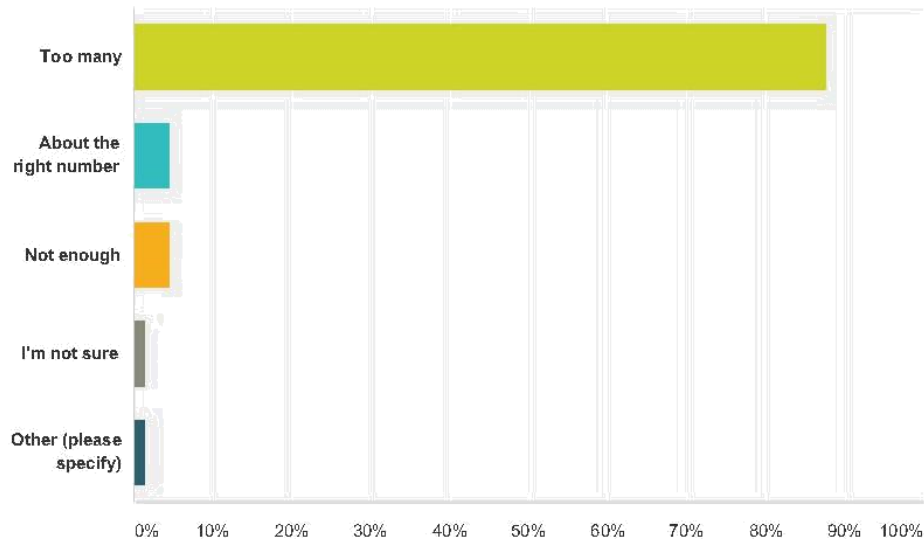
Answer Choices	Responses
Too many	89.23% 58
About the right number	4.62% 3
Not enough	3.08% 2
I'm not sure	1.54% 1
Other (please specify)	1.54% 1
Total	65

#	Other (please specify)	Date
1	I don't use them and beleive it is up to the user to decide	10/21/2016 7:18 AM

Poker Machines in the Glenorchy Local Government Area

Q4 Thinking about the number of poker machine venues (9) in the Glenorchy LGA, do you think there are?

Answered: 65 Skipped: 0



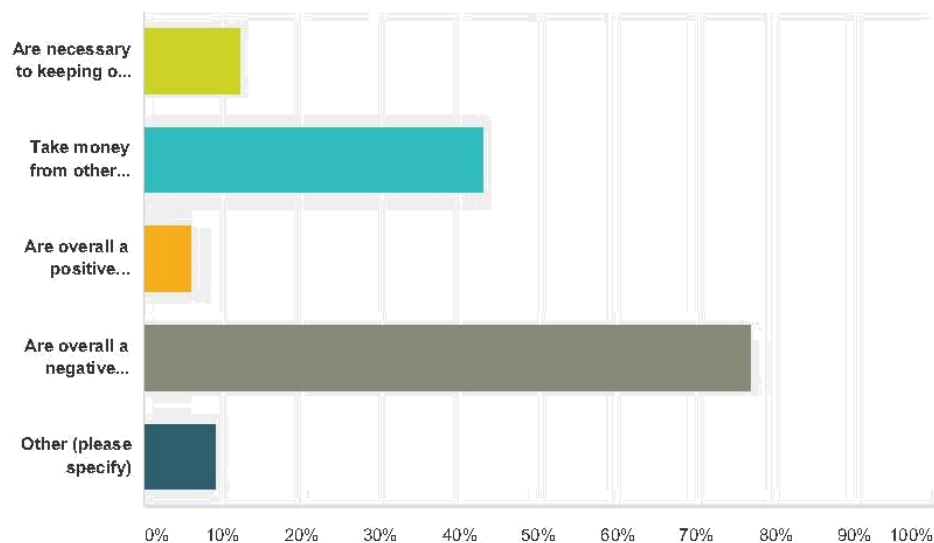
Answer Choices	Responses
Too many	87.69% 57
About the right number	4.62% 3
Not enough	4.62% 3
I'm not sure	1.54% 1
Other (please specify)	1.54% 1
Total	65

#	Other (please specify)	Date
1	people will have their favourite spot	10/21/2016 7:18 AM

Poker Machines in the Glenorchy Local Government Area

Q5 Thinking about local businesses, do you think poker machines? (tick all that apply):

Answered: 65 Skipped: 0



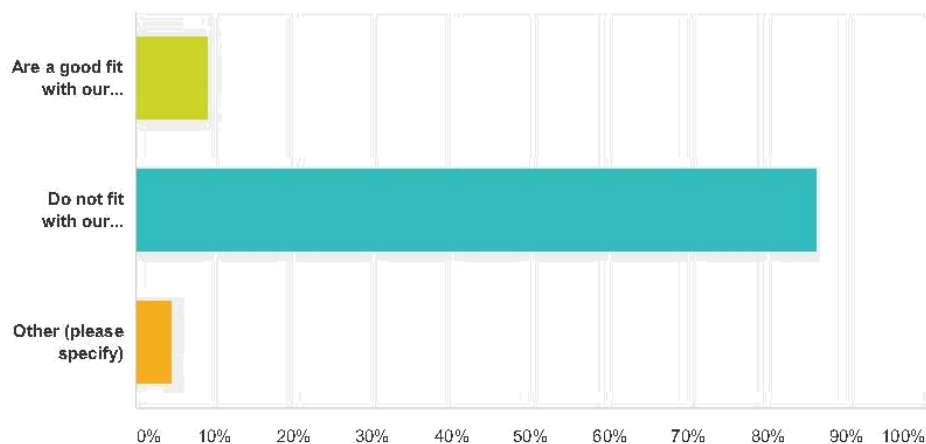
Answer Choices	Responses
Are necessary to keeping our local pubs and clubs profitable	12.31% 8
Take money from other small businesses	43.08% 28
Are overall a positive business option for the Glenorchy LGA	6.15% 4
Are overall a negative business option for the Glenorchy LGA	76.92% 50
Other (please specify)	9.23% 6
Total Respondents: 65	

#	Other (please specify)	Date
1	unsure. I can see that they help businesses make money but I feel they are anti-social and there are too many	10/26/2016 10:43 PM
2	Pokies are a socially destructive, anti social form of behaviour which benefit the pub owners only. The negatives significantly outweigh any perceived positives.	10/23/2016 6:57 PM
3	There too many gambling related problems particularly affecting people in lower socio-economic situations !! Glenorchy just doesn't need them nor any increase. !!	10/22/2016 10:37 AM
4	Problem gambling stops people from spending in regular business and creates chaos in people's lives	10/20/2016 3:28 PM
5	Are needed to get the revenue for government, which has flow on effects for council and the community in terms of services. Unless other sources of revenue are found, getting rid of pokies will also reduce services.	10/19/2016 7:15 PM
6	poker machines put me off visiting pubs and clubs, i dont enjoy the environment they create even when they are sectioned off	10/19/2016 6:10 PM

Poker Machines in the Glenorchy Local Government Area

Q6 Thinking about the vision and goals for our community as expressed in the Glenorchy Community Plan, do you think that poker machines?

Answered: 65 Skipped: 0



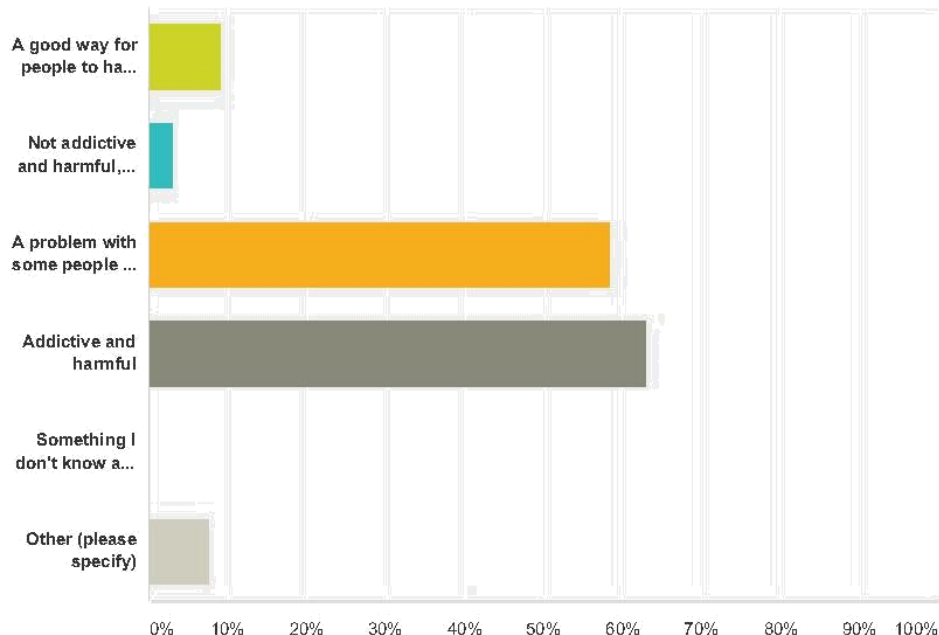
Answer Choices	Responses
Are a good fit with our community visions and goals for Glenorchy	9.23% 6
Do not fit with our community vision and goals for Glenorchy	86.15% 56
Other (please specify)	4.62% 3
Total	65

#	Other (please specify)	Date
1	For all the negative rhetoric that Andrew Wilkie and others are saying about pokies, it is not the pokies or the venues that are the problem. It is the extremely small percentage of the population that are addicted to them. The vast majority who play pokies occasionally can have a flutter and walk away. Like any addiction, there is help and those addicted firstly have to recognise their addiction, take responsibility for their actions and seek assistance. No one twists their arms to go into a gaming venue. Adding or deleting the number of machines would not fix the problem, the machine is not the problem, it is the person pushing the buttons. Numerous organisations exist to help people kick the habit, there's always assistance for those whom are willing to seek it, they just have to recognise the problem and want to beat the addiction.	11/3/2016 4:01 PM
2	are alright in limited numbers for social activities. not a blanket ban!	10/31/2016 10:54 AM
3	not too much big brother....	10/21/2016 7:18 AM

Poker Machines in the Glenorchy Local Government Area

Q7 Thinking about how people interact with poker machines do you think they are? (tick all that apply)

Answered: 65 Skipped: 0



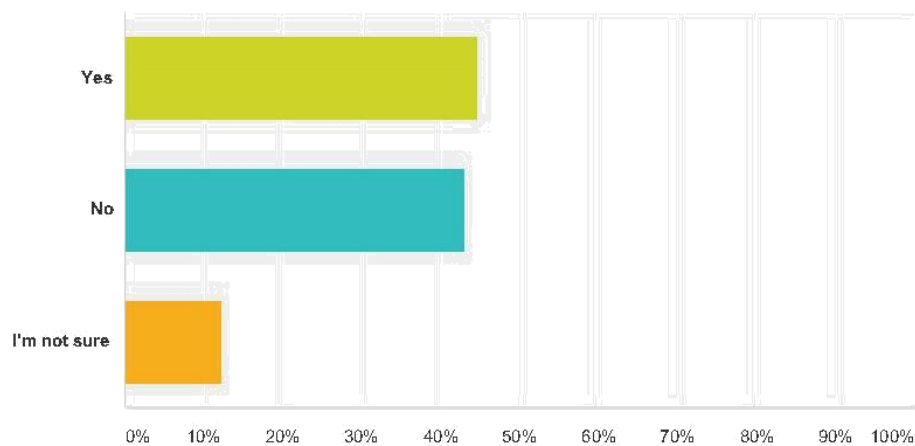
Answer Choices	Responses
A good way for people to have a bit of fun	9.23% 6
Not addictive and harmful, addiction comes from people's own choices	3.08% 2
A problem with some people but not everyone	58.46% 38
Addictive and harmful	63.08% 41
Something I don't know a lot about, I'd like to know more	0.00% 0
Other (please specify)	7.69% 5
Total Respondents: 65	

#	Other (please specify)	Date
1	See other above	11/3/2016 4:01 PM
2	Poker machines are specifically designed to engage the player with lot of subtle messages, colours, and sounds that hide the fact that the player cannot, over time win - only lose. They are highly addictive and it is time to stop blaming the individual for the problems caused by these machines. I also want to know why the gambling support service situates itself in Hobart, when Glenorchy is the gambling hot spot - they should be more visible and the DHHS staff working on harm reduction should be working closely with the GCC on local strategies and alternatives to gambling.	10/23/2016 10:10 PM
3	taking money from families, children and businesses in glenorchy	10/21/2016 10:12 AM
4	It feeds from people's problems - we are aspiring for more in our city	10/20/2016 3:28 PM
5	but a big enough problem for enough people to warrant their removal	10/19/2016 6:10 PM

Poker Machines in the Glenorchy Local Government Area

Q8 Do you know someone who you believe may be addicted to gambling on poker machines?

Answered: 65 Skipped: 0



Answer Choices	Responses
Yes	44.62% 29
No	43.08% 28
I'm not sure	12.31% 8
Total	65

Poker Machines in the Glenorchy Local Government Area

Q9 Can you describe why you believe someone you know may be addicted?

Answered: 28 Skipped: 37

#	Responses	Date
1	they use all their pensions for the pokies and have no food or medication for their family members	11/4/2016 12:37 PM
2	spends a lot of time at poker venue and spending more than has	11/1/2016 1:09 PM
3	Observation	11/1/2016 7:57 AM
4	their marriage broke up after he continually lost the bulk of their income gambling	10/31/2016 9:06 PM
5	The addict never has enough money.	10/31/2016 7:09 PM
6	cant stay away from them. having financial problems	10/31/2016 2:40 PM
7	dfdsx	10/31/2016 10:46 AM
8	She always goes to Cassino to play on the gambling machine and does go 3 to 4 times a week. Can't stopping going to Cassino.	10/24/2016 7:38 PM
9	Because they spend more than they can on the poker machines and this in turn means they have a poor quality of life	10/24/2016 10:32 AM
10	The fact that most of their money goes on the machines to the detriment of eating, paying bills and caring for self and family	10/23/2016 10:11 PM
11	Family members have related their experience of excessive time and money spent on these machines. This is a curious question, especially as addictions can manifest differently.	10/23/2016 6:58 PM
12	Put large amounts of cash through poker machines without care for their budget.	10/22/2016 8:17 PM
13	Unsociable and never has any money, and always complaining and causing problems	10/22/2016 10:38 AM
14	spending too much time/money in venues playing machines at the expense of their other financial/family responsibilities	10/21/2016 10:13 AM
15	Underage kids going with troubled youths to casino	10/20/2016 3:29 PM
16	They borrowed money to pay for 'car repairs', subsequently requesting more because 'car repairs' were more than expected! When promised repayment was not made by agreed date, I phone his home. His partner advised me he was a problem gambler, and she'd kicked him out.	10/20/2016 1:12 PM
17	Loss of responsible job, loss of family, loss of self, suicide	10/20/2016 10:45 AM
18	Because their usage affects their family, emotionally and financially	10/20/2016 10:27 AM
19	They are excluded from pubs and poker machine places	10/20/2016 2:34 AM
20	They ask for money to pay bills because their own has been spent on gambling	10/19/2016 10:35 PM
21	All way borrowing. Money	10/19/2016 7:11 PM
22	I think it's their personality type.	10/19/2016 6:54 PM
23	Because they don't go home until they have lost all their money.	10/19/2016 6:36 PM
24	they lose all their money gambling	10/19/2016 5:25 PM
25	Yes because it's me	10/19/2016 5:23 PM
26	They are always frequenting venues with the machines and playing on them.	10/19/2016 5:04 PM
27	I know of an old lady with dementia who can manage to get to the local hotel and sit there all day spending her money. She still has the routine of taking the money out of the back and playing the pokies up until 7pm but nobody can stop her.	10/19/2016 5:01 PM
28	They spend all their pension there	10/19/2016 4:31 PM

Poker Machines in the Glenorchy Local Government Area

Q10 Are there any other comments you would like to make?

Answered: 23 Skipped: 42

#	Responses	Date
1	try watching a sick family member not get their medication because another family member has put it all into the poker machines	11/4/2016 12:38 PM
2	There is no doubt it is an addiction, but like all addictions, it can be treated, the person who has the addiction just has to admit it and take the necessary steps to help themselves. The Department of Health and Human Services has a website that lists a number of organisations that can help those addicted. The population of Glenorchy is nearly 11,000, however only a small percentage of the community would play the pokies on a casual basis and an even smaller percentage would be addicted. Go into any gaming venue in Glenorchy on any given night and there are more machines not being played than being played. That is a good reason for the new hotel in Glenorchy not to invest in pokies, not because of the addiction issue. Statistics show that over 80% of Australian adults engage in gambling of some kind on a casual and social basis, however only 0.5 - 1.0% have significant problems from gambling. Rather than worry about the number of pokies, you and other concerned parties should lobby the State Government to invest more of the significant revenue from gambling into helping that very small minority to beat their addiction.	11/3/2016 4:01 PM
3	The rate of wins to losses in Australian poker machines ensures that over time people will lose at poker machines - even if they get occasional wins the net effect over time will be loss. This keeps poor people in poverty which leads to all sorts of ill health issues that then effects the entire community.	10/31/2016 9:11 PM
4	blanket bans on anything is not a solution.	10/31/2016 10:56 AM
5	No	10/24/2016 7:39 PM
6	Council had an opportunity to be more public about this when we had the last enquiry into problem gambling and instead opted to not even do a formal submission - it is time to take concerted action on this major problem in our LGA	10/23/2016 10:13 PM
7	I will take action against more pokies machines, if this is what is required. There are so many ways we can positively impact our communities and this is exactly the opposite.	10/23/2016 7:00 PM
8	Better to cater for the whole community and NOT have poker machines !!! as some people have no control and they, their families and the community are negatively impacted as a whole !! The community pays for rehabilitation which is often , not always successful.	10/22/2016 10:39 AM
9	Too much emphasis on the all or nothing approach to poker machines	10/22/2016 9:51 AM
10	I believe any gambling problems should be sorted by the relevant welfare organisations and government departments to control expenses of the lower socio economic income in exactly the same way as they are treating drugs abuse.	10/21/2016 5:07 PM
11	Apart from the damage poker machines do to individuals and families, they are ugly, noisy and do not promote community because they absorb people individually.	10/21/2016 1:11 PM
12	I think we are getting to be a nanny state	10/21/2016 7:18 AM
13	These things are a bloody pox on society and should be banned everywhere.	10/20/2016 1:13 PM
14	the Glenorchy/norther suburbs area needs businesses, government and community organisations to work together to change the cultural issues that contribute to poverty, poor health, mental health and social connectedness. Putting profits above the peoples best interest is unfair and wrong.	10/20/2016 11:35 AM
15	No	10/20/2016 10:45 AM
16	Poker machines are a form of social cannibalism, they prey on the weak at too high a cost. Put them back in casinos where they are centralised and cause less widespread damage.	10/20/2016 10:28 AM
17	yes. It's criminal that anyone should have a monopoly. These machines have been programed to perfection not to pay out. There is no more enjoyment in playing them anymore.	10/19/2016 6:40 PM
18	I don't like them.	10/19/2016 6:35 PM
19	Poker Machines do not belong in the Glenorchy community.	10/19/2016 5:35 PM
20	no	10/19/2016 5:25 PM
21	No more please. Cant we just go out for a meal and not have machines ringing. Also there are too many kids gambling machines that are very addictive and upsetting. Build playgrounds in yhe hotels ny all means but please remove the machines from the childrens areas.	10/19/2016 5:04 PM

Poker Machines in the Glenorchy Local Government Area

22	no	10/19/2016 4:32 PM
23	Ban pokie machines altogether	10/19/2016 4:32 PM



Title	Waste Services Policy
Council Resolution	Item 17 (19 Dec 2016) as per Council Minutes
Responsible Directorate	City Services and Infrastructure
Due for Review	Four (4) years from Council Resolution Date
Strategic Plan Reference	<u>Leading our Community</u> 1.3.1 Directly deliver defined service levels to our communities.
ECM	Council Policy

PURPOSE

Glenorchy City Council provides a garbage and recycling service for all residential and nominated commercial properties. This policy has been developed to provide guidance and consistency for the management of Council's waste collection service.

SCOPE

This policy applies to all waste collection services (and ancillary services) provided by Council to residential properties (including unit developments) and commercial properties, waste services in public places and at events.

STATUTORY REQUIREMENTS

Acts	<i>Local Government Act 1993</i>
Regulations	Not Applicable
By-Law	<i>Glenorchy City Council Environment and Health Services By-law (No. 1 of 2010)</i>

DEFINITIONS

MGB	Mobile Garbage Bin (for either garbage or recycling)
140L/240L	The capacity of MGB's in litres (i.e. 140 litre and 240 litre bins)
Waste Services	Includes waste management services for both garbage and recycling

POLICY STATEMENT

PART 1 – Waste Services

1.1 Bin Ownership

MGB's remain the property of Glenorchy City Council and must be returned to Council if no longer required.

Charges will be incurred by a property owner for lost or damaged MGB's.



1.2 Standard Waste Services – Residential Property

Residents of individual properties and some unit development properties will receive Council's standard garbage and recycling service. The standard service provides an allocation of one 140L MGB for garbage and one 240L MGB for recycling.

Council may, at its discretion, provide a 140L MGB for recycling to some residents with medical conditions that inhibit their mobility.

1.3 Kerbside Collections

MGB's will be collected from the kerbside on a fortnightly basis.

1.4 Shared Service for Unit Developments

Residents of multiple dwelling unit properties comprising three or more units may receive shared waste services.

Services will apply where the kerbside space for placing the MGB's for collection is insufficient or deemed unsuitable to put a large quantity of MGB's. This will be determined in accordance with Council's *Guidelines for Waste Services Guidelines for New Multiple Dwelling Unit Developments*, which form **Appendix A** to this policy (**Guidelines**). New multiple dwelling unit developments must address the requirements of the Guidelines as part of the regulatory approvals process.

Shared services provided by Council will be one MCB for garbage and one MGB for recycling, to be shared by a minimum of three units. Bins are to be stored in a secure bin enclosure area at the front or within the property. The number of MGB's per development will depend on the total number of units.

The size of MGB's for shared services will ordinarily be 240L. However depending on the overall established capacity, 140L MGB's may also be issued in special circumstances.

Bins will be collected weekly.

1.5 Waste Services for new residential properties

A waste service charge will be applied to all new residential properties from the date of the certificate of occupancy and/or the building has passed a final inspection.

Please note it is the responsibility of the property owner to complete the kerbside bin application form and ensure this is submitted to Council prior to the delivery of the new MGB's.

1.6 Standard Waste Services - Commercial Properties

Council does not ordinarily provide waste services to commercial properties. However, property owners may request that Council provide Waste Services to their property.

Waste services to commercial properties will be provided at the discretion of Council's Waste Services department.

Commercial properties may be supplied with either a 140L or 240L MGB for garbage and a 240L MGB for recycling.

MGB's will be collected fortnightly and may only be used to deposit domestic-type waste and recycling.

A suitable secure storage area for the MGB's must also be provided.



PART 2 – Fees and Charges

2.1 Residential Properties

Waste services charges will be levied as part of the rates payable for a property.

For all new and existing residential properties, including multiple dwelling unit developments, Waste Services charges will be separately identified on the rates notice for the property.

2.2 Commercial Properties

Waste service charges only apply to Commercial Properties where Council provides a waste service to the property at the request of the property owner.

2.3 Lost or Damaged MGBs

Where an MGB is lost or damaged, Council will ordinarily charge for the replacement cost of the MGB, particularly where the MGB has been lost or damaged as a result of neglect or misuse on the part of the property owner or resident.

Any replacement charges will be incurred by the property owner.

PART 3 - Service Cancellation

3.1 Residential Properties

Residential property owners who choose not to utilise Council's waste services will still be required to pay a waste services charge as part of their rates.

Council will remove the bins from any property not using Council's waste services.

3.2 Commercial Properties

Owners of commercial properties may choose to discontinue the utilisation of Council's waste services at any time. MGB's will be removed from the property once Council has been notified in the appropriate form.

Council reserves the right to review the approved bin use at a commercial property from time to time, and to take any necessary action to remove MGB's if the criteria for waste services to the property are not being met.

PART 4 - Service Upgrades and Additions

4.1 Garbage

Standard residential MGB's for garbage may be upgraded from a 140L to a 240L MGB for an additional charge with the approval of the property owner together. Upgrade applications may be made to Council in the approved form.

Where an MGB is upgraded to 240L, the waste service charges will increase, except where an upgrade is approved based on medical grounds or disability

4.2 Recycling

The standard residential recycling bin is 240L. All residential properties with 140L recycling bins will be gradually changed over to 240L recycling bins.



Until the completion of the roll-out to 240L recycling bins (which is presently taking place), all bin applications received for replacement 140L MGB's for recycle bins, will be assessed and provided with an automatic upgrade to 240L at no additional charge.

A limit of one garbage and one recycling MGB applies to each rateable property. Council will not supply additional MGB's for any commercial or residential properties. The only exception to this is for properties like group homes, which will be based on volumetric calculations and will be at the discretion of Council.

Council reserves the right to review the approved MGB use at any property from time to time, and to take any necessary action to remove MGB's if the criteria for waste services to the property are not being met.

PART 5 - Miscellaneous

5.1 Driver to collect

A "driver to collect" service may be available for residents who unable to place their wheelee bins at the kerbside due to age, illness or a disability. Residents wishing to utilise this service must supply a valid medical certificate with any application. There is no additional charge for this service.

Where such a request is made by a resident of a multiple dwelling unit development, special arrangements will be made to store and collect waste on a case-by-case basis.

Council may remove the service if the relevant criteria are no longer being met.

5.2 Service Access and Other Conditions

For new properties and subdivisions to have a waste service, all new road construction must ensure that continuous forward movement for a waste collection vehicle is available.

For new subdivisions, a nature strip located adjacent to the kerbside with a minimum 1 metre in width must be included for the placement of bins. If there is no scope for a nature-strip, the footpath must be designed and constructed to accommodate the placement of bins as well as meeting the minimum accessible footpath width (1.8 metre).

5.3 Green and Organic Waste

Council does not currently offer a waste service for green or organic waste. Council will to continue to investigate options for such a service and assess its viability.

5.4 Landfill Operations (JSWMC)

Council owns and operates the Jackson Street Waste Management Centre under a permit issued by the Environment Protection Authority.

Financial management of the landfill operation are carried out in accordance with Government Prices Oversight Commission guidelines for a significant business activity. Council sets the landfill charges annually and these charges apply to the users of the landfill which provide a dividend return to Council.



5.5 Public Litter Bins

The Council encourages residents and visitors to practice correct and responsible disposal habits of litter within the community. To support and promote these habits, Council provides both 60L and 140L public litter bins.

Council will continue to review and progressively install both public garbage and recycling bins in high traffic areas.

5.6 Waste Provision waste service

Council will continue to promote and encourage correct garbage and recycling disposal within the community by providing 240L garbage and 240L recycling bins at Council organised events.

To promote recycling at these events, all 240L garbage bins must be paired with at least one 240L recycling bin.

In addition to Council based events, Council may be able to provide a hired garbage and recycling service for non-council events. The provision of such a service will be at the discretion of Council.

Council will work with all special event permit holders around the appropriate number of bins for events, including the correct placement and disposal of bins.

BACKGROUND

Council provides various waste collection, management and disposal services to the community as part of its functions to:

- (a) Provide for the health, safety and welfare of the community
- (b) Represent and promote the interests of the community, and
- (c) Provide for the peace, order and good government of the municipal area.

A clear and concise policy is necessary to discharge those functions in relation to waste services.

APPENDIX A

Glenorchy City Council Waste Management Services **Guidelines for New Multiple Dwelling Unit Developments**

1. Planning

The applicant for a multiple dwelling unit planning permit application is to submit a plan of the site (to scale and fully dimensioned) indicating the following:

- Location of waste/recycling bins for storage (with/without bin enclosure) and bins collection points based on the specifications listed below.
- Trees (drawn to edge of canopy) and with full specifications for the trees including species, height and growth habit
- Poles
- Vehicle crossing
- Turnaround areas (if proposed)
- Letter boxes
- Collection hazards on street
- Sight distance requirements
- Contours on plan to show gradient of ground
- Setback from dwelling units

2. Waste and recycling service/bins eligibility

Any multiple dwelling unit developments having three or more units may either have individual bins with a standard service collected fortnightly or a shared bin service collected weekly depending on the available kerbside collection area. If the kerbside space is not adequate for placement of bins, a shared bins system will apply. A shared bin service is where 3 units will share one 240 litre waste and one 240 litre recycling bin or an equivalent volume/different type of bin and is collected weekly.

The number of bins will depend on the total number of units and will be determined by the Waste Management Section. For example if there are 6 units they will be eligible for 2 waste and 2 recycling shared bins, similarly if there are 10 units they will be eligible for 3 waste and 3 recycling shared bins. The developer/builder should liaise with the Waste Management staff to determine the exact quantity of bins.

3. Bin Storage

Depending on whether the waste service is standard or shared, the bin storage criteria will vary. If the unit development is approved for a standard service then the individual bins will be stored individually by the unit residents. If a shared service applies then the applicant needs to demonstrate an appropriate bin storage area where the waste/recycling bins can be stored within the property (eg. bin enclosure).

Bin enclosures need to be built for the storage of the bins and for collection if necessary. The bin enclosure should include space for waste and recycling bins depending on the number of units and the bins allotted. The enclosure must be built to facilitate the placement of bins in a single row.

The bin enclosure is to be built on a flat surface with a concrete base/pad and surround of brick or painted block enclosure or other suitable material to Councils approval. The bin enclosure should be built within the property boundary preferably at the entrance of the property allowing a 4.5 metre distance from the entrance to prevent impacting on sight distances for

vehicles leaving the site. In certain circumstances internal bin enclosures may be considered depending on site constraint. Such variation may be approved at the discretion of the Waste Services Coordinator. The bin enclosure should suit the allotted number of 240litre wheelie bins of size 1100mm height x 600mm wide x 800mm deep, allowing for 300mm space in between each bin and the corners. Recommended height of the enclosure is 1200mm and recommended depth is a minimum of 930mm.

The front of the enclosure is to be left open throughout the length of the bin enclosure to enable the bins to be removed, emptied and returned in a safe and efficient manner. There must not be any lip on the concrete slab of the bin enclosure. It is recommended that no bin enclosure be built closer than a minimum of 5.5 metres to any residence to avoid odour and nuisance issues arising. The access way to and from the bin enclosure must be constructed of a smooth and durable material.

The bin enclosure is to be built to the satisfaction of the Waste Management Co-ordinator and must be shown on the plans submitted with the planning application. Note that bins and waste services will not be provided unless bin storage is addressed to meet the requirements of the Waste Management Section.

Provided Bin Sizes are as follows:

Bin Size:	Width x Depth x Height
140 litre bin	550mm x 600mm x 950mm
240 litre bin	600mm x 800mm x 1100mm

4. Collection of Bins

Council's preference is for the bins to be collected from the kerbside, but site circumstances may dictate otherwise. The Waste Services Coordinator will determine such other collection arrangements.

4.1 Collection from Kerbside

The residents or responsible body corporate members have to wheel the bins from the bin enclosure and place the bins on the kerbside for emptying. After the collection has been carried out the bins are to be returned to the bin enclosure.

4.2 Collection within the Property

If there is not enough kerbside area then collection may be carried out from within the property by the truck entering the property provided acceptable arrangements have been made in accordance with Clause 6.

5. Storage in bin enclosure and Collection from the Kerbside

If bins are to be collected from the kerbside, the following access and bin placement conditions apply:

5.1 Storage

The bins are to be stored within the bin enclosure at all times if it is a shared service, except when placed out for collection. No individual residents can take the bin for individual use.

5.2 Access for Collection

- There is to be adequate space for the collection of two bins (one waste and one recycling) per 3 dwellings with the collection points on the kerbside clearly identified on the plans when submitting for approval.
- Bins need to be positioned in a single line at the kerbside but clear of the road pavement.

- The spacing for bins at bin collection points is to be calculated on the basis of 0.6m per bin, 1m between bins and where adjacent to a vertical obstruction (such as light/power pole, bus stop, tree etc), 1m from such obstruction. This will provide sufficient spacing for the waste collector to pick up and put down bins without interfering with adjacent bins (driver will not arrange or move bins).
- Please note that additional spacing is required if there is a light/power pole, bus stop, tree or letter box on the kerbside.
- Bins need to be placed at least 1 metre from light/power poles, bus stops, trees (including overhanging branches) and letter boxes.
- Bin collection points on the kerbside are to be clear of the canopy of trees when they are mature.
- In an area with an overhead obstruction, such as tree canopy a minimum height of 5.0 metres needs to be allowed for Council's collection vehicle including access for the lifting arm.
- Bins must not be required to be wheeled/moved through the inside of any dwelling and preferably not over steps or uneven ground when placed out for collection.
- The placement of bins at the kerbside for collection is not to obstruct the accessibility of the footpath which must be designed and constructed to accommodate the placement of bins as well as meeting the minimum accessible footpath width of 1 metre.

5.3 Amenity

Bin storage is to be in a location out of direct view from the street where possible.

5.4 Bin Placement

Bin placement must not present a hazard for the collection contractor eg: crest of a hill, within 10 metres of intersection, sharp change in the road alignment, near or within a traffic slow point device. The developer may propose an alternative solution or collection may be undertaken from within the property.

More than ten (10) bins lined up next to each other on the kerbside will create sight distance issues for vehicles exiting the property.

6. Storage in bin enclosure or individual premises and collection from within the property

If bins are to be collected within the confines of the property, the following access and bin placement conditions apply:

6.1 Storage

If it is a shared service the bins are to be stored within the bin enclosure at all times, except when placed out for collection. No individual residents can take the bin for individual use. If it is a standard service then the bins are to be stored individually by the unit residents.

6.2 Access

- A turn around area to allow vehicles to move in a continuous forward movement is to be provided to cater for Council's contract waste collection vehicles (tandem 22.5 tonne capacity vehicle) including access for the lifting arm in an area without any overhead obstructions. The waste collection vehicles will not be allowed to reverse in or out of a site; because of traffic and OHandS issues.
- Road pavements in the development are to be designed and constructed to accommodate the collection vehicle (Gross Vehicle Mass of 22.5 tonne. Road pavement details are available by contacting Council's Development Engineer).

6.3 Amenity

Bin storage is to be in a location out of direct view from the street where possible.

6.4 Bin Placement/collection

- A level surface clear of the road pavement is to be provided for bin collection points. Allow a 2.2 metre length on the bin collection points per waste and recycling bin, this includes a bin to bin spacing of 1 metre. This will provide sufficient spacing for the waste collector to pick up and put down bins without interfering with adjacent bins.
- The spacing for bins at bin collection points is to be calculated on the basis of 0.6m per bin, 1m between bins and where adjacent to a vertical obstruction (such as light/power pole, bus stop, tree etc), 1m from such obstruction. This will provide sufficient spacing for the waste collector to pick up and put down bins without interfering with adjacent bins (driver will not arrange or move bins).
- Bin collection points are to be in a single line positioned such that they are on the left hand side of the collection vehicle. Bins need to be accessible by collection vehicle (driver will not leave vehicle to arrange or move bins) and without the vehicle having to reverse.
- Bin collection points are not to be located within the turnaround areas of a site.
- Bin collection points are to allow for clearance of the canopy of trees when they reach maturity.
- In an area with an overhead obstruction such as tree canopy a minimum height of 5.0 metres needs to be allowed for Council's collection vehicle including access to the lifting arm.
- Any obstructions (letter boxes, poles, trees) are to be a minimum of 1.0 metre from the bin collection area.
- The placement of bins within the property either for storage or placement for collection must not impede access for a person with a disability.

6.5 Liability

Prior to the waste collection services being provided to the site or prior to occupancy of any of the units, whichever occurs first, the body corporate/owner shall enter into a registered agreement with Council pursuant to Part 5 of the Land Use Planning and Approvals Act 1993 to indemnify Council and its waste management contractor from any claim for damages and/or wear and tear arising from waste collection trucks accessing the property. The Part 5 agreement shall require the Council, the waste management contractor and the body corporate to have a current indemnity agreement signed by all parties as stated above. The developer is responsible for the costs associated with the drawing up of the Part 5 Agreement.



2013-2023



WASTE MANAGEMENT STRATEGY

'To increase capacity to recover and recycle waste, improve sustainability and reduce impacts on the environment and landfill sites while establishing a means to address future demands'.

**COUNCIL IS COMMITTED TO
PROVIDING LONG-TERM
INFRASTRUCTURE FOR
WASTE, COST EFFECTIVE AND
EQUITABLE WASTE SERVICES
AND LEADING BY EXAMPLE**



Glenorchy City Council Waste Management Strategy | Version One | 13 October 2016

This report has been prepared by Mike Ritchie and Associates (trading as MRA Consulting Group (MRA)) for Glenorchy City Council in accordance with the terms and conditions of appointment. MRA (ABN 13 143 273 812) cannot accept any responsibility for any use of or reliance on the contents of this report by any third party.

The Jackson Street Landfill life maybe subject to change due to the varying volumes of waste which may reduce the landfill life – on this basis Council reserves the rights to amend the strategy accordingly.

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The Waste Management Strategy document is available in alternative formats.

ACRONYMS

BAU	Business as Usual
C+I	Commercial and Industrial (waste)
C+D	Construction and Demolition (waste)
CCWMG	Cradle Coast Waste Management Group
EMPCA	Environment Management and Pollution Control Act
EPHC	Environment Protection and Heritage Council
EPA	Environmental Protection Authority
EPPs	Environmental Protection Policies
EPR	Extended Producer Responsibility
FOGO	Food Organics and Garden Organics
GCC	Glenorchy City Council
GHG	Greenhouse Gas
GVM	Gross Vehicle Weight
HCC	Hobart City Council
JSWMC	Jackson Street Waste Management Centre
LGA	Local Government Association
LGAT	Local Government Association Tasmania
MRF	Materials Recovery Facility
MRA	Mike Ritchie & Associates
MUDs	Multi Unit Dwellings
NGER	National Greenhouse and Energy Reporting (NGER) Act
NLI	National Litter Index
NPCC	National Packaging Covenant Council
NTWMG	Northern Tasmanian Waste Management Group
SUDs	Single Unit Dwellings
SME	Small to Medium Enterprises
STCA	Southern Tasmanian Councils Authority
SWSA	Southern Waste Strategy Authority
SEWPaC	The Department of Sustainability, Environment, Water, Population and Community
WMG	Waste Management Groups



**MOVING TO A LOW WASTE
SOCIETY WILL REQUIRE A
COOPERATIVE EFFORT FROM
INDUSTRY, COMMUNITY GROUPS,
SCHOOLS, HOUSEHOLDS AND
INDIVIDUALS**





Waste affects everyone. We all create waste, and in turn we are all responsible for managing it appropriately. The way we behave at home, at work or at the shops has a real impact on the amount of waste we produce. We need to value products and care about how they are made and used, and how we deal with them when they are no longer needed. Poor waste management has a negative impact on our local environment.

Glenorchy City has a steady increase in population annually, and with growing tourism and industry sectors, waste generation is also projected to incline. Council must ensure that we provide the appropriate infrastructure, services and information, to ensure long-term sustainable waste management for their community.

We are pleased to present the Glenorchy City Council's Waste Management Strategy. The development of such an important document represents the culmination of extensive planning and Council consultation.

The Strategy sets targets both short and long term strategies and actions for the Glenorchy municipality over the next decade.

Moving to a low waste society will require a cooperative effort from industry, community groups, schools, households and individuals. Ongoing engagement will be critical to changing the way we think about waste and this Strategy lays the foundation for assisting change through all of these sectors.

Council is committed to providing long-term infrastructure for waste, cost effective and equitable waste services and leading by example.

The actions outlined in this Strategy respond to the challenges for waste management now and plan for the life of the Strategy. However, Council will continue to listen to the needs of the community, observe changes in waste management practices and adapt these actions where required.

We would like to thank all of the Glenorchy residents in helping us to get to where we are today. Glenorchy has one of the lowest waste generation rates in Southern Tasmania, and this achievement is a direct result of your hard work. We hope that this interest, support and participation will continue as we work to create a lasting environment for future generations.

Alderman Kristie Johnson
Mayor
Glenorchy City Council

Peter Brooks
General Manager
Glenorchy City Council

**MAYOR AND
GENERAL MANAGER FORWARD**

WASTE AFFECTS EVERYONE.
WE ALL CREATE WASTE,
AND IN TURN WE ARE ALL
RESPONSIBLE FOR MANAGING
IT APPROPRIATELY





Figure 1 Map of Glenorchy City Council

BACKGROUND

The City of Glenorchy is a Local Government Area of Tasmania nestled between Mount Wellington and the Derwent River. Glenorchy is both a district and a suburb within the district and covers the northern area of greater Hobart (Figure 1). Glenorchy City is Tasmania's fourth largest city and home to 45,471 residents (ABS 2012).

Glenorchy City Council (GCC) has used the 1999-2013 Waste Management Plan to guide its waste management decisions in the region up until today. It is now time for Council to once

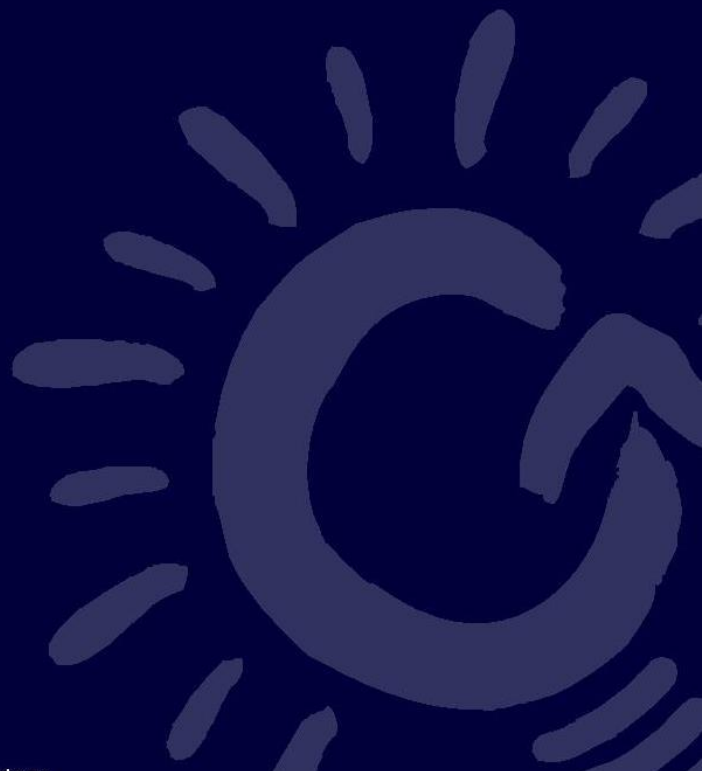
again review its waste management practices, develop a comprehensive understanding of the current state of waste in the Glenorchy municipality, and identify potential issues facing Council in the coming years.

The following Waste Management Strategy, developed by Glenorchy City Council using Mike Ritchie and Associates (MRA) Consulting is a targeted and responsive Waste Strategy for Glenorchy and identifies Council's current practices, future requirements and actions for change.

INTRODUCTION

2013 - 2023 Glenorchy City Council Waste Management Strategy | 1

PROVIDE THE COMMUNITY
WITH AN ACCEPTABLE
WASTE MANAGEMENT
SERVICE THAT WORKS TO
DIVERT MATERIALS FROM
LANDFILL AND IS COST
EFFECTIVE AND EQUITABLE





VISION

The vision of this Strategy is:

'To increase capacity to recover and recycle waste, improve sustainability and reduce impacts on the environment and landfill sites while establishing a means to address future demands'.

TARGETS

In order to measure resource recovery progress, it is important that Glenorchy City Council set targets which it can strive to achieve. Waste diversion targets chosen by Council for Municipal Solid Waste (MSW), Commercial and Industrial (C&I) waste and Construction and Demolition (C&D) waste are demonstrated below in Table 1.

Table 1 Recommended waste diversion targets for Glenorchy City Council

Waste type	Suggested Target
MSW	65% by 2023
C&I	50% by 2023
C&D	50% by 2023

Council, the industry and the community will need to work together over the next 10 years to ensure that these targets are met.

OBJECTIVES

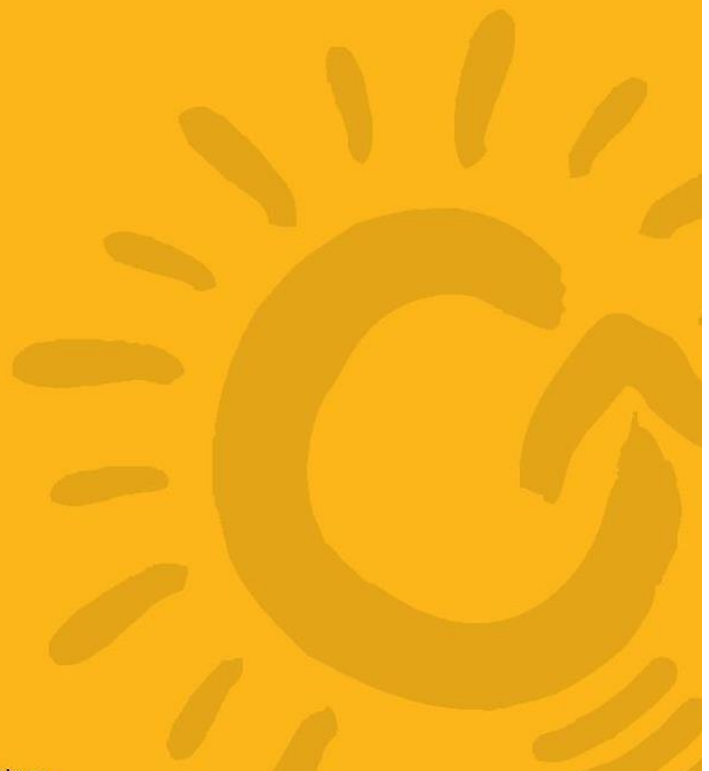
The objectives of this Strategy are to:

- Progress towards waste reduction targets by increasing the recovery and use of materials in the three major waste streams;
- Reduce waste to the Council's waste management facilities;
- Plan for sustainable management of the community's waste and assets, and increase the useful life of Council's existing landfill;
- Reduce greenhouse gas emissions from waste management operations;
- Provide the community with an acceptable waste management service that works to divert materials from landfill and is cost effective and equitable;
- Improve data collection of solid waste disposal and recycling volumes to inform management decisions;
- Be accountable and transparent in the management of the City's waste;
- Educate the community on solid waste minimisation and resource recovery to motivate behavioural change;
- Identify any remaining gaps in waste minimisation education, management and practice, enabling planning for further improvements in future years; and
- Inform and develop future Glenorchy City Council waste initiatives.

VISION, TARGETS AND OBJECTIVES

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**THE COMMONWEALTH
GOVERNMENT HAS LIMITED
CONSTITUTIONAL POWERS TO
ENGAGE DIRECTLY IN DOMESTIC
WASTE MANAGEMENT ISSUES**





The Commonwealth Government has limited constitutional powers to engage directly in domestic waste management issues. This responsibility rests mainly with state, territory and local governments. **Table 2** below outlines the government framework that relates to the Glenorchy City Council.

Table 2 Tasmanian waste framework

Level of Government	Legislation & Regulations	Policies, Strategies, Guidelines and Associations
National	• National Waste Policy 2010 • Carbon Pricing Mechanism (CPM) • National Greenhouse and Energy Reporting (NGER) Act 2007 • The National Greenhouse and Energy Reporting (Measurement) Determination Act 2008	• Extended Producer Responsibility (EPR) Schemes
State	• Environmental Management and Pollution Control Act 1994 • Environmental Management and Pollution Control (Waste Management) Regulations 2010	• Tasmanian Waste and Resource Management Strategy 2009 • Landfill Sustainability Guide 2004 • Controlling Waste Initiative - A Six-Point Action Plan 2004 • Approved Management Method for Clinical and Related Waste 2007 • Approved Management Method for Biosolids Reuse 2006
Local	• Local Government Act 1993 • Glenorchy City Council Waste Management By-Laws • Glenorchy City Council Waste Services Policy	• Southern Tasmanian Councils Authority (STCA) • Southern Waste Strategy Authority (SWSA) and Waste Management Strategy Local Government Association Tasmania (LGAT)

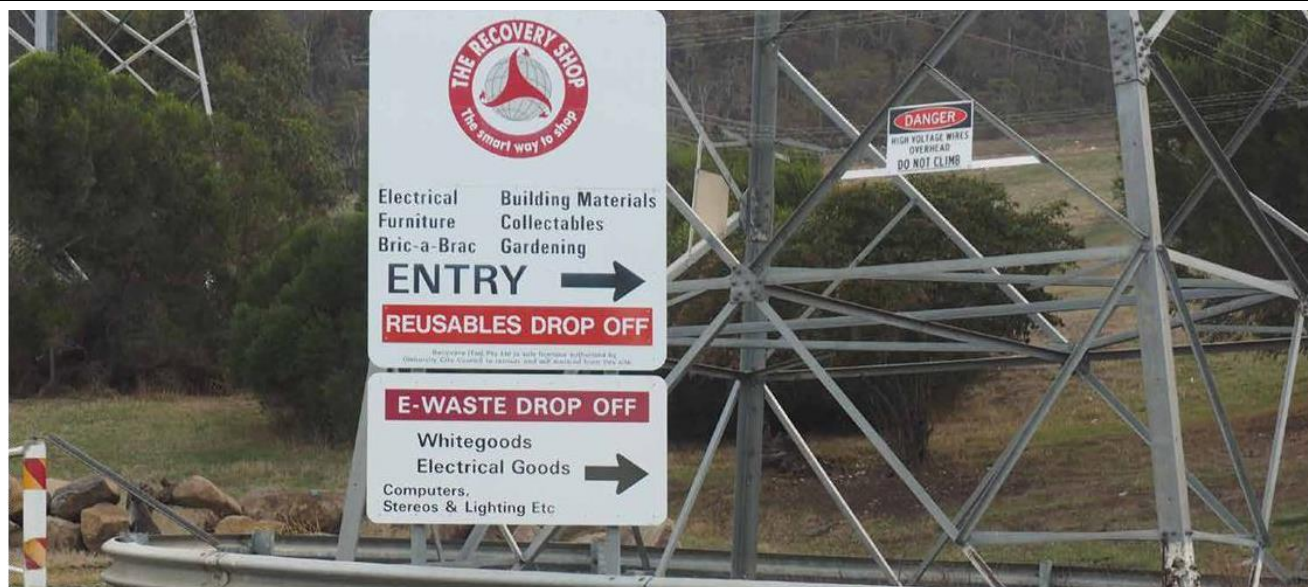
Source: EPA TAS (2013) and ESC (2011)

WASTE FRAMEWORK

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NATIONALLY WASTE GENERATION
HAS GROWN AT AN AVERAGE 8%
PER ANNUM OVER THE PAST 10
YEARS DRIVEN BY POPULATION
GROWTH AND INCREASING PER
CAPITA CONSUMPTION





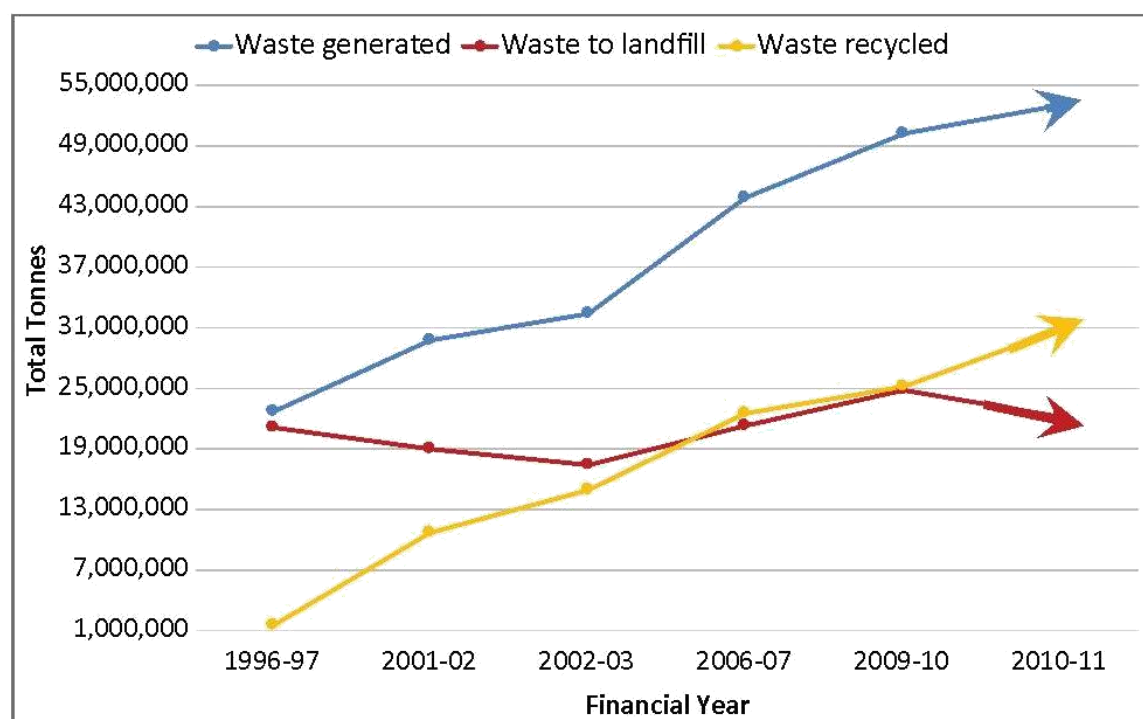
In the last two decades there have been major changes to the way we manage waste and recycling. The Australian waste and recycling sector is now valued \$10.4 billion.

In February 2016, Australia's population reached 24 million people. The amount of waste we produce increases with population growth and income levels. Waste is growing at rate of 7.8% /year (Figure 2).

Australians now generate approximately 50 million tonnes of waste each year, averaging over 2 tonnes per person.

Approximately 50 per cent is currently recycled. It is therefore critical that we improve recycling and waste infrastructure, particularly if we hope to achieve our recycling targets.

Figure 2 Total waste generation, disposal, recycling and energy recovery in Australia 1996 - 2011



WASTE STATISTICS

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Nationally waste generation has grown at an average 8% per annum over the past 10 years driven by population growth and increasing per capita consumption.

These expanding volumes of waste will increase the demand for new recycling and landfill infrastructure, and put pressure on governments to adopt more innovative approaches to waste management.

There is significant variation in recycling and disposal rates between states (**Figure 3**). This variation is a result of many factors including the presence or absence of appropriate infrastructure, the viability of markets, transport distances, education, social and cultural factors, price drivers and policy settings.

Figure 4 shows the target diversion rates for each state. Waste targets range from no target to 100% diversion, however the model target range is 65-80% for each waste stream.

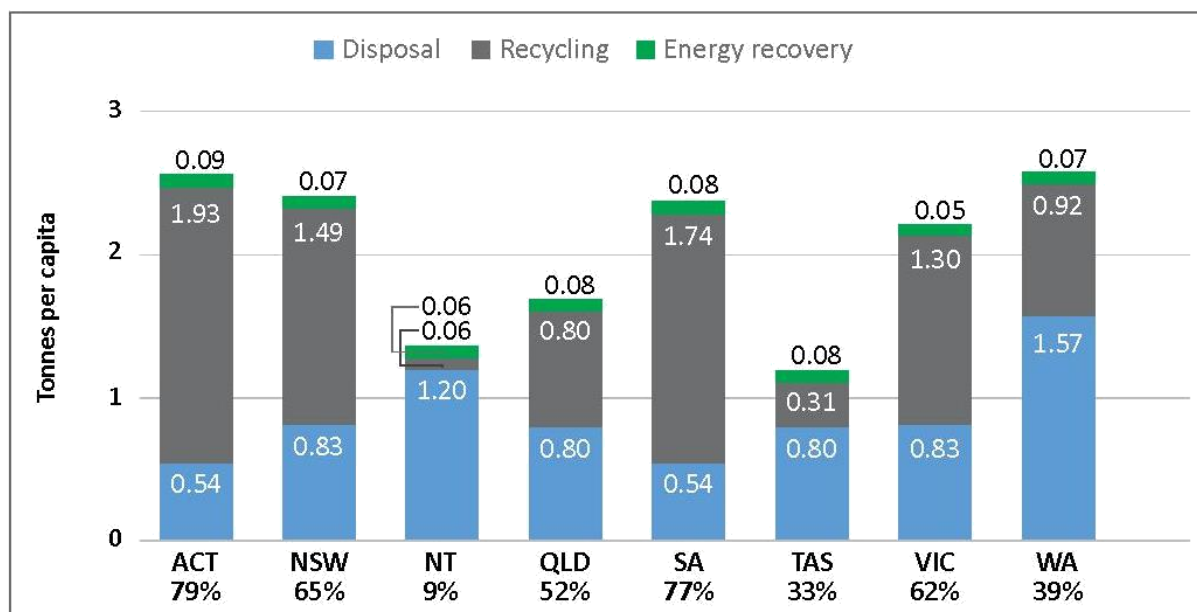
Tasmania does not currently have any targets (though they are in development) and is behind the other Australian states on the resource recovery spectrum.

Figure 5 demonstrates that the average amount of municipal solid waste (MSW) generated per person in the City of Glenorchy is only 250 kg/person/year. Just after Kingborough municipality, this is the lowest quantity of MSW generated in the Southern Tasmanian region.

This is attributed to the fact that Glenorchy provides residents with a 140 litre bin collected fortnightly, thus making residents practice better waste minimisation habits. Similarly, Kingborough provide their residents with an 80L bin collected weekly (essentially only 10 litres more per week).

Figure 6 shows the recycling rates for the Southern Tasmanian Councils. Glenorchy has a reasonably high recycling rate at 34% (2014/15 data), however it is still less than similar areas in other states (such as rural NSW). (NRA, stands for Non Regulated Area).

Figure 3 Per capita disposal, recycling and energy recovery by jurisdiction in Australia 2008-09

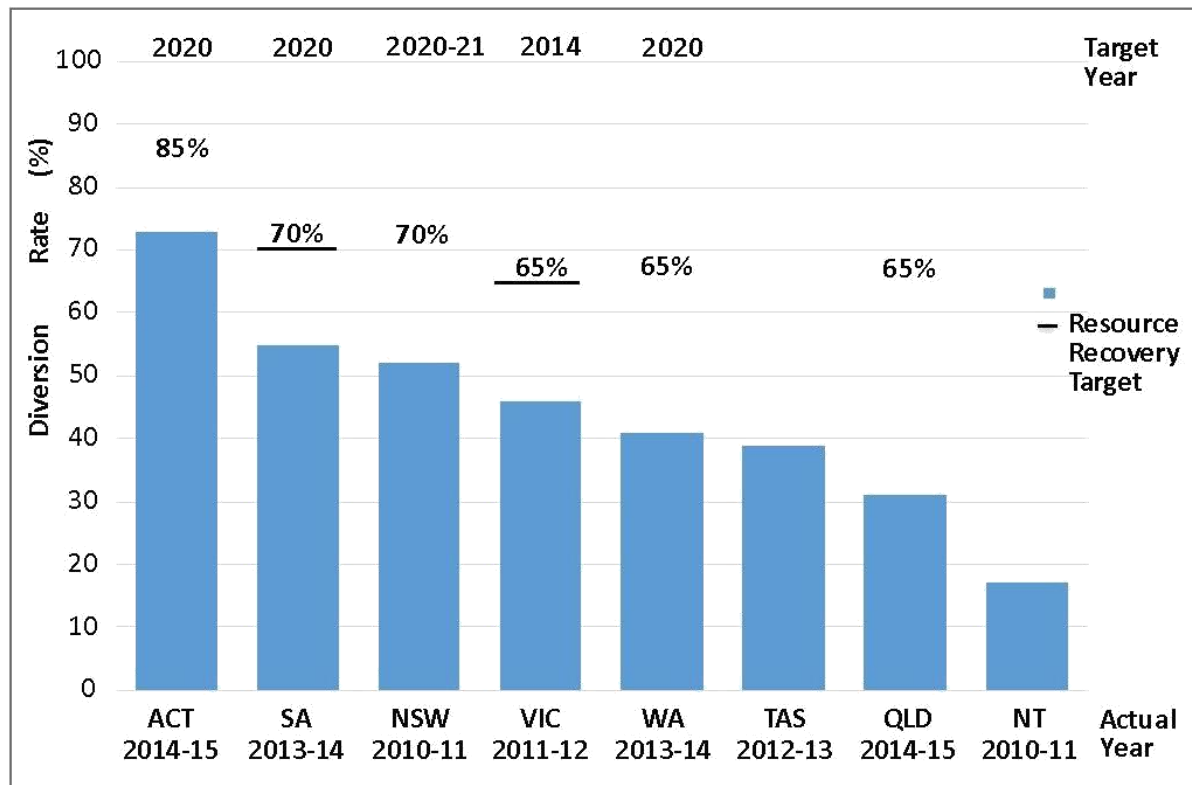


Source: NATIONAL WASTE REPORTING 2013 - Waste Generation and Resource Recovery in Australia data workbook

WASTE STATISTICS

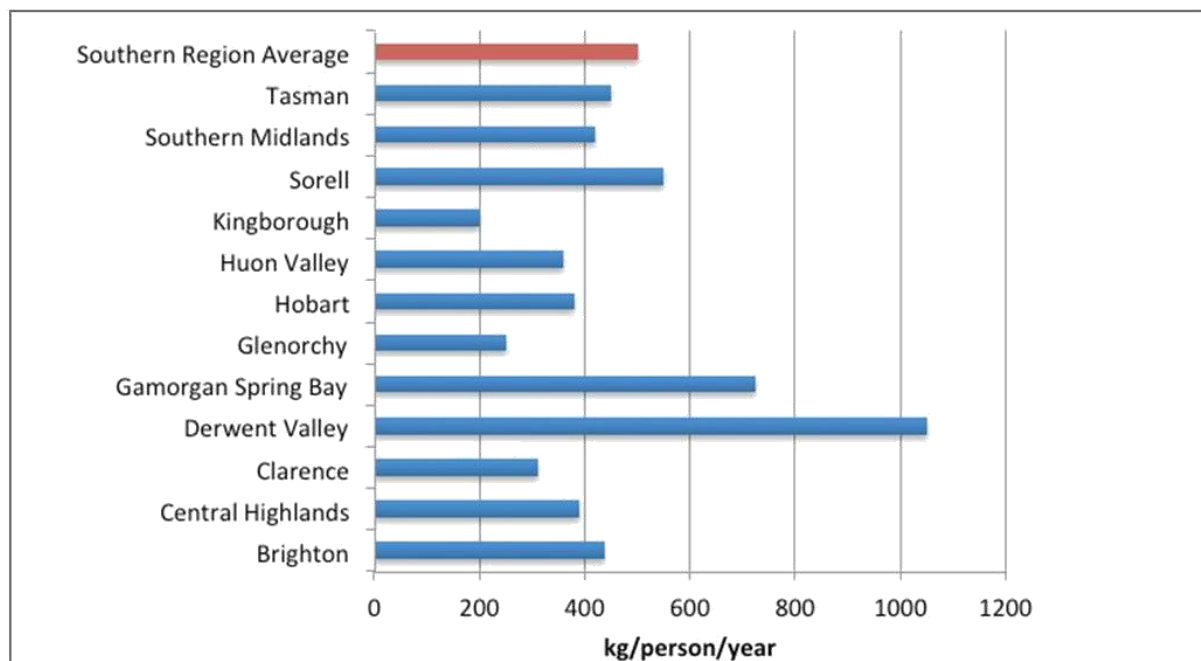
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Figure 4 State targets for C&I, C&D and MSW



Sources: EPHC (2010), WA Waste Authority (2013) and NSW EPA

Figure 5 Average MSW generation per person in the Southern Tasmanian Councils 2009-10

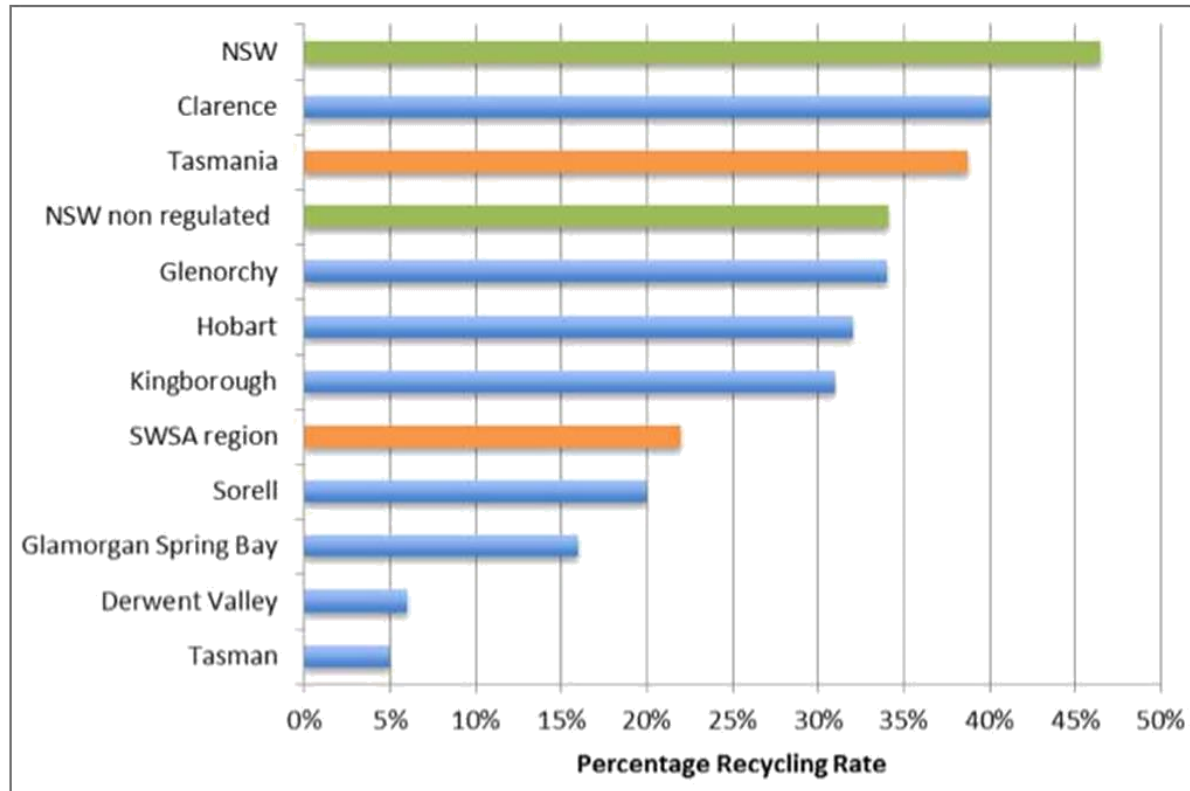


Source: SWSA (2012a)

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Figure 6 Southern Tasmanian kerbside recycling rates 2014/15



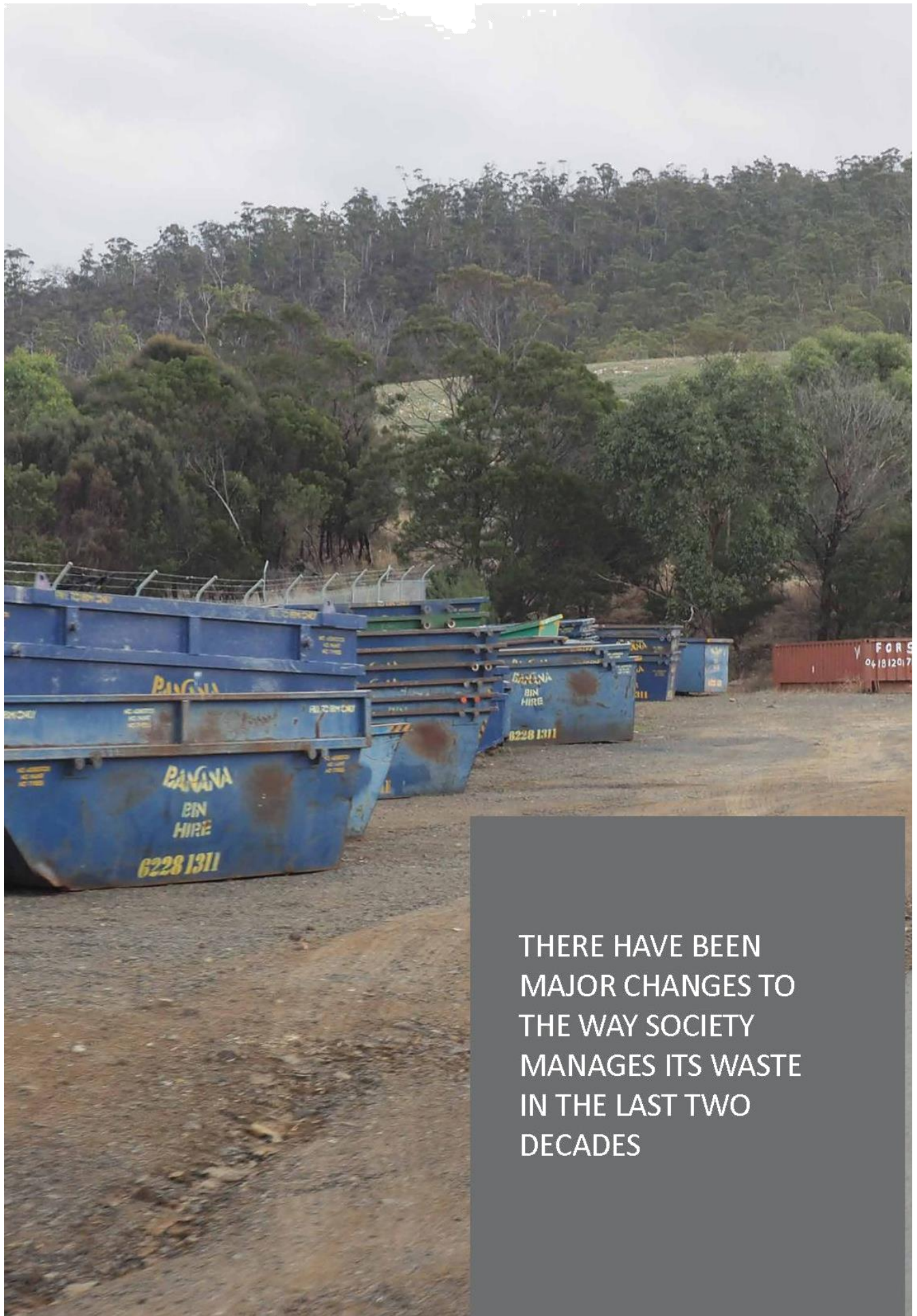
Source: SWSA (2012a and other industry data)

Notes: The NSW non-regulated area includes rural areas and provincial towns and cities where the landfill levy does not apply.

Expanding volumes of waste will increase the demand for new recycling and landfill infrastructure, and put pressure on governments to adopt more innovative approaches to waste management

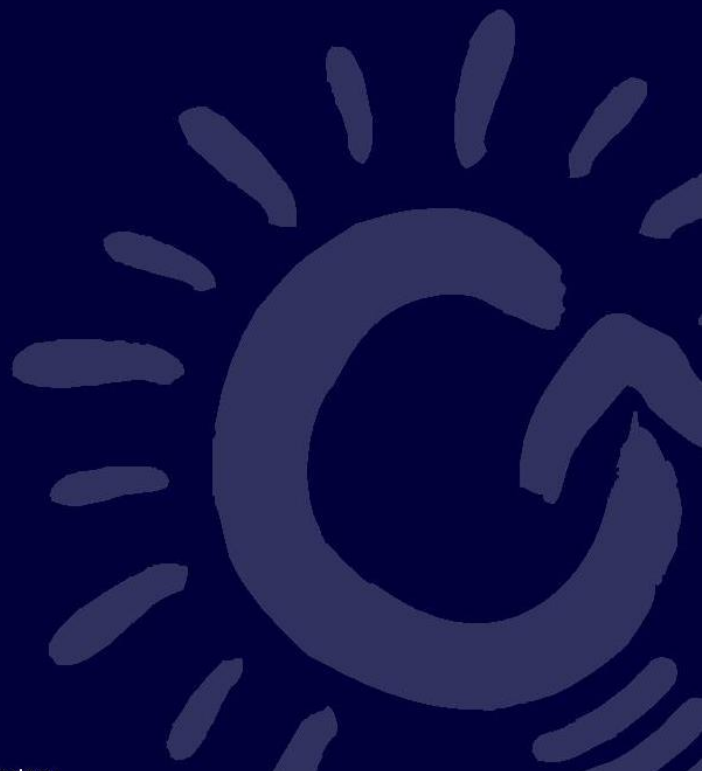
WASTE STATISTICS

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THERE HAVE BEEN
MAJOR CHANGES TO
THE WAY SOCIETY
MANAGES ITS WASTE
IN THE LAST TWO
DECADES

THE LANDFILL IS EMITTING
AROUND 14,000 TONNES
OF CARBON DIOXIDE. THIS
IS LESS THAN THE CURRENT
GOVERNMENT THRESHOLD





CURRENT POSITION

Glenorchy City Council owns and operates the Jackson Street Waste Management Centre (JSWMC) including a Category B Landfill that receives a wide range of waste materials, such as domestic, vegetation, construction and demolition, clean fill and approved controlled wastes. The landfill also operates a tollbooth/weighbridge.

The Jackson Street WMC provides the following services and initiatives:

- Free public recycling drop off facility;
- Household hazardous collection facility for oil, batteries, gas cylinders and paint cans;
- Tyre collection and recycling;
- Green waste/garden organics collection and mulching;
- White goods/metal recycling collection area;
- Concrete disposal area where the materials are crushed and used on site;
- Resource recovery operation, where a contractor salvages materials from the light vehicle tip face and operates a tip-shop;
- Special burial for asbestos, and some EPA approved controlled wastes;
- A landfill Gas Extraction Plant in partnership with AGL Energy. The plant extracts methane gas (CH₄) through a series of interconnected pipes that extend into the decaying waste heap.

The gas is then combusted to generate electricity. This gas-to-power generation facility is expected to save approximately 55,753 tonnes of greenhouse gas emissions per year.

A carbon emission assessment undertaken for the landfill estimates that the landfill is emitting around 14,000 tonnes of carbon dioxide (CO₂). This is less than the current government threshold and has been omitted from the Carbon Tax (Pitt & Sherry, 2012).

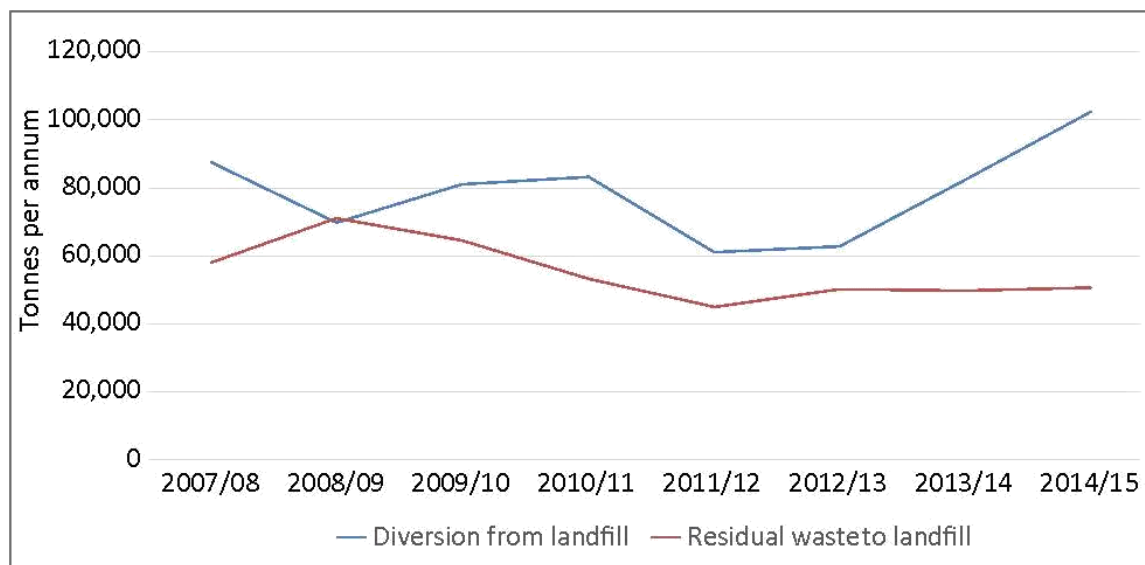
Figure 7 (on the next page) shows the Jackson Street landfill on average receives approximately 50,000 tonnes of waste that is landfilled and approximately 100,000 tonnes of waste that is recovered or used on site like garden organics, concrete, clean fill. This makes it one of the largest landfills in Tasmania next to the Remount Road Landfill in Launceston and Copping Landfill in Copping (EPHC, 2010).

Figure 8 (on the next page) shows the total quantities of landfilled and recovered materials for the 2014/15 period. Most of the recovered material is made up of clean fill at 64%, 2% of material, such as garden organics, is composted and another 1% is recovered. These materials include concrete, tyres and metals.

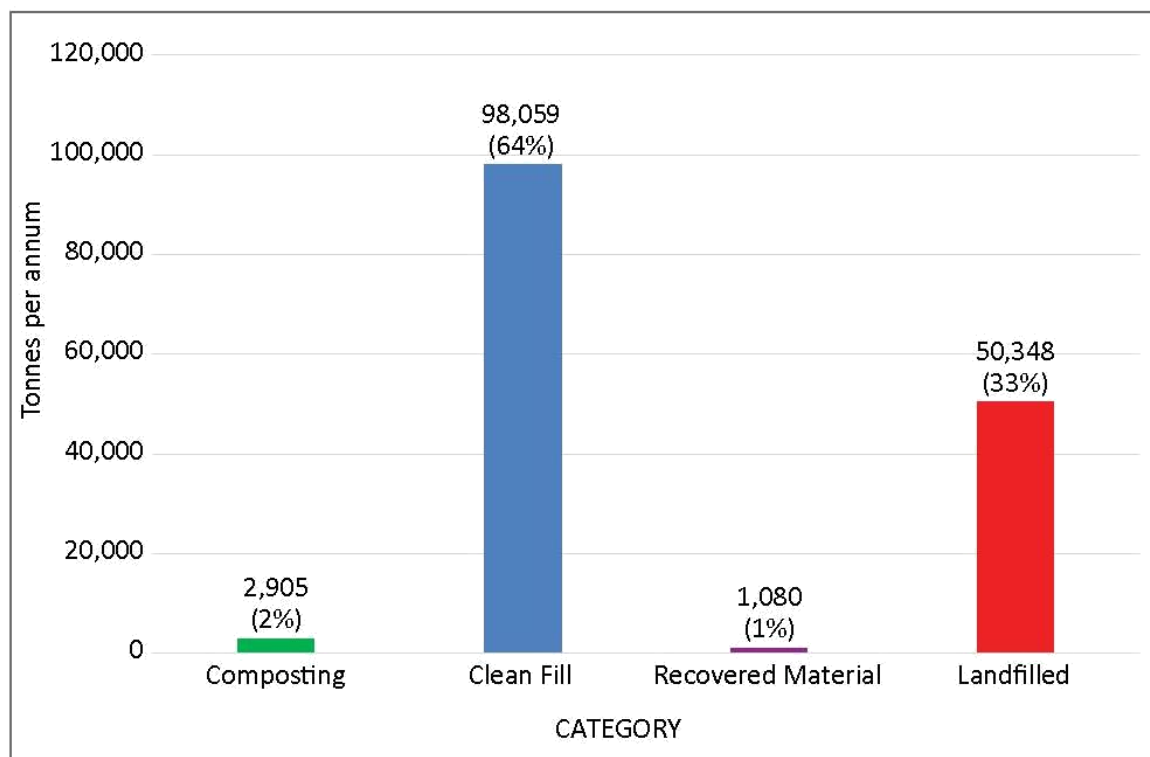
It is estimated that at current filling rates the Jackson street landfill has around 7 years of life (or void space) left.

INFRASTRUCTURE AND GOVERNANCE

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Figure 7 Total material landfilled and recovered at the Jackson Street WMC between 2001/2002 to 2014/15

Source: GCC (2013b)

Figure 8 Composition of total material landfilled and recovered at the Jackson Street WMC in 2014/15

Source: GCC (2016c)

INFRASTRUCTURE AND GOVERNANCE

FUTURE CONSIDERATIONS

Jackson Street landfill has limited void space left. Glenorchy City Council therefore needs to implement actions to increase resource recovery and plan for the region's future waste infrastructure requirements.

The Southern Tasmanian region is currently serviced by five landfills; the Hamilton, New Norfolk, Hobart, Glenorchy and Copping landfills. The Hamilton and New Norfolk landfills are considerably smaller than the other three landfills, and as such have been excluded from the options discussed below.

Based on current filling rates, Hobart City Council's McRobies Gully landfill currently is set to reach the end of its lifetime during 2017, however HCC's has applied to extend the life of the landfill to further years, whereas Copping facility is predicted to have up to two hundred years' worth of void space. Over the next ten years, it is predicted that the Southern Tasmanian waste disposal sector will go from being an overly competitive market to Copping being the only remaining landfill facility of a significant size.

Five future waste management and infrastructure options were modelled for Glenorchy:

1. Business as usual (BAU): Glenorchy City Council continues to operate independently of Copping and Hobart Landfills;
2. Glenorchy City Council joins a Regional Authority by investing money or void space or both;
3. Establish a new entity with a Regional Authority;
4. Casual contractual agreement with a Regional Authority based on a cost per tonne (\$/t); and
5. Fixed long term contractual agreement with a Regional Authority based on a cost per tonne (\$/t).

The results of this modeling showed that:

- Entering into a short-term commercial arrangement with a Regional Authority

immediately (option 4) would provide a saving against the real cost (including asset replacement costs).

- Joining a Regional Authority (option 2) or entering into a long term commercial arrangement with the Authority (option 5) in the near future will be key to ensuring a long term management option for the region's waste as it is a cost effective solution.
- The Jackson Street landfill void space should be preserved as long as possible to:
 1. Retain a competitive market option for Glenorchy;
 2. Provide an emergency backup to the Regional Authority; and
 3. Ensure Glenorchy has a backup to provide MSW disposal for its residents.
- Any long-term relationship with the Regional Authority should involve the construction of a new transfer station at Jackson Street or Derwent Park.

ACTIONS

Strategy Objective

"Provide sustainable and lasting infrastructure for future waste management needs".

Actions

Enter in to a short-term commercial arrangement with a Regional Authority.

- Decide on a long-term method for the management of waste in the region, i.e. join the Regional Authority.
- Monitor gas collections and emissions profile at the Jackson Street landfill.
- Review pricing structure at the Jackson's Street Waste Management Centre to drive further resource recovery and provide a price signal to the C&I and C&D sectors.
- Plan to build a new transfer station facility at the Derwent Park Waste Transfer Station site or Jackson Street WMC once an agreement with a Regional Authority has been made.

INFRASTRUCTURE AND GOVERNANCE

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- Review the landfill operations to ensure that excess cover is not being used and artificially accelerating the consumption of the void. 28.9% is a very high quantity of material to be used as daily and final cover. Normal landfill practice puts this at 10% Municipal Solid Waste (MSW)

CURRENT POSITION

Council provides a kerbside garbage and recycling collection service to all residences and some participating commercial properties.

Single unit dwellings (SUDs) are provided with a green-lidded 140L garbage bin and yellow-lidded 140L recycling bin, both collected fortnightly. Households can request a larger garbage bin at an increased cost, Council has upgraded their standard recycling bin size to 240 L at no additional charge and will gradually in the next 5 years replace existing recycling bins, the upgrade options have been removed of any conditions in the last 2 years since the draft strategy was presented to Council in April 2013 and after it was adopted by Council in April 2014.

Multi-unit dwellings (MUDs) are provided with a shared red-lidded 240L garbage bin and yellow-lidded 240L recycling bin both collected weekly.

Bins are shared to reduce bin congestion on the street in these densely populated areas. Residents in MUDs do not have the option to get a larger bin or more frequent collections.

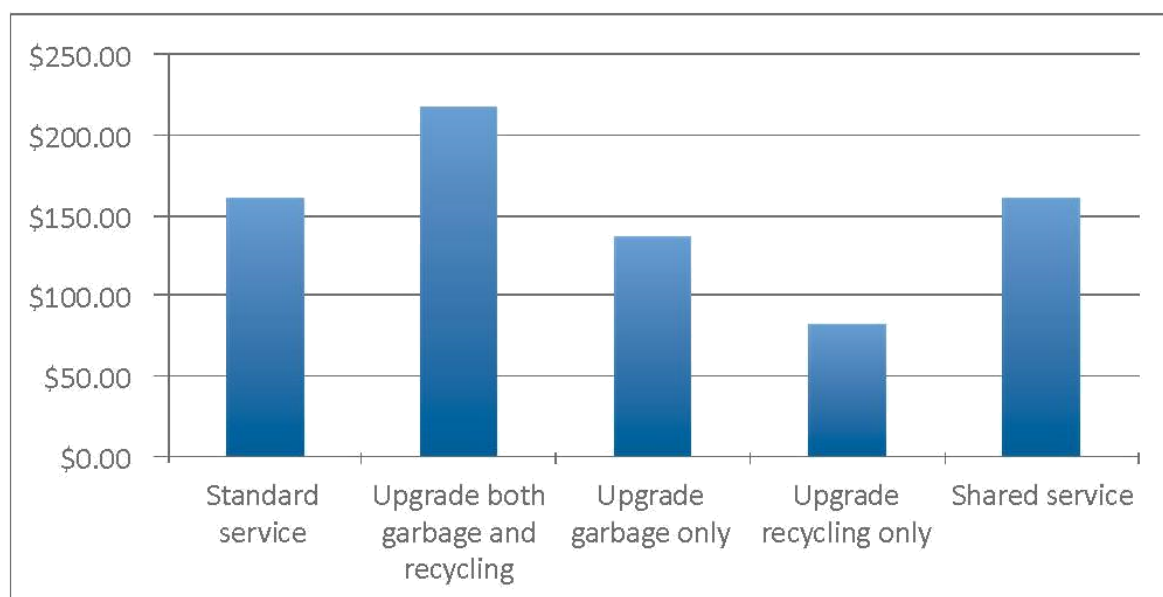
Certain commercial premises and businesses may be eligible for a Council kerbside waste and recycling service by an application basis.

Waste management fees for the residential service are outlined in **Figure 9**. Items able to be recycled through the kerbside service include glass bottles and jars, aluminium and steel cans, liquid paperboard, newspaper and cardboard and rigid plastics number 1-7.

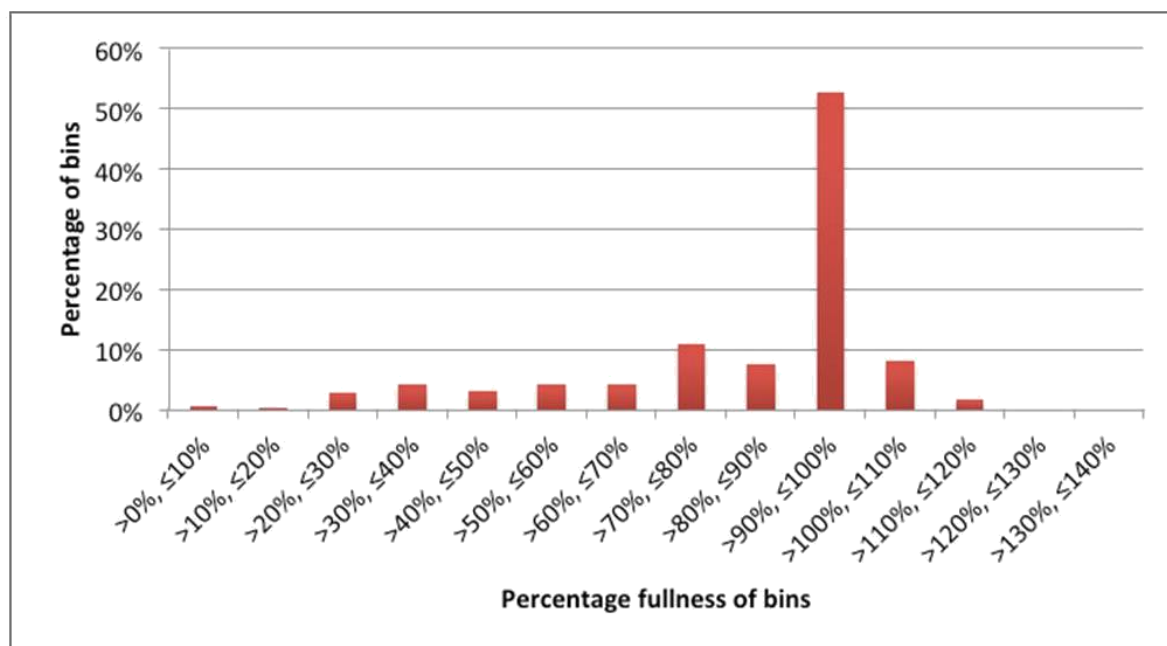
Collected domestic and commercial garbage is taken for disposal at the Jackson Street Waste Management Centre and the recycling is taken to the Derwent Park MRF to be sorted and then sent for reprocessing.

Council does not currently provide a garden organics service. Between 2008-2010 Council trialled collecting garden organics bundles once every 2 months, but due to very low participation (2.5%) this service was discontinued. Council is currently investigating the provision of green waste bins.

Figure 9 Waste management fees for residential kerbside waste service options



INFRASTRUCTURE AND GOVERNANCE

Figure 10 Percentage fullness of the garbage bin in GCC

In 2014/15 the garbage and recycling service was provided to approximately 20,672 households (this includes standard and shared service properties – garbage/recycling) as well as 424 commercial properties for garbage and 117 for recycling.

Glenorchy City Council collects around 7,900 tonnes of garbage and 4,000 tonnes of recyclables annually at the kerbside from Glenorchy households.

FUTURE CONSIDERATIONS

Garbage

Due to the small size and less frequent collections of the garbage bin, Glenorchy has one of the lowest waste generation rates in Australia at less than 250kg per person per year in 2009-10. The Tasmanian average is close to 650kg per person per year.

A recent bin audit undertaken by MRA in 2013 found that although the garbage bins are smaller, on collection day 52.6% of

households fill their bin between 90-100% and only a few households (9.8%) are actually exceeding the capacity of their bin (**Figure 10**). A recent survey (2012) undertaken by GCC showed that 78% of residents would not pay an extra \$32 for a larger garbage bin.

9% of the garbage bin is made up of potentially recyclable materials and it is predicted another 50% is made up of compostable materials. If these were diverted, the garbage bin weight and fullness could be further reduced.

A number of future options were modelled for the garbage collection service (**Table 4**). The results found that the current business as usual (BAU) option is the cheapest over a year and twenty year scenario as it would not cost any extra in bin replacement or transport. Based on this and the fact that not many residents overfill their garbage bin, it is expensive to upgrade to weekly collections or larger bins, and few are willing to pay the cost of a larger bin, it would be unnecessary to change from the current scenario.

INFRASTRUCTURE AND GOVERNANCE

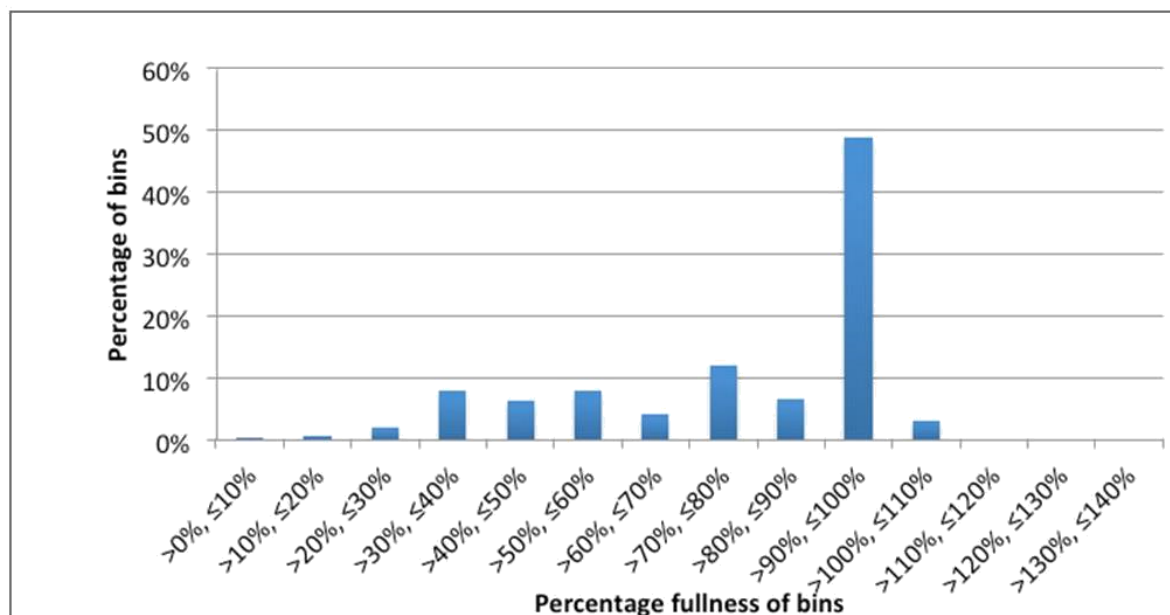
Table 4 Kerbside garbage collection options

Scenario	140L bin (% of households)	240L bin (% of households)	Collection frequency	Total collection & equipment Costs 1 year: 2013 (m\$)	NVP cost 20 years: 2013-2033 (m\$)
Garbage Option 1 (BAU)	100%	0%	Fortnightly	\$0.39	\$3.19
Garbage Option 2 (100% 140L weekly)	100%	0%	Weekly	\$0.79	\$6.39
Garbage Option 3 (75% 140L, 25% 240L fortnightly)	75%	25%	Fortnightly	\$0.65	\$3.52
Garbage Option 4 (50% 140L, 50% 240L fortnightly)	50%	50%	Fortnightly	\$0.90	\$3.85
Garbage Option 5 (25% 140L, 75% 240L fortnightly)	25%	75%	Fortnightly	\$1.15	\$4.18
Garbage Option 6 (100% 240L fortnightly)	0%	100%	Fortnightly	\$1.40	\$4.51

RECYCLING

Glenorchy City's recycling rate was about 35% in 2009-10. This is about 10% less than the NSW and Victorian averages which are about 44% and 45% respectively.

The MRA bin audit showed that on collection day 48.8% of households recycling bins were between 90-100% full and only 3% of the recycling bins audited were overfull (**Figure 10**).

Figure 10 Percentage fullness of the recycling bin in GCC

INFRASTRUCTURE AND GOVERNANCE

Although only few households overfill their recycling bins, providing further capacity for recycling can often be beneficial for a number of reasons:

1. 9% of the garbage bin is made up of recyclable materials. Combined with an education and/or enforcement program, more recyclables could be diverted to the recycling bin.
2. A bin fullness study undertaken by MRA for the NSW EPA, Sulo, Sutherland Shire Council and Rockdale City Council, found that a large majority of households compact their recyclables in their bin once they reach the 100% mark. So although the bin might not look overfull, it is reasonable to assume that the recyclables in the bin may be heavily compacted. This would indicate that more space could be beneficial.

3. The bin fullness study also found that some households will generate more recycling when they self select for a larger bin. It is presumed that these are larger households.

However current waste management fees and charges make it difficult for residents to opt for a larger recycling bin (**Table 5**). Furthermore the results of the feedback survey undertaken by Council showed that 75% of residents would not pay an extra \$11 for a larger bin.

Council needs to ensure that recycling bin size can be increased on a relatively easy basis, and that it is less expensive than upgrading to a larger garbage bin. This will assist in driving residential resource recovery.

Table 5 Kerbside recycling collection options

Scenario	140L bin (% of households)	240L bin (% of households)	Collection frequency	Total collection & equipment Costs 1 year: 2013 (m\$)	NVP cost 20 years: 2013-2033 (m\$)
Recycling Option 1 (BAU)	100%	0%	Fortnightly	\$0.62	\$5.06
Recycling Option 2 (100% 140L weekly)	100%	0%	Weekly	\$1.25	\$10.12
Recycling Option 3 (75% 140L, 25% 240L fortnightly)	75%	25%	Fortnightly	\$0.87	\$5.39
Recycling Option 4 (50% 140L, 50% 240L fortnightly)	50%	50%	Fortnightly	\$1.12	\$5.72
Recycling Option 5 (25% 140L, 75% 240L fortnightly)	25%	75%	Fortnightly	\$1.38	\$6.05
Recycling Option 6 (100% 240L fortnightly)	0%	100%	Fortnightly	\$1.63	\$6.38

INFRASTRUCTURE AND GOVERNANCE

ACTIONS

Strategy Objective: “Provide the community with an acceptable waste management service that works to divert materials from landfill”

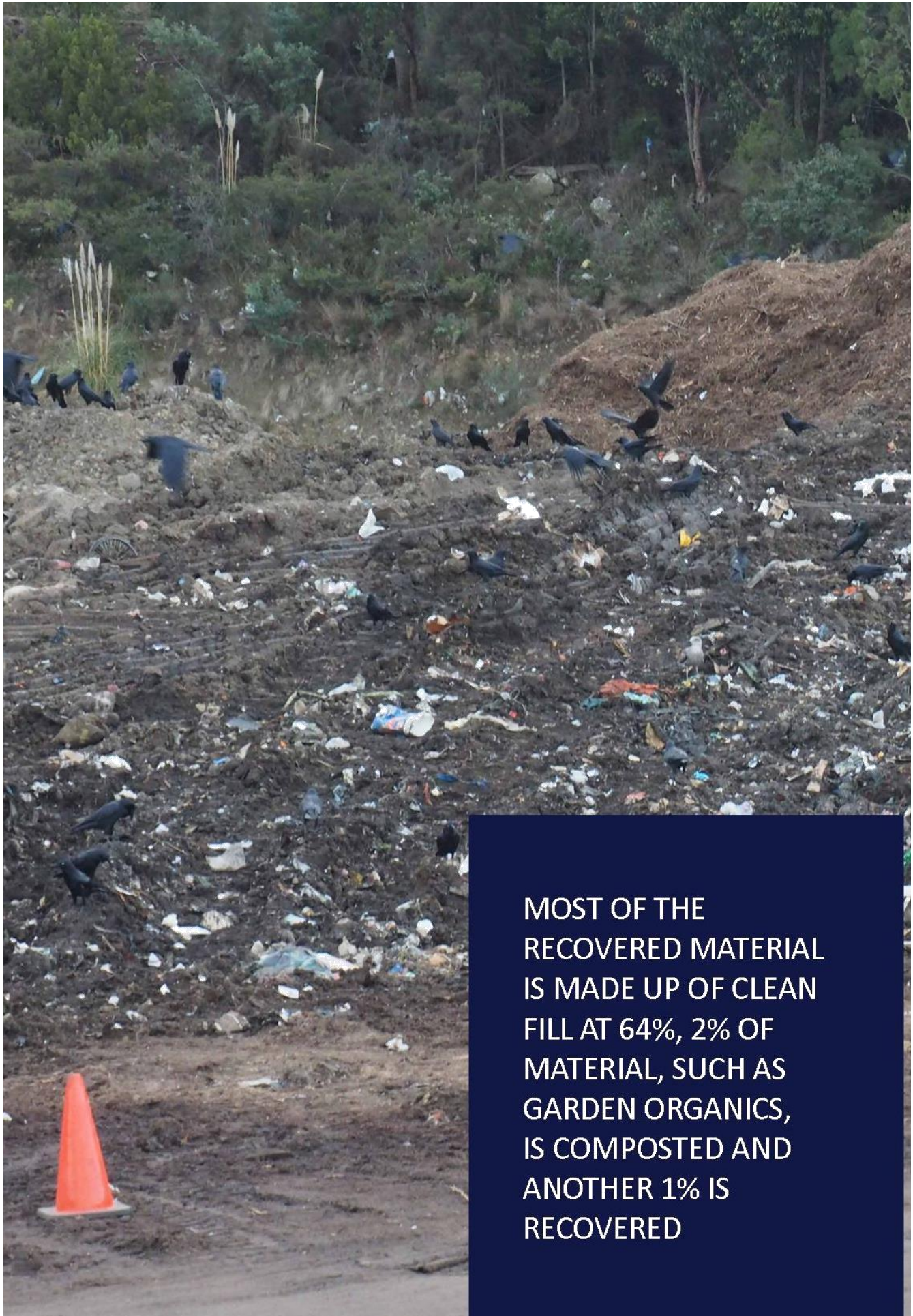
Actions

- Use the results of the 2016 compliant kerbside domestic bin audit to determine a more accurate understanding of waste.
- Since the draft strategy was presented to Council in April 2013 and after it was adopted by Council in April 2014, Council has upgraded their standard recycling bin size to 240 L at no additional charge and will gradually in the next 5 years replace existing recycling bins.
- Continue process to upgrade all 140L recycling bins to 240L recycling bins as they are maintained.
- Set commercial recycling service fees so that it is more economical to recycle than to dispose of garbage at landfill. This will encourage businesses to improve their recycling rates.
- Investigate options for a composting bin for domestic food organics and garden organics.
- Investigate suitable composting systems for collected food organics and garden organics.
- Work with surrounding councils and Regional Authority to develop a regional waste management plan utilising all appropriate regional infrastructure and planning the future of the Jackson Street Waste Management Centre.

Provide the community with an acceptable waste management service that works to divert materials from landfill

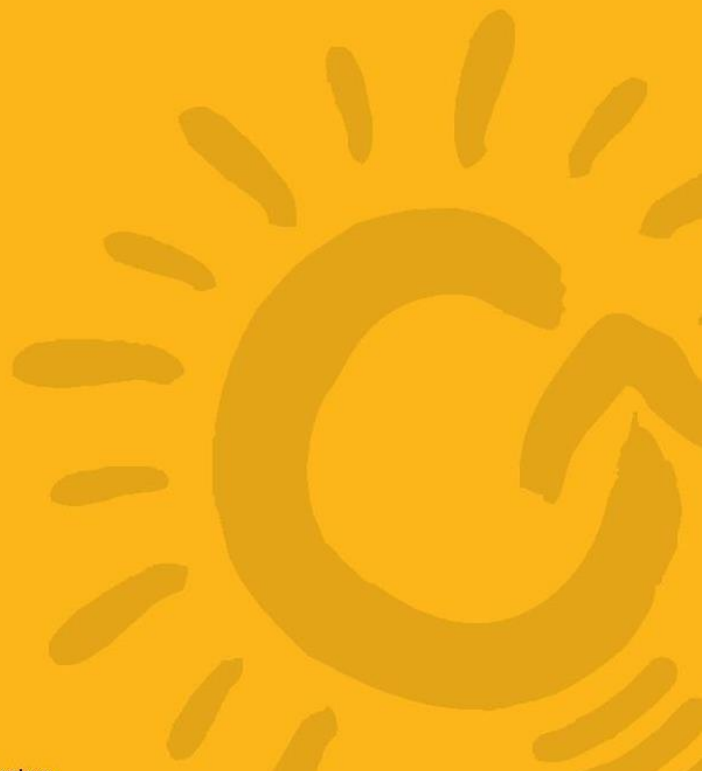
INFRASTRUCTURE AND GOVERNANCE

20.1.2013 - 2022 Glenorchy City Council Waste Management Strategy



MOST OF THE
RECOVERED MATERIAL
IS MADE UP OF CLEAN
FILL AT 64%, 2% OF
MATERIAL, SUCH AS
GARDEN ORGANICS,
IS COMPOSTED AND
ANOTHER 1% IS
RECOVERED

**REDUCING WASTE CAN OFFER
SIGNIFICANT COST SAVINGS TO
BUSINESSES, HELPING TO MAKE
COMPANIES MORE COMMERCIALY
VIALE AND SUPPORTING THE
LOCAL ECONOMY**





CURRENT

Glenorchy City Council currently provides an optional Commercial & Industrial (C&I) waste and recycling service. Other contractors, such as Veolia, Toxfree and Thorpe Waste also provide a service. However of the 14,980 tonnes of C&I material disposed of at the Jackson Street WMC every year, 13,513 tonnes (or 90.2%) are still mixed C&I wastes most likely from small to medium enterprises (SME's) and factories.

FUTURE CONSIDERATIONS

The C&I sector remains largely disengaged from Councils in Southern Tasmania on waste and recycling issues and records show that waste from this sector has been increasing in recent years.

Reducing waste can offer significant cost savings to businesses, helping to make companies more commercially viable and supporting the local economy. The Southern Waste Strategy Authority (SWSA), of which Glenorchy was a member of, and the newly established STCA regional waste group plans to establish a cooperative approach with business and industry to achieve waste minimisation and recovery in this sector.

Although Council is not legislated to provide waste management services to the C&I sector, with limited time left in the Jackson Street landfill, it would be in Council's interest to further encourage commercial resource recovery.

The landfill gate fee is the key instrument of public policy and the main driver of recycling for the C&I sector who are extremely sensitive to price signals.

Education is also important. In 2009, Albury City Council in NSW introduced a \$2 levy on all waste entering their landfill. This paid for a large-scale education program to encourage resource recovery, called the Halve Waste Campaign. As part of this program, waste experts were engaged to visit over 800 businesses in the Albury region and offer them a free waste audit. Over 300 participated. The campaign has already decreased waste to landfill by 15% in the last three years.

ACTIONS

Strategy Objective

"Assist the Commercial and Industrial sector to decrease waste generation and increase diversion"

Actions

- Work with surrounding Councils and the regional waste body to gain a better understanding of the C&I waste stream.
- Increase the gate fee for mixed wastes from the commercial sector. The C&I sector is very responsive to price signals.
- Consider a ban on all unprocessed organics to landfill.
- Provide free waste audits to premises to assist them with increased diversion (MRA Halve Waste model).
- Negotiate with kerbside commercial recycling service.

COMMERCIAL & INDUSTRIAL WASTE

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ASSIST THE CONSTRUCTION
AND DEMOLITION SECTOR TO
DECREASE WASTE GENERATION
AND INCREASE DIVERSION





CURRENT

Approximately 30,565 tonnes of Construction & Demolition (C&D) waste is deposited at the Jackson Street WMC annually. This is 28.9% of all the landfill's total waste.

The majority of this (26,497 tonnes or 86.7%) is clean fill, which can be used as cover material. However with such a large quantity it is still a significant contributor to reduced landfill space.

This stream is also made up of 2,593 tonnes of brick and concrete, most of which is collected for recycling, the rest is combination of mixed waste, vegetation, asbestos, timber and metal.

FUTURE CONSIDERATIONS

The Tasmanian construction industry has been steadily growing over the past decade, and quantities of C&D waste are increasing. There is now considerable potential for increased recovery of C&D waste in Southern Tasmania. A Regional Waste Group plans to undertake further investigation to determine the volume and composition of C&D waste in southern Tasmania, and identify the feasibility of recovery and processing, and the size and location of potential markets for recovered material.

The sector is characterised by predominantly small reprocessing companies (<100,000 tonnes per annum - tpa) and small building contractors. The largest reprocessing facility is a private operation run by Hazel Bros Group in Kingston, which handles around 180,000 tpa of predominantly aggregate material.

Some of these facilities are more expensive than landfill, and like the C&I sector, C&D industries are very receptive to price signals. An increase in the gate fee at the Jackson Street landfill will drive these materials to be tipped at cheaper landfills or make reprocessing facilities a more viable option. Furthermore a decreased price for recoverable materials may increase the diversion potential of loads tipped at the Jackson Street WMC.

With limited landfill space it is important that Council support regional programs (because SWSA has wound up and STCA regional waste group is starting from July 2016), provide appropriate pricing structures and deliver education on the importance of source separation.

ACTIONS

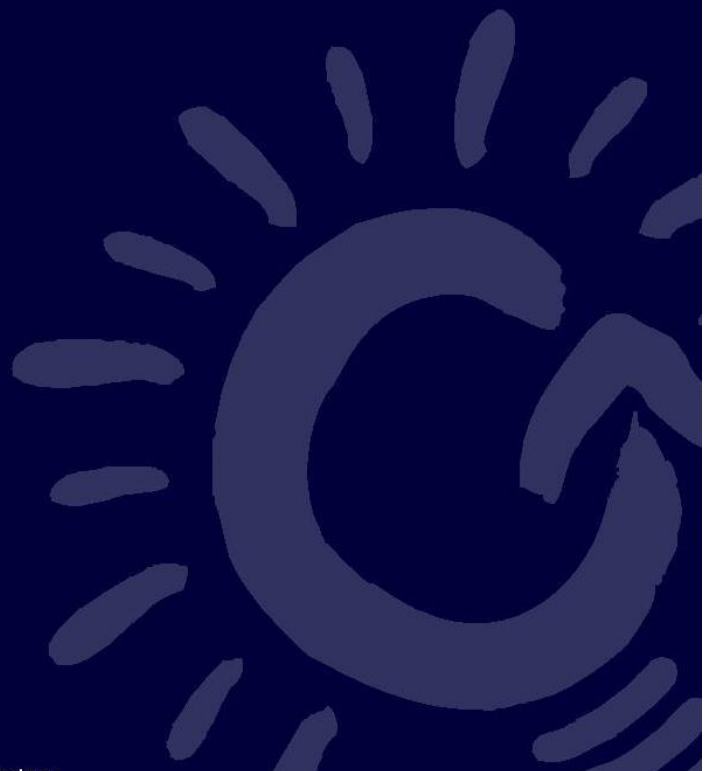
Strategy Objective "Assist the Construction and Demolition sector to decrease waste generation and increase diversion".

Actions

- Increase the gate fee for mixed C&D wastes, to divert these materials to alternative landfills and encourage recoverable C&D wastes to be disposed of at the JSWMC.
- Review the landfill operations to ensure that excess cover is not being used and artificially accelerating the consumption of the void.
- Provide free waste audits to premises to assist them with increased diversion (MRA Halve Waste model).

CONSTRUCTION & DEMOLITION WASTE

ENSURE THAT THE COMMUNITY
ARE INFORMED AND HAVE
THE RIGHT TOOLS TO MAKE
APPROPRIATE WASTE
MANAGEMENT CHOICES





CURRENT

Council undertakes a number of small-scale waste programs. These include:

- Waste and recycling information on their website
- Distribution of an annual waste & recycling service's guide (calendar) to all residents
- A comprehensive A-Z recycling guide provided on the GCC website
- Business waste and recycling information and the clean business awards
- Public place waste/recycle bin service for Council's community events.
- School waste/recycle/litter education programs

Glenorchy City Council is also involved in regional waste education initiatives of the former SWSA and newly formed STCA regional waste group.

FUTURE CONSIDERATIONS

Waste education has traditionally involved providing printed recycling information to the public. We now know that to improve effectiveness, education programs should engage people through a range of different mediums and in different sectors.

In 2009, the Albury City Council Halve Waste program funded a \$2 per tonne levy on waste being deposited at the landfill to cover the cost of an education program. It funded the

council to run newspaper and television advertisements, press releases, compost workshops, business audits, waste exchange, schools education and competitions and an illegal dumping program. A similar model could be applied in Glenorchy.

ACTIONS

Strategy Objective

"Ensure that the community are informed and have the right tools to make appropriate waste management choices"

Actions

- Consider a \$2 per tonne landfill levy to cover an education program to reduce tonnes to landfill.
- Work with the other Councils in the region to develop cross regional education programs through the new Regional Authority.
- Provide an education program with any roll out of a new kerbside service.
- Continue current education programs such as annually updating the recycling calendar, website updates, the provision of subsidised home composting bins, schools education, business education and assisting community organisations.
- Provide education to the C&I and C&D sectors to assist them to source separate and reduce waste.

WASTE EDUCATION

MAINTAIN SOUND DATA
COLLECTION PRACTICES THAT
PROVIDE ACCURATE DATA TO
BASE WASTE MANAGEMENT
DECISIONS AROUND





CURRENT

Glenorchy City Council currently keeps detailed data on waste entering the landfill and also conducts regular kerbside audits. An initial audit was undertaken in 2012, with a more recent audit undertaken again in 2015/16, however the results from this audit are still to be published. Glenorchy currently do not collect any data on littering or illegal dumping.

FUTURE CONSIDERATIONS

Australian councils have realised the value of maintaining robust and up to date waste data. In fact, the STCA regional waste group has developed strategies to improve data collection in the region over the next 10 years. Actions include:

- Conduct regular waste and recyclables audits across the region;
- Ensure waste management contractors provide regular reports to councils on the volume and type of recyclables collected from kerbside services; and
- Establish a regional database on the amount of waste landfilled, recyclables collected and materials diverted at council facilities.

It is important that Glenorchy work with the STCA to ensure data collection methods are consistent with what is being used on regional, state and national levels.

ACTIONS

Strategy Objective

“Maintain sound data collection practices that provide accurate data to base waste management decisions around”

Actions

- Work with the STCA to ensure that the data they are collecting meets state and national standards and continue to develop methods of collecting and maintaining the region’s waste data.
- Undertake Kerbside waste audits every 3 years.
- Consider undertaking a landfill audit to obtain more detail information on C&I and C&D wastes.

DATA COLLECTION

REDUCE ILLEGAL DUMPING
AND LITTER IN THE REGION ...
WITH A MIX OF EDUCATION AND
ENFORCEMENT CAMPAIGNS





CURRENT

Glenorchy City Council has run many small-scale litter and illegal dumping programs and Council is recommending to have an ongoing formalised program. There is currently little data on the amount or types of litter in the Glenorchy region.

FUTURE CONSIDERATIONS

Across Australia, littering and illegal dumping of waste are generally targeted by a mix of education and enforcement campaigns undertaken by councils, regional WMGs and state authorities, while councils are also primarily responsible for the management of the waste. Councils may facilitate their local law enforcement officers to be able to enforce littering infringements.

Robust data-collection systems need to be in place to understand the nature, extent and cause of the illegal dumping and litter problems so as to effectively manage these problems. This will help to design targeted programs. There are many grants and funding opportunities available for litter and illegal dumping programs.

The National Litter Index (NLI) is a research project carried out by Keep Australia Beautiful (KAB) (with funding from the Australian Government) involving twice-yearly litter counts in each state. When designing data collection programs, it is important that they are inline with the collection methodologies used nationally, by the state and KAB.

ACTIONS

Strategy Objective

“Reduce illegal dumping and litter in the region”

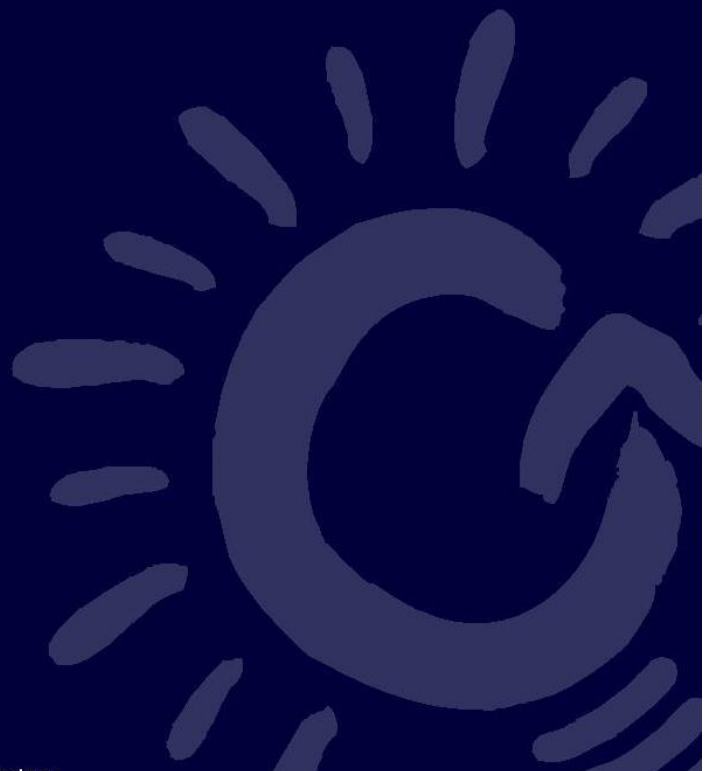
Actions

- Undertake an investigation into illegal dumping in the municipality to determine whether or not it is an issue.
- Undertake a litter survey in the region to determine whether or not litter is an issue.
- Set up an internal reporting database for incidents of illegal dumping.
- Investigate grant opportunities to fund illegal dumping and litter programs.
- Once the extent of the problem has been identified, implement targeted illegal dumping and litter programs.

LITTER & ILLEGAL DUMPING

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ENSURE THAT ALL POLICY
AND PLANNING DECISIONS
ARE LEAD BY EXAMPLE





All levels of governments need to lead by example. Council commits to undertaking a review of all internal recycling and waste minimisation practices to ensure that the Council is “walking the talk” of recycling and waste reduction. While small tonnages are involved it will assist in creating a momentum toward further reform.

Council also commits to implementing the objectives of this strategy in all of their activities, including Council events and via an environmental purchasing policy.

ACTIONS

Strategy Objective

“Ensure that all policy and planning decisions are lead by example”

Actions

- Ensure all Council activities (including events) follow the objectives outlined in this strategy.
- Ensure Council implements an internal “green” purchasing policy and recycling program.
- Investigate the provision of recycling at all Council facilities.
- Undertake a 5-year review of this strategy and strategic actions.

INTERNAL COUNCIL OPERATIONS

2012 - 2022 Glenorchy City Council Waste Management Strategy | 33

**PROVIDE THE COMMUNITY
WITH AN ACCEPTABLE WASTE
MANAGEMENT SERVICE THAT
WORKS TO DIVERT MATERIALS
FROM LANDFILL**





The strategies and actions as outlined in this Waste Management Strategy are provided in the table below (**Table 6**). Glenorchy City Council will review this plan again in 2018 and revise the actions to ensure that the suggested diversion targets will be met in 2023.

Table 6 Recommended waste management strategies for GCC to 2032.

Strategy	Action	Priority	Timeframe
Infrastructure and Governance			
Provide sustainable and lasting infrastructure for future waste management needs	Enter in to a short-term commercial arrangement with a Regional Authority.	High	By 2017
	Decide on a long-term method for the management of waste in the Regional Authority.	High	By 2017
	Monitor gas collections and emissions profile at the Jackson Street landfill.	Med	Annually
	Review pricing structure at landfill to drive further resource recovery and provide a price signal to the C&I and C&D waste sectors.	High	Ongoing
	Plan to build a new transfer station facility at the Derwent Park Waste Transfer Station site or Jackson Street WMC once a deal as been struck with a regional facility.	Med	By 2017
	Review landfill operations to ensure that excess cover material is not being used (and therefore decreasing the lifespan of the landfill).	Med	Ongoing
	Work with surrounding councils and Regional Authority to develop a regional waste management plan	High	By 2018

ACTION INPLEMENTATION PLAN

2012 - 2023 Glenorchy City Council Waste Management Strategy | 25

Strategy	Action	Priority	Timeframe
Kerbside Waste Services			
Provide the community with an acceptable waste management service that works to divert materials from landfill	Undertake a compliant kerbside domestic bin audit to determine a more accurate understanding of waste streams.	High	Every 2 years
	Retain 140L fortnightly garage service.	High	Ongoing
	Continue process to upgrade all 140L recycling bins to 240L recycling bins as they are maintained.	Med	By 2020
	Price commercial recycling service so that it is cheaper than garbage to encourage businesses to recycle.	Low	Ongoing
	Investigate options for a third kerbside bin for domestic food organics and garden organics.	Med	By 2018
	Investigate suitable composting systems for collected food organics and garden organics.	Med	By 2018
	Introduce a third kerbside bin for domestic food organics and garden organics.	Med	By 2020
Commercial and Industrial Waste			
Assist the Commercial and Industrial sector to decrease waste generation and increase diversion	Review landfill prices to create a price signal to the C&I sector and promote further resource recovery.	High	Ongoing
	Provide education to the C&I sector to help them to divert waste materials.	Med	By 2018
	Promote local companies who offer recycling to the C&I sector.	Med	By 2018
	Provide free waste audits to premises to assist them with increased diversion.	Med	By 2017
	Reduce the cost of the kerbside commercial collection service.	Med	By 2016

ACTION IMPLEMENTATION PLAN

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Strategy	Action	Priority	Timeframe
Construction and Demolition Waste			
Assist the Construction and Demolition sector to decrease waste generation and increase diversion	Review landfill prices to create a price signal to the C&D sector and promote further resource recovery.	Med	Ongoing
	Make it mandatory to provide a waste minimisation and resource recovery plan with applications for planning permits.	Low	By 2018
	Promote those companies who offer recycling for building materials to the C&D sector.	Med	By 2018
	Design an education program for the building industry to teach them to source separate on site.	Med	By 2017
	Ensure that all C&D materials generated from Council operations, such as roadworks, are managed appropriately and recycled where possible.	High	Annually
	Provide free waste audits to the C&D sector to assist them with increased diversion.	Med	By 2017
Waste Education			
Ensure that the community are informed and have the right tools to make appropriate waste management choices	Consider a \$2 per tonne landfill levy to cover an education program to reduce tonnes to landfill.	Med	By 2017
	Provide an education program with any roll out of a new kerbside service.	Med	As occurs
	Update the website annually with the latest waste management information.	Low	Annually
	Provide community with annual waste and recycling calendar.	Med	Annually
	Continue to provide home compost bins to the community at a reduced price and complement with composting education.	Low	As needed
	Provide schools education on resource recovery.	Med	Ongoing
	Provide education to business on resource recovery.	Med	Ongoing
	Assist community organisations to provide recycling at events.	Low	Ongoing
	Work with the SWSA and STCA regional waste group to participate and support regional waste education campaigns.	Med	Ongoing

ACTION IMPLEMENTATION PLAN

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Strategy	Action	Priority	Timeframe
Data Collection			
Maintain sound data collection practices that provide accurate data to base waste management decisions around	Undertake 3 yearly domestic waste bin audits including composition and bin fullness.	High	Every 3 years
	Work with Council's kerbside collection contractors to obtain sound data on contamination rates of recyclables and total materials recovered.	Med	Annually
	Undertake a landfill audit at the Jackson Street landfill to obtain more detailed information on the types of C&I and C&D materials entering the facility.	High	By 2017
Litter and Illegal Dumping			
Reduce illegal dumping and litter in the region	Undertake an investigation into illegal dumping in the municipality to determine whether or not it is an issue.	High	By 2017
	Undertake a litter survey in the region to determine whether or not litter is an issue.	High	By 2017
	Set up an internal reporting database for incidents of illegal dumping.	High	By 2017
	Investigate grant opportunities to fund illegal dumping and litter programs.	Low	By 2018
	Once the extent of the problem has been identified implement targeted illegal dumping and litter programs.	Low	By 2018
Internal Council Operations			
Ensure that all policy and planning decisions lead by example	Ensure all Council activities (including events) follow the objectives outlined in this strategy.	Low	Annually
	Ensure Council implements an internal green purchasing policy and recycling program.	Low	By 2017
	Investigate the provision of recycling at all Council facilities.	Low	By 2016
	Undertake a 5-year review of this strategy and strategic actions.	Low	By 2018

ACTION IMPLEMENTATION PLAN

28 June 2013 - 2022 Glenorchy City Council Waste Management Strategy





WE WORK TO
CREATE A LASTING
ENVIRONMENT FOR
FUTURE GENERATIONS

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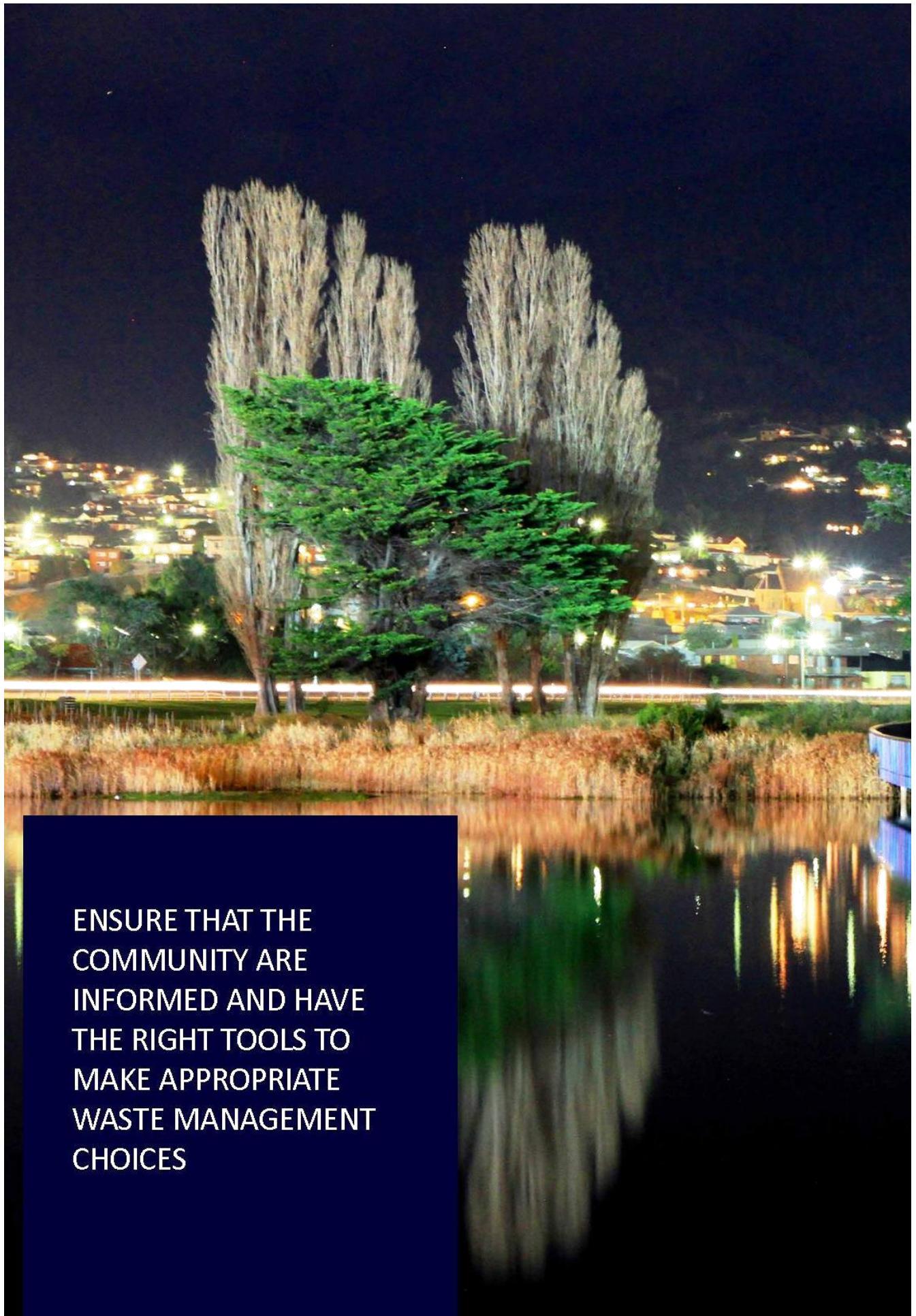
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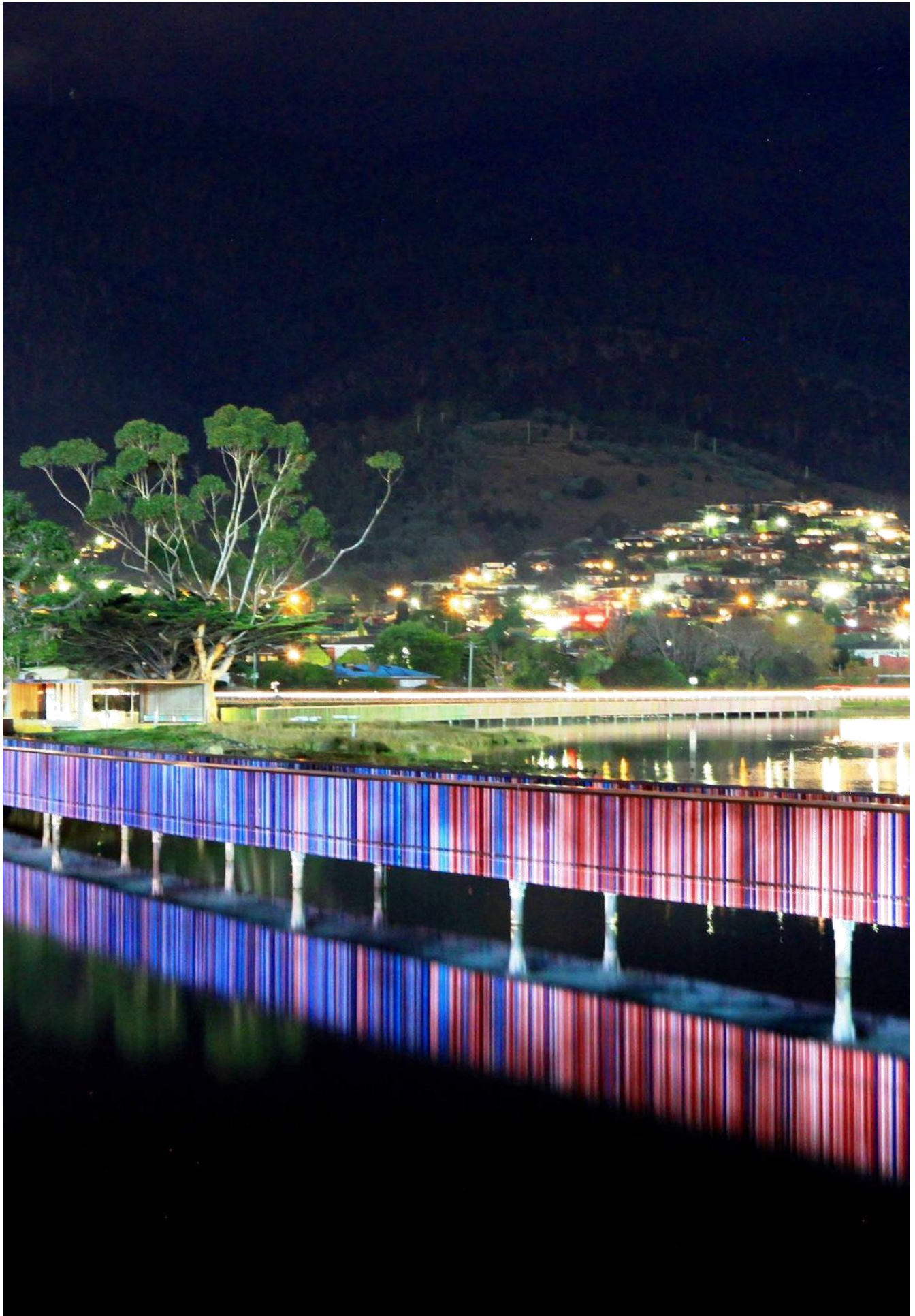
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ENSURE THAT THE
COMMUNITY ARE
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WASTE MANAGEMENT
CHOICES





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Landfill Fee & Charges for Internal & External Reference Purpose.

Table 1:

Table 1 shows the prices fixed by GCC in few categories over the past 10 years. This is provided for comparative references only.

Year	General mixed waste per tonne	Green waste per tonne	Clean Fill per tonne	Brick/ Concrete/ Rubble waste per tonne	Controlled waste per tonne	Tyre per item
2017-2018	\$80.00	\$70.00	\$5.00	\$50.00	\$160.00	\$5.00
2016-2017	\$78.00	\$68.00	\$5.00	\$48.00	\$150.00	\$5.00
2015-2016	\$75.00	\$65.00	\$5.00	\$45.00	\$140.00	\$5.00
2014-2015	\$59.00	\$59.00	\$5.00	\$38.00	\$125.00	\$5.00
2013-2014	\$57.00	\$57.00	\$5.00	\$35.00	\$120.00	\$5.00
2012-2013	\$56.00	\$56.00	\$8.00	\$30.00	\$100.00	\$10.00
2011-2012	\$55.00	\$55.00	\$7.00	\$27.00	\$100.00	\$9.00
2010-2011	\$51.00	\$51.00	\$7.00	\$25.00	\$90.00	\$8.00
2009-2010	\$47.00	\$47.00	\$7.00	\$25.00	\$80.00	\$8.00
2008-2009	\$43.00	\$39.00	\$6.00	\$25.00	\$62.00	\$8.00

Table 2:

Table 2 shows the fees for 2017/18 in five categories from other Council's Landfill and Waste transfer station, this is provided for comparative references only. Detailed price list of other councils landfill and waste transfer station are mentioned below table 2.

Council/Organisation	General mixed Waste per tonne	Green Waste per tonne	Clean Fill per tonne	Controlled Waste per tonne	Tyre per item
Jackson Street Waste Management Centre Glenorchy City Council	\$80.00	\$70.00	\$5.00	\$160.00	\$5.00
McRobies Gully Waste Management Centre Hobart City Council	\$90.00	\$70.00	\$20.00	\$150.00	\$15.00
Barretta Waste Management Kingborough Council	\$110.00	\$10 per metre	NA	NA	\$6.50
Mornington Park Waste Transfer Station	\$101.00	\$96.00	\$20.90	NA	\$9.00
Southern Waste Solutions	\$79.20	NA	NA	NA	NA
Launceston Waste Centre	\$95.00	NA	NA	\$153.00	\$7.00
* Please note for comparison purposes only five categories of waste were selected					

1. McRobies Gully Waste Management Centre/Waste/Tip

Type of Fee/Charge	Fee (including GST as applicable)	GST Applicable (Y/N)	Fee Unit	Supplementary Information
McRobies Gully Waste Management Centre/Waste/Tip				
Minimum waste disposal fee (excl. green waste and domestic cleanfill) - up to 100kg	\$10.00	Y	per vehicle	Minimum fee will be applied to loads under 100kgs
General mixed waste*	\$90.00	Y	per tonne	Minimum Waste Disposal Fee of \$10 to apply. High annual usage customers may be eligible for a reduced rate where lower operating costs to the City can be demonstrated
Sorted recyclable material (including timber, steel, concrete etc)*	\$42.50	Y	per tonne	
Hard waste*	\$90.00	Y	per tonne	
Recycling***	\$42.50	Y	per tonne	Minimum waste disposal fee does not apply for loads of less than 100kg
Green Waste				
Minimum green waste disposal fee - up to 100kg	\$8.00	Y	per vehicle	Minimum fee will be applied to loads under 100kg
Green waste**	\$70.00	Y	per tonne	Minimum green waste disposal fee - \$8.00
Food/Animal Waste	\$42.50	Y	per tonne	
Compostable Sludge	\$11.00	Y	per tonne	
Other Waste Categories				
Clean fill*	\$20.00	Y	per tonne	
Controlled waste domestic #	\$150.00	Y	per tonne	
Mattresses	\$20.00	Y	each	per mattress regardless of size
Flourescent Tubes	\$1.00	Y	each	per tube
Asbestos Kits	\$85.00	Y		Includes provision of an asbestos removal pack, including safety gear, suitable asbestos collection bag and disposal fee of contents.
Waste tyres				
Car	\$15.00	Y	per tyre	
Light truck & four wheel drive	\$30.00	Y	per tyre	
Organics				
Compost 20 litre bag	\$10.00	Y	per bag	

Mulch sales (coarse) up to 15m ³	\$20.00	Y	per m ³	
Mulch sales (coarse) over 15m ³	\$15.00	Y	per m ³	
Mulch sales (fine) up to 15m ³	\$25.00	Y	per m ³	
Mulch sales (fine) over 15m ³	\$20.00	Y	per m ³	
Compost up to 15m ³	\$75.00	Y	per m ³	
Compost Screenings	\$10.00	Y	per m3	
Compost (bulk) over 15m ³	\$65.00	Y	per m ³	
Product Deliveries	POA		per delivery	
* Minimum waste disposal fee - \$10 (excluding green waste and clean fill) ** Minimum green waste disposal fee - \$8 *** Minimum waste disposal fee does not apply for loads of less than 100kg # Minimum domestic controlled waste fee - \$30				
Volumetric Rates				

Fees only to be used in event of weighbridge being inoperable

Trucks GVM >3t to 7t	\$46.92	Y	per m3	
Trucks GVM >7t to 12t	\$108.12	Y	per m3	
Trucks GVM >12t Single Axle	\$181.56	Y	per m3	
Trucks GVM >12t Dual Axle	\$227.46	Y	per m3	
Dual Axle Trailers (behind trucks)	\$227.46	Y	per m3	
Skip Bin up to 4m3	\$68.34	Y	per m3	
Skip Bin >4m3 to 8m3	\$135.66	Y	per m3	
Skip Bin >8m3 to 12m3	\$192.78	Y	per m3	
Skip Bin >12m3 to 15m3	\$237.66	Y	per m3	
Skip Bin >15m3 to 20m3	\$316.20	Y	per m3	
Skip Bin >20m3 to 25m3	\$394.74	Y	per m3	
Skip Bin >25m3 to 30m3	\$479.40	Y	per m3	
Skip Bin >30m3	\$630.36	Y	per m3	
Compactors <7m3	\$175.44	Y	per m3	
Compactors <7m3 to 15m3	\$362.10	Y	per m3	
Compactors <15m3 half full	\$247.86	Y	per m3	
Compactors >15m3 full	\$573.24	Y	per m3	

Compactors >15m3 half full	\$383.52	Y	per m3	
Controlled Waste Residential #	\$31.62	Y	per m3	
Light vehicles & trailers <1 m3 waste	\$11.22	Y	per m3	waste & green waste
Light vehicles & trailers 1 - 3m3 waste	\$21.42	Y	per m3	waste & green waste
Trucks GVM >3t to 7t	\$46.92	Y	per m3	
Wheelie Bins/Bins				
Wheelie bin hire	POA	Y	per use	
Wheelie Bins – upgrades/replacements/repairs				
Wheelie bins upgrade from 120 litre to 240 litre garbage residential	\$145.00	N	per bin	Subject to medical certification to the satisfaction of the General Manager, a rebate of \$130 per annum will apply to households where a member of the household has a medical condition that justifies the increased waste disposal capacity.
Replacement Fee (lost or stolen)	\$90.00	Y	per bin	For properties where a replacement wheelie bin has previously been provided within the last 5

				years.
Initial Service Charge - waste or recycling, residential or commercial	\$90.00	N	per bin	Charge for a service - bin
Wheelie Bins - Residential Kerbside Green Waste Collection - 240 litre - new service or additional bin*	\$50.00	N	per bin	Charge for a service
* additional bins charged at \$50 per bin.				
Kemp Street Waste and Recycling Facility				
Commercial Waste & Recycling excess usage charge	\$0.72	Y	per kg	Charge for deposit of waste and recycling that exceeds the allowance of 95kgs per month for waste and 48kgs per month for recycling.
Solid Waste Requested Works				
Provision of Waste & Recycling Services for events	POA	Y	per service	Quote provided subject to extent of works requested.
Amenities of Cleansing Services for events	POA	Y	per service	Quote provided subject to extent of works requested.
Provision of Road and Footpath Cleansing Services by request or identified need	POA	Y	per service	Quote provided subject to extent of works requested. Emergency works to be

2. Kingborough – Barretta Waste Management

Description	Fee
General waste (per tonne)	\$ 110
General waste (minimum charge)	\$ 11
Car tyres	\$ 6.50 each
Car tyres on rim	\$ 10 each
Light truck tyres	\$ 12 each
Light truck tyres on rim	\$ 16.50 each
Truck tyres	\$ 25 each
Gas bottles	\$ 10
Green waste (per metre)	\$ 10
Steel waste (per tonne)	\$ 50

Waste Not Accepted: We do not accept the following items at the Barretta Waste Transfer Facility:

- ☐ Asbestos
- ☐ Controlled (Hazardous) Waste
- ☐ Household or Farm Chemicals (only clean drumMUSTER* containers are accepted)
- ☐ Liquid Waste (such as septic sludge)
- ☐ Clinical (Medical) Waste
- ☐ Building and Construction Waste greater than 5m3

3. Mornington Park Waste Transfer Station


**MORNINGTON PARK
WASTE TRANSFER STATION**

Disposal Fee - Cost per Tonne		
As at 1/07/2017		
	ex GST	inc GST
Cash/Account Customers		
Minimum Fee	\$9.10	\$10.00
General Domestic	\$91.82	\$101.00
Clean Green Waste	\$87.28	\$96.00
Recyclables/Recoverables	\$87.28	\$96.00
Cleanfill	\$19.00	\$20.90
Concrete/Rubble	\$48.10	\$52.90

Disposal Fee - Cost per Item		
	ex GST	inc GST
Car Tyres *	\$8.19	\$9.00
4WD/Light Truck Tyres *	\$14.37	\$15.80
Truck Tyres *	\$25.28	\$27.80
Public Weighing	\$10.82	\$11.90
* Plus the General Domestic per tonne rate		

Opening Hours	
Monday - Friday	7:30 am to 5:00 pm
Weekends & Public Holidays	8:30 am to 4:00 pm

4. Southern Waste Solutions

Waste type	\$/tonne (ex. GST)	(inc. GST)
General	\$ 72.00	\$ 79.20
Low-level contaminated soil	\$ 115.00	\$ 126.50
Treated medical waste (indicative only)	\$ 1,015.00	\$ 1,116.50
Quarantine	\$ 345.00	\$ 379.50

5. Launceston Waste Centre

LAUNCESTON WASTE CENTRE			
Fees and Charges			
Transfer Station (Weighed per tonne)			
Domestic	\$ 72.00	Minimum charge ^(0.134) :	\$ 10.00
Commercial	\$ 95.00	Minimum charge ^(0.110) :	\$ 10.00
Landfill (Weighed per tonne)			
General Waste	\$ 95.00	Minimum charge ^(0.110t) :	\$ 10.00
Controlled Waste (Weighed per tonne)			
Controlled Waste	\$ 153.00	Minimum charge ^(0.50t) :	\$ 76.50
Includes: asbestos, medical, quarantine and contaminated soils			
Additional Charges (per item)			
Mattresses  \$ 12.00		Tyres 	
(Foam and Spring)	Car/ Motorcycle/ Light Truck/ 4WD	Truck	Large Truck
Public Weighbridge \$ 19.00			

\$ 7.00	\$ 28.00	\$ 40.00
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Information

All prices include GST & Regional Waste Levy. Effective 1 July 2017.
Payments accepted by Cash, Credit Card, EFTPOS , Smart Card or Account (by prior approval)





Aldermanic Code of Conduct

Title	Aldermanic Code of Conduct
Council Resolution	Item 8 (4 July 2016) as per Council Minutes
Responsible Directorate	Corporate Governance
Due for Review	Within three (3) months after each ordinary Council election (section 28T(7) of the <i>Local Government Act 1993</i>)
Strategic Plan Reference	4.1 Govern in an open and responsible manner in the best interest of the community
ECM	Council Policies

PURPOSE

This Code of Conduct sets out the standards of behaviour expected of the Aldermen of the Glenorchy City Council (Council), with respect to all aspects of their role.

SCOPE

This Code of Conduct applies to an Alderman whenever he or she:

- conducts council business, whether at or outside a meeting;
- conducts the business of his or her office (which may be that of Mayor, Deputy Mayor or Alderman); or
- acts as a representative of the Council.

A complaint of failure to comply with the provisions of the Code of Conduct may be made where the Alderman fails to meet the standard of conduct specified in the Model Code of Conduct (see Appendix 1).

It does not apply to any instances of suspected corrupt conduct, maladministration, serious and substantial waste of public resources, substantial risk to public health or safety or to the environment. Instances of this nature should be reported in accordance with the *Public Interest Disclosures Act 2002*. Disclosures may be made to the Tasmanian Ombudsman or the Tasmanian Integrity Commission.

It also does not apply to other complaints of alleged breaches under the *Local Government Act 1993* (the LG Act): any person can make a complaint to the Director of Local Government, via the Local Government Division, in accordance with section 339E of the LG Act, where it is genuinely believed that a council, Alderman or General Manager may have committed an offence under the LG Act or failed to comply with the requirements of the LG Act.

STATUTORY REQUIREMENTS

The Code of Conduct framework is legislated under the *Local Government Act 1993*.

Acts	• <i>Local Government Act 1993</i> – Sections 28E, 28V
Regulations	• <i>Local Government (General) Regulations 2015</i> – Schedule 3 [Fees] • Local Government (Model Code of Conduct) Order 2016
Australian/International Standards	• Not Applicable



PURPOSE OF CODE OF CONDUCT

As leaders in the community, Aldermen acknowledge the importance of high standards of behaviour in maintaining good governance. Good governance supports each Alderman's primary goal of acting in the best interests of the community.

Aldermen therefore agree to conduct themselves in accordance with the standards of behaviour set out in the Code of Conduct. This Code of Conduct incorporates the Model Code of Conduct (Appendix A) made by Order of the Minister responsible for Local Government.

STANDARDS OF CONDUCT PRESCRIBED UNDER THE MODEL CODE OF CONDUCT

The Model Code of Conduct provides for the following eight (8) standards of conduct:

Decision Making	An Alderman is to bring an open and unprejudiced mind to all matters being considered in the course of his or her duties, so that decisions are made in the best interests of the community.
Conflict of Interest	An Alderman effectively manages conflict of interest by ensuring that personal or private interests do not influence, and are not seen to influence, the performance of his or her role and acting in the public interest.
Use of Office	An Alderman uses his or her office solely to represent and serve the community, conducting himself or herself in a way that maintains the community's trust in the Alderman and the Council as a whole.
Use of Resources	An Alderman uses Council resources and assets strictly for the purpose of performing his or her role.
Use of Information	An Alderman uses information appropriately to assist in performing his or her role in the best interests of the community.
Gifts and Benefits	An Alderman adheres to the highest standards of transparency and accountability in relation to the receiving of gifts or benefits, and carries out his or her duties without being influenced by personal gifts or benefits.
Relationships with Community, Alderman and Council Employees	An Alderman is to be respectful in his or her conduct, communication and relationships with members of the Community, fellow Aldermen and Council employees in a way that builds trust and confidence in the Council.
Representation	An Alderman is to represent himself or herself and the Council appropriately and within the ambit of his or her role, and clearly distinguish between his or her views as an individual and those of the Council.

PRINCIPLES OF GOOD GOVERNANCE

By adopting this Code of Conduct, Aldermen commit to the overarching principles of good governance by being:

Accountable	Explain, and be answerable for, the consequences of decisions made on behalf of the community.
Transparent	Ensure decision making processes can be clearly followed and understood by the community
Law-Abiding	Ensure decisions are consistent with relevant legislation or common law, and within the powers of local government



Responsive	Represent and serve the needs of the entire community while balancing competing interests in a timely, appropriate and responsive manner
Equitable	Provide all groups with the opportunity to participate in the decision making process and treat all groups equally
Participatory and Inclusive	Ensure that anyone affected by or interested in a decision has the opportunity to participate in the process for making that decision
Effective and Efficient	Implement decisions and follow processes that make the best use of the available people, resources and time, to ensure the best possible results for the community
Consensus Oriented	Take into account the different views and interests in the community, to reach a majority position on what is in the best interests of the whole community, and how it can be achieved

MAKING A CODE OF CONDUCT COMPLAINT

A person may make a code of conduct complaint against an Alderman in relation to the contravention by that Alderman of the Council's Code of Conduct.

A person may make a complaint against more than one Alderman if the complaint relates to the same behaviour and the same code of conduct contravention.

Code of Conduct complaints are lodged with the General Manager of Council and **must** comply with legislative requirements, as summarised below:

- A complaint may **not** be made by more than two complainants jointly.
- A code of conduct complaint is to:
 - be in writing;
 - state the name and address of the complainant;
 - state the name of each Alderman against whom the complaint is made;
 - state the provisions of the Code of Conduct that the Alderman has allegedly contravened;
 - contain details of the behaviour of each Alderman that constitutes the alleged contravention;
 - be lodged with the General Manager within six (6) months after the Alderman or Aldermen against whom the complaint is made allegedly committed the contravention of the Code of Conduct; and
 - be accompanied by the Code of Conduct complaint lodgement fee.

Once satisfied that the Code of Conduct complaint meets prescribed requirements, the General Manager will forward the complaint to the Code of Conduct Panel.

The Code of Conduct complaint lodgement fee is prescribed under Schedule 3 [Fees] of the *Local Government (General) Regulations 2015*. The lodgement fee is 50 fee units (\$75.50 in 2015/16).

A flowchart summarising Code of Conduct complaint assessment, panel investigation, determination, sanctions and costs is attached (Appendix B).

ALDERMANIC DISPUTE RESOLUTION

Aldermen commit to developing strong and positive working relationships and working effectively together at all times. Prior to commencing a formal Code of Conduct complaint, the Aldermen who are



parties to any disagreement should endeavour to resolve their differences in a courteous and respectful manner, recognising that they have been elected to act in the best interests of the community.

In general, Council's internal dispute resolution process should be the first step that is taken when there is a dispute between Aldermen.

An Alderman who is party to any disagreement should request the Mayor or the General Manager to assist that Alderman in resolving the disagreement informally.

If the informal assistance does not resolve the disagreement, the General Manager may, with the consent of the parties involved, choose to appoint an external mediator to assist in the resolution of the disagreement. If an external mediator is appointed, Aldermen who are party to the disagreement must strive to cooperate with the mediator and use their best endeavours to assist the mediator and participate in the mediation arranged.

Where a matter cannot be resolved through internal processes, the next step may be to lodge a formal Code of Conduct complaint.

Aldermen should only invoke the provisions of the Code of Conduct in good faith, where it is perceived that another Alderman has not complied with the provisions or intent of the Code of Conduct.

BACKGROUND

The Director of Local Government recommended that councils include the aforementioned information, as amended, as an accompaniment to the Model Code of Conduct.



APPENDIX A – MODEL CODE OF CONDUCT

PART 1 - Decision making

1. *A councillor must bring an open and unprejudiced mind to all matters being decided upon in the course of his or her duties, including when making planning decisions as part of the Council's role as a Planning Authority.*
2. *A councillor must make decisions free from personal bias or prejudgement.*
3. *In making decisions, a councillor must give genuine and impartial consideration to all relevant information known to him or her, or of which he or she should have reasonably been aware.*
4. *A councillor must make decisions solely on merit and must not take irrelevant matters or circumstances into account when making decisions.*

PART 2 - Conflict of interest

1. *When carrying out his or her public duty, a councillor must not be unduly influenced, nor be seen to be unduly influenced, by personal or private interests that he or she may have.*
2. *A councillor must act openly and honestly in the public interest.*
3. *A councillor must uphold the principles of transparency and honesty and declare actual, potential or perceived conflicts of interest at any meeting of the Council and at any workshop or any meeting of a body to which the councillor is appointed or nominated by the Council.*
4. *A councillor must act in good faith and exercise reasonable judgement to determine whether he or she has an actual, potential or perceived conflict of interest.*
5. *A councillor must avoid, and remove himself or herself from, positions of conflict of interest as far as reasonably possible.*
6. *A councillor who has an actual, potential or perceived conflict of interest in a matter before the Council must –*
 - (a) declare the conflict of interest before discussion on the matter begins; and*
 - (b) act in good faith and exercise reasonable judgement to determine whether the conflict of interest is so material that it requires removing himself or herself physically from any Council discussion and remaining out of the room until the matter is decided by the Council.*

PART 3 - Use of Office

1. *The actions of a councillor must not bring the Council or the office of councillor into disrepute.*
2. *A councillor must not take advantage, or seek to take advantage, of his or her office or status to improperly influence others in order to gain an undue, improper, unauthorised or unfair benefit or detriment for himself or herself or any other person or body.*



3. *In his or her personal dealings with the Council (for example as a ratepayer, recipient of a Council service or planning applicant), a councillor must not expect nor request, expressly or implicitly, preferential treatment for himself or herself or any other person or body.*

PART 4 - Use of resources

1. *A councillor must use Council resources appropriately in the course of his or her public duties.*
2. *A councillor must not use Council resources for private purposes except as provided by Council policies and procedures.*
3. *A councillor must not allow the misuse of Council resources by any other person or body.*
4. *A councillor must avoid any action or situation which may lead to a reasonable perception that Council resources are being misused by the councillor or any other person or body.*

PART 5 - Use of information

1. *A councillor must protect confidential Council information in his or her possession or knowledge, and only release it if he or she has the authority to do so.*
2. *A councillor must only access Council information needed to perform his or her role and not for personal reasons or non-official purposes.*
3. *A councillor must not use Council information for personal reasons or non-official purposes.*
4. *A councillor must only release Council information in accordance with established Council policies and procedures and in compliance with relevant legislation.*

PART 6 - Gifts and benefits

1. *A councillor may accept an offer of a gift or benefit if it directly relates to the carrying out of the councillor's public duties and is appropriate in the circumstances.*
2. *A councillor must avoid situations in which the appearance may be created that any person or body, through the provisions of gifts or benefits of any kind, is securing (or attempting to secure) influence or a favour from the councillor or the Council.*
3. *A councillor must carefully consider –*
 - (a) *the apparent intent of the giver of the gift or benefit; and*
 - (b) *the relationship the councillor has with the giver; and*
 - (c) *whether the giver is seeking to influence his or her decisions or actions, or seeking a favour in return for the gift or benefit.*



4. A councillor must not solicit gifts or benefits in the carrying out of his or her duties.
5. A councillor must not accept an offer of cash, cash-like gifts (such as gift cards and vouchers) or credit.
6. A councillor must not accept a gift or benefit if the giver is involved in a matter which is before the Council.
7. A councillor may accept an offer of a gift or benefit that is token in nature (valued at less than \$50) or meets the definition of a token gift or benefit (if the Council has a gifts and benefits policy).
8. If the Council has a gifts register, a councillor who accepts a gift or benefit must record it in the relevant register.

PART 7 - Relationships with community, councillors and Council employees

1. A councillor –
 - (a) must treat all persons with courtesy, fairness, dignity and respect; and
 - (b) must not cause any reasonable person offence or embarrassment; and
 - (c) must not bully or harass any person.
2. A councillor must listen to, and respect, the views of other councillors in Council and committee meetings and any other proceedings of the Council, and endeavour to ensure that issues, not personalities, are the focus of debate.
3. A councillor must not influence, or attempt to influence, any Council employee or delegate of the Council, in the exercise of the functions of the employee or delegate.
4. A councillor must not contact or issue instructions to any of the Council's contractors or tenderers, without appropriate authorisation.
5. A councillor must not contact an employee of the Council in relation to Council matters unless authorised by the General Manager of the Council.

PART 8 - Representation

1. When giving information to the community, a councillor must accurately represent the policies and decisions of the Council.
2. A councillor must not knowingly misrepresent information that he or she has obtained in the course of his or her duties.
3. A councillor must not speak on behalf of the Council unless specifically authorised or delegated by the Mayor or Lord Mayor.
4. A councillor must clearly indicate when he or she is putting forward his or her personal views.



Aldermanic Code of Conduct

5. *A councillor's personal views must not be expressed in such a way as to undermine the decisions of the Council or bring the Council into disrepute.*
6. *A councillor must show respect when expressing personal views publicly.*
7. *The personal conduct of a councillor must not reflect, or have the potential to reflect, adversely on the reputation of the Council.*
8. *When representing the Council on external bodies, a councillor must strive to understand the basis of the appointment and be aware of the ethical and legal responsibilities attached to such an appointment.*

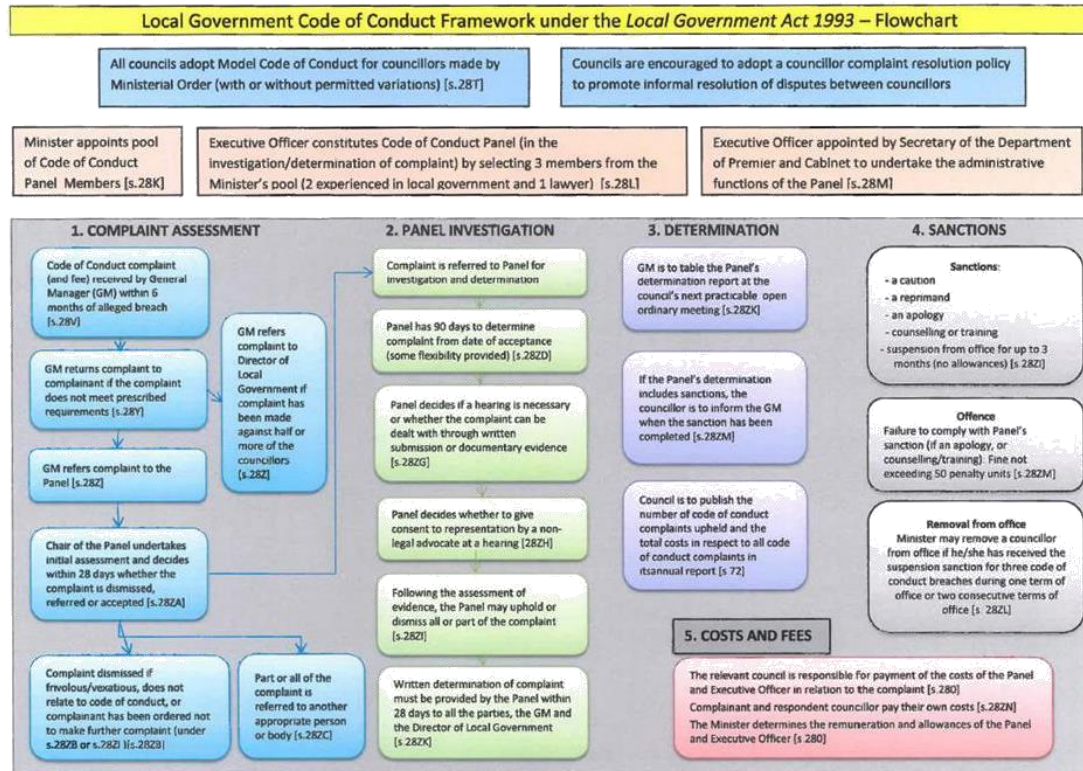
PART 9 - Variation of Code of Conduct

1. *Any variation of this model code of conduct is to be in accordance with section 28T of the Act.*

Local Government (Model Code of Conduct) Order 2016



APPENDIX B – LOCAL GOVERNMENT CODE OF CONDUCT FLOWCHART



http://www.dpac.tas.gov.au/_data/assets/pdf_file/0011/284663/Local_Government_Code_of_Conduct_Framework_Flowchart.pdf



Media Policy

Title	Media Policy
Council Resolution	[INSERT]
Responsible Directorate	General Manager
Due for Review	Four (4) years from Council Resolution Date
Strategic Plan Reference	<u>Leading Our Community</u> 4.1 Govern in the best interests of our community 4.1.1 Manage Council for maximum efficiency, accountability and transparency.
ECM	Council Policy

PURPOSE

The purpose of this policy is to provide clarity around the role of the Mayor as the official spokesperson of Council and ensure the quality, consistency and timeliness of all media communications on behalf of Council.

SCOPE

This policy applies to all Glenorchy City Council Aldermen, management and staff members.

STATUTORY REQUIREMENTS

Acts	<i>Local Government Act 1993</i>
Regulations	N/A
Other relevant documents	Ministerial Directions to Glenorchy City Council, 23 January 2018 Glenorchy City Council Statement of Expectations, 16 April 2018 Aldermanic Code of Conduct (adopted 4 July 2016, item 8)

POLICY STATEMENT

Role of the Mayor

Section 27 of the *Local Government Act 1993* provides that the Mayor is the official spokesperson of Council.

This function is not co-shared with other Aldermen or the General Manager other than at the Mayor's discretion. The Mayor is the only person authorised to speak on behalf of Council.

The Mayor may authorise the General Manager, other Aldermen or Council officers to communicate on behalf of Council on certain technical or factual matters as the Mayor considers appropriate. This will ordinarily be done by way of an express authorisation to make a comment on a particular topic. However, the Mayor may provide a standing authorisation to make comments on particular matters to other persons, as the Mayor sees fit.

Any authorisation by the Mayor to communicate on behalf of Council is provided on the basis that all communications must deliver a consistent message, must not be contrary to any official position adopted by Council and must portray Council's position accurately, irrespective of whether that position has been previously expressed in public.

Role of Communications and Marketing Advisor

Council's Communications and Marketing Advisor (or equivalent) is responsible for coordinating and monitoring Council's external communication activities. In practice, this includes dealing with the media and overseeing all media communication made on behalf of Council.



The position reports directly to the General Manager and liaises with and provides advice on day to day communications matters with the General Manager and the Mayor. The position also has a broader role in providing high level strategic advice on media and communication issues to the Mayor and the General Manager.

The Communications and Marketing Advisor may, in practice, be the first point of contact for media inquiries. However, the position is not able to authorise a person to communicate on behalf of Council, unless the Mayor has given that authorisation.

Where staff are involved in the preparation of an event which may attract media attention, staff are required to liaise with the Communications and Marketing Advisor who will coordinate any media activity associated with that event. Staff must not contact media at their own initiative, except with the express authorisation of the Mayor or the Communications and Marketing Advisor.

Media Statements

The Mayor will be responsible for the final approval of any Council media statements.

The Mayor may consult with Aldermen, the General Manager or Council staff when preparing a media release, but is not required to.

Council's Communications and Marketing Officer (or equivalent) will liaise regularly with the Mayor and General Manager to ensure that Council media releases are properly drafted and communicated.

The Communications and Marketing Officer will also support the Mayor and General Manager in drafting responses to media requests.

Copies of all media statements released by Council will be provided to Aldermen, the General Manager, Directors and Managers as soon as practicable after they are released (with the expectation that this will be within 24 hours other than in exceptional circumstances). Where it is practical to do so, Aldermen are to be copied into any correspondence which provides copies of media statements to media outlets.

Media Requests

All staff members who receive media requests must pass the information on to the Mayor or, if the Mayor is unavailable, the Communications and Marketing Advisor, who will advise the Mayor and support the Mayor in preparing a response.

Staff who receive unsolicited media inquiries should:

- inform the outlet that they are not authorised to speak on Council's behalf
- obtain basic information about the topic of the inquiry and of the contact details of the person making the request
- ask the caller when their deadline is, and
- relay the request and the above information to the Mayor, or, where the Mayor is unavailable, Council's Media and Communications Advisor.

Under no circumstances are staff to provide:

- any verbal or written comment or digital information to the media, unless expressly authorised by the Mayor, or
- any Council documents, unless publicly available and authorised by the Mayor,

to any media outlet.

Aldermen and media

This policy does not take away the right of any Aldermen to engage in public debate or speak with or appear in the media. However, Aldermen must advise and have sought permission from the Mayor if they



are representing Council, and must not purport to speak on behalf of Council unless the Mayor has expressly authorised them to do so.

Whenever speaking with or appearing in media Aldermen must:

- (a) when asked to comment on Council's position on any matter, portray Council's position accurately, and
- (b) when asked for their opinion on a matter, clearly and unambiguously indicate when they are putting forward their personal views and do so in a way that does not bring Council into disrepute. For example, if an Alderman is being interviewed in their official capacity, but during the course of the interview is asked to express an opinion, the Alderman must indicate that their opinion is personal and not the official position of Council.

BACKGROUND

To ensure that Council delivers clear and consistent messages to the media and the public, Council must ensure that clear guidelines and expectations are in place to govern Council's interactions with the media, and that these are communicated to both Aldermen and staff members.

Additionally, a policy is required to ensure compliance with:

- section 27 of the *Local Government Act 1993*, which provides that the Mayor is the official spokesperson of Council
- direction 3 of the Ministerial Directions issued by the Minister for Local Government on 23 January 2018, and
- Council's Aldermanic Code of Conduct, which adopts the Model Code of Conduct prepared in accordance with the Act.



Media Policy

Title	Media Policy
Council Resolution	[INSERT]
Responsible Directorate	General Manager
Due for Review	Four (4) years from Council Resolution Date
Strategic Plan Reference	<u>Leading Our Community</u> 4.1 Govern in the best interests of our community 4.1.1 Manage Council for maximum efficiency, accountability and transparency.
ECM	Council Policy

PURPOSE

The purpose of this policy is to provide clarity around the role of the Mayor as the official spokesperson of Council and ensure the quality, consistency and timeliness of all media communications on behalf of Council.

SCOPE

This policy applies to all Glenorchy City Council Aldermen, management and staff members.

STATUTORY REQUIREMENTS

Acts	<i>Local Government Act 1993</i>
Regulations	N/A
Other relevant documents	Ministerial Directions to Glenorchy City Council, 23 January 2018 Glenorchy City Council Statement of Expectations, 16 April 2018 Aldermanic Code of Conduct (adopted 4 July 2016, item 8)

POLICY STATEMENT

Role of the Mayor

Section 27 of the *Local Government Act 1993* provides that the Mayor is the official spokesperson of Council.

This function is not co-shared with other Aldermen or the General Manager other than at the Mayor's discretion. The Mayor is the only person authorised to speak on behalf of Council.

The Mayor may authorise the General Manager, other Aldermen or Council officers to communicate on behalf of Council on certain technical or factual matters as the Mayor considers appropriate. This will ordinarily be done by way of an express authorisation to make a comment on a particular topic. However, the Mayor may provide a standing authorisation to make comments on particular matters to other persons, as the Mayor sees fit.

Any authorisation by the Mayor to communicate on behalf of Council is provided on the basis that all communications must deliver a consistent message, ~~and~~ must not be contrary to any official position adopted by Council and must portray Council's position accurately, irrespective of whether that position has been previously expressed in public.

Role of Communications and Marketing Advisor

Council's Communications and Marketing Advisor (or equivalent) is responsible for coordinating and monitoring Council's external communication activities. In practice, this includes dealing with the media and overseeing all media communication made on behalf of Council.

[INSERT DATE]

General Manager

Page 1 of 3



The position reports directly to the General Manager and liaises with and provides advice on day to day communications matters with the General Manager and the Mayor. The position also has a broader role in providing high level strategic advice on media and communication issues to the Mayor and the General Manager.

The Communications and Marketing Advisor may, in practice, be the first point of contact for media inquiries. However, the position is not able to authorise a person to communicate on behalf of Council, unless the Mayor has given that authorisation.

Where staff are involved in the preparation of an event which may attract media attention, staff are required to liaise with the Communications and Marketing Advisor who will coordinate any media activity associated with that event. Staff must not contact media at their own initiative, except with the express authorisation of the Mayor or the Communications and Marketing Advisor.

Media Statements

The Mayor will be responsible for the final approval of any Council media statements.

The Mayor may consult with Aldermen, the General Manager or Council staff when preparing a media release, but is not required to.

Council's Communications and Marketing Officer (or equivalent) will liaise regularly with the Mayor and General Manager to ensure that Council media releases are properly drafted and communicated.

The Communications and Marketing Officer will also support the Mayor and General Manager in drafting responses to media requests.

Copies of all media statements released by Council will be provided to Aldermen, the General Manager, Directors and Managers as soon as practicable after they are released (with the expectation that this will be within 24 hours other than in exceptional circumstances). Where it is practical to do so, Aldermen are to be copied into any correspondence which provides copies of media statements to media outlets.

Media Requests

All staff members who receive media requests must pass the information on to the Mayor or, if the Mayor is unavailable, the Communications and Marketing Advisor, who will advise the Mayor and support the Mayor in preparing a response.

Staff who receive unsolicited media inquiries should:

- inform the outlet that they are not authorised to speak on Council's behalf
- obtain basic information about the topic of the inquiry and of the contact details of the person making the request
- ask the caller when their deadline is, and
- relay the request and the above information to the Mayor, or, where the Mayor is unavailable, Council's Media and Communications Advisor.

Under no circumstances are staff to provide:

- any verbal or written comment or digital information to the media, unless expressly authorised by the Mayor, or
 - any Council documents, unless publicly available and authorised by the Mayor,
- to any media outlet.

Aldermen and media

This policy does not take away the right of any Aldermen to engage in public debate or speak with or appear in the media. However, Aldermen must advise and have sought permission from the Mayor if they



Media Policy

are representing Council, and must not purport to speak on behalf of Council unless the Mayor has expressly authorised them to do so.

~~Whenever Aldermen speaking with or appearing in media, on a personal matter or expressing a personal opinion, must not seek to be identified as Aldermen, and must:~~

- ~~(a) when asked to comment on Council's position on any matter, portray Council's position accurately, and~~
- ~~(b) when asked for their opinion on a matter, clearly and unambiguously indicate when they are putting forward their personal views and do so in a way that does not bring Council into disrepute. For example, if an Alderman is being interviewed in their official capacity, but during the course of the interview is asked to express an opinion, the Alderman must indicate that their opinion is personal and not the official position of Council.~~

BACKGROUND

To ensure that Council delivers clear and consistent messages to the media and the public, Council must ensure that clear guidelines and expectations are in place to govern Council's interactions with the media, and that these are communicated to both Aldermen and staff members.

Additionally, a policy is required to ensure compliance with:

- section 27 of the *Local Government Act 1993*, which provides that the Mayor is the official spokesperson of Council
- direction 3 of the Ministerial Directions issued by the Minister for Local Government on 23 January 2018, and
- Council's Aldermanic Code of Conduct, which adopts the Model Code of Conduct prepared in accordance with the Act.

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THE MEDIA

Policy Manual Number: 19-1

Council Minutes Ref: [Council Meeting 12th March 2013 \(Item 9\)](#)
[Council dated 4th January 2010 \(Item 17\)](#)
[Council dated 12th September 2005 \(Item 10\)](#)
[Council Meeting \(Item 8\) 4th August 2003](#)
[Council Meeting \(Item 4\) 11th October 1999](#)

File Ref: 03427

Background

The *Local Government Act 1993* 27(1)(b) describes one of the functions of the Mayor as: "to act as the spokesperson of the Council".

Section 27(2A) of the *Local Government Act 1993* provides that the Mayor, by notice in writing, may delegate authority to speak on behalf of Council to the Deputy Mayor, an Alderman or the General Manager for a specified period.

It should be noted that this policy does not seek to restrict the right of Aldermen to make comment or engage in public debate on any issue which is a concern.

It does however make clear that anyone, other than the Mayor or the Mayor's delegate, expressing an opinion should not purport to be speaking on behalf of the Council.

Sensitivity should also be exercised with regard to information which has been obtained in the context of matters discussed at meetings that have been closed to the public and in particular, information pertaining to these items must not be disclosed prior to consideration by Council.

Relationships of trust where the Media are concerned are to be nurtured and appropriate representatives of Council are encouraged to maintain close contact with media representatives. All staff members are encouraged to identify Council initiatives which could be of interest to the wider community through the Media.

Broadly, issues in which the Media and through them the wider community may be interested, fall into two categories; the "political" and the "factual".

Political issues are matters of opinion of what ought or could be. Examples of such issues are the amount by which the rates should increase, or what the Council should do to promote a safer community.

Factual issues, on the other hand, relate to what is known. Examples of factual issues are the amount of a known rate increase on certain types of ratepayers, or the resources that the Council has allocated to create a safer community, how these resources will be spent and what it is hoped will be achieved.

Although there is a grey area between these two categories, they nevertheless provide an approximate demarcation between those issues that the Mayor or his delegate will wish to address and those about which Council officers may communicate with the Media.

The general rule is that political issues are the province of the Mayor or the Aldermen to whom the Mayor may delegate the task while factual issues are those with which Council officers may deal.

As far as Media communication on factual issues is concerned this is a role which Council employees may play subject to the following policy statement.

Policy Statement

1. Good Media relations are a high priority for both elected members and staff of the Council.
2. Subject to clause 4, as the spokesperson of the Council the Mayor, or his or her delegate, is the only person authorised to speak on behalf of Council
3. This policy does not seek to take away the right of any Alderman to engage in public debate or speak to or appear in the Media.
4. The Mayor delegates authority to the General Manager to make statements to the Media on issues of a factual nature, and those employees who the General Manager has authorised in writing may do so subject to:
 - (a) With regard to major whole-of-Council, factual issues, prospective contact with the Media must first be approved by the General Manager.
 - (b) With regard to issues of a factual nature which are confined to the activities of a single department or program, prospective and actual contact with the Media is the responsibility of the Manager of the Department and subject to his/her approval.
5. No employee acting on behalf of the Council shall express an opinion about the appropriateness or wisdom of a decision of the Council to the Media.
6. It is an offence under regulation 15(9) of the *Local Government (Meeting Procedures) Regulations 2005* for the Mayor, an Alderman, the General Manager or an employee, without the authority of Council or the relevant Council Committee, to disclose any matter relating to a closed meeting.
7. When authorised by Council or the relevant Council Committee to disclose matters considered at a closed meeting the Mayor, an Alderman, the General Manager or employee is to have regard to the sensitivity of the information that has been obtained when communicating with the Media or making a public

statement but no Alderman shall purport to speak on behalf of the Council when a personal opinion is being expressed.

8. The contents of any document that is marked "confidential" that has been provided to Aldermen or staff, must not be copied, distributed or discussed with any person that might lead to the information that has been provided being disclosed by the media.
9. Aldermen or employees should not be persuaded to provide an immediate response to questions posed by a journalist. If an employee needs to obtain permission to provide comment or is not sure of the facts, he/she should offer to call the journalist later.
10. If approached by the Media concerning any Council related issue after hours or at weekends, an employee who is on duty or on call should immediately contact the General Manager. Information should be given to the General Manager on the issue and the name of the person making the enquiry. The General Manager will then determine whatever action should be taken in consultation with the Mayor.
11. Employees are encouraged to identify Council initiatives, events, decisions etc. which may be of interest to the Media and through them the community at large and bring these to the attention of their Manager. The Manager will be responsible for deciding if or how a particular matter may be pursued with the Media.
12. Council employees may be responsible for initiating an activity which will have one or more of the following characteristics:
 - (a) will be initiated by a Media launch;
 - (b) will involve Federal or State politicians;
 - (c) will involve the Mayor and/or Aldermen in their official capacity; and
 - (d) will be a public event.

In such cases the Manager Administration and Executive Support shall be consulted so that suitable contact with, or involvement of, the Media may occur.
13. Employees who are uncertain of any media relations issue should contact the Manager Administration and Executive Support for advice and assistance.
14. This policy does not apply to any instance of personal disaster or tragedy in respect of which the Council has an interest and could be held liable. In this instance the General Manager shall be informed immediately and the matter communicated to the Mayor. The content of any media statements will be subject to the approval of the Mayor, appropriate legal advice having been obtained.
15. In cases of EMERGENCY the following applies:
 - (a) Notification of a possible emergency comes from the State Emergency Service to the Local Co-ordinator.
 - (b) The Local Co-ordinator must use his or her judgement (in consultation with field officers) to classify the level of threat and assess the need to provide advice to the Public, Aldermen and the Media.

- (c) Co-ordination of advice to the Public, Aldermen and the Media is through the General Manager.
 - (d) The Mayor will be media spokesperson (in accordance with the *Local Government Act*). Depending on the nature of the emergency however, it may be more appropriate for comment to come directly from the Local Co-ordinator, General Manager or his delegate.
 - (e) The Media is an important asset during an emergency situation as vital information can be communicated to large numbers of people quickly. The use of radio is particularly important, however all forms of media have a role to play. Depending on the availability of local resources Council can also co-ordinate media communication for Glenorchy Police, Tasmania Fire Service and Ambulance Tasmania as requested.
16. Precincts
- (a) The convenor of any precinct shall be the spokesperson of the precinct committee
 - (b) The convenor may delegate the task of speaking on behalf of the precinct committee to another person.
 - (c) No person making a statement of personal opinion on a precinct related issue shall purport to be speaking on behalf of the Precinct Committee.

Review March 2016

Status:

CURRENT

POLICY DOCUMENT CONTROL SHEET

Policy Name: **THE MEDIA**

Policy Manual No: **19 - 01**

Department: **General Manager's Unit**

Date Policy Approved by Council: **4th August 2003**
11th October 1999

Reviewed by (Name and Job Title of officer)	Nature of Amendment (List changes made to Policy)	Date Council Endorsed Amendment
Manager, Governance & Performance (Trevor Jones)	Changes to accommodate changed circumstances eg Executive Officer position no longer exists and new meetings by-law provisions. Intent of policy remains the same	4 th August 2003
Manager, Governance & Performance (Trevor Jones)	Changes to reflect amendments to the Local Government Act and the introduction of supporting Regulations.	12 th September 2005
Manager, Governance & Performance (Trevor Jones)	Policy Review (No changes)	4 th January 2010
Manager Administration & Executive Support (Kevin Scott)	Policy Review (Minor change)	12 th March 2013



Strategic and Operational highlights

I am pleased to present the Strategic and Operational highlights for Glenorchy City Council for Quarter 3 in 2018/19 (quarter ending 31 March 2018).

After acting in the General Manager role from April 2018, I was substantively appointed to the General Manager role by the former Commissioner, Sue Smith, for a three year contract from 12 January 2018.

In line with the Glenorchy City Council (Dismissal of Councillors) Act 2017, new Council elections were held on 16 January 2017. Alderman Kristie Johnston was convincingly re-elected as Mayor. Alderman Matt Stevenson was elected Deputy Mayor. The following Aldermen were also elected: Aldermen Peter Bull, Melissa Carlton, Jan Dunsby, Simon Fraser, Steven King, Gaye Richardson, Kelly Sims and Bec Thomas.

Officers provided an induction workshop for Aldermen on 3 February 2018. The induction workshop was supported and attended by the Director of Local Government, the CEO of the Local Government Association of Tasmania and the Auditor-General and Deputy Auditor-General. Aldermen were comprehensively briefed on Council's status.

Commissioner Sue Smith finished her term with Council following the election – and we thank her for her contribution to Glenorchy – providing steady leadership during a particularly difficult time for the City.

As a flow on from the Board of Inquiry process into Glenorchy City Council, which concluded in November 2017, the (then) Minister for Planning and Local Government, the Hon. Peter Gutwein MP, issued a series of Ministerial Directions to Council on 23 January 2018. The Ministerial Directions require Council to undertake a range of tasks over the Council term relating to governance, training, policies and procedures, committees and membership and employment contracts. Council is required to report to the Minister quarterly on its progress on actioning the Ministerial Directions. Officers are reporting progress to Council monthly. As of the 26 March 2018 report, of the 58 actions, 10 had been completed and 32 actions were being actively progressed. No actions were beyond the required deadline.

Council successfully introduced a new telephone system in January 2018 after many months of planning. The new telephone system is a much improved tool for our staff to deliver customer service.

Council approved an organisational structure repair project on 26 February 2018. The aim of the project is to repair the organisational structure after the 2015 management restructure created a series of problems. The project outcomes are to fill vacancies in the existing management team, improve the way Council's different activities are organised and increase productivity. We expect to see appointments made to Director and Manager positions in the second half of 2018.

Council endorsed a new corporate performance reporting framework on 26 February 2018. The framework requires monthly financial updates to Council and a more extensive quarterly report that reports on Council's financial position, annual plan progress and strategic and operational highlights over the preceding quarter. This is the first quarterly report under the framework.

Council is working closely with the Commonwealth and State governments and the Hobart, and Clarence City Councils and Kingborough Council on a Hobart City Deal. The City Deal involves a range of projects to benefit Glenorchy and Greater Hobart including a Greater Hobart Act, affordable housing, urban passenger transport, a university STEM precinct and development at Macquarie Point.

Two of Council's major annual events were held during the quarter with the annual Symphony Under the Stars at Tolosa Park on 17 February and the Moonah Taste of the World held on 21 March to highlighting the food and culture of our multi-cultural community.

Significant work was undertaken during the quarter in relation to a range of legacy challenges associated with completion of the KGV Sports and Community Hub Project, including resolution of construction defects and tenancy issues and investigations into the performance of the Derwent Park Stormwater Harvesting Project.

Work on the CBD Revitalisation Project has been delayed as a result of the delay in receiving advice of an unsuccessful funding application under the Commonwealth's Building Better Regions Fund. As a result, a significant proportion of the project budget is likely to be expended in 2018-19. Project works will begin on improving the connection between the InterCity Cycleway and the CBD (via Peltro Street).

For the past three years, Council has been undertaking a major project to reimplement its enterprise software system (TechnologyOne) and make it cloud-based. Following a successful finance system "Go Live" in 2017, work is advancing through system testing and fine tuning to deliver new business process, document management and enterprise cash receipting systems in the June quarter.

I commend to you the reports from the Council's Directorates which provide more detail about the strategic and operational achievements of the Council over the past quarter.

Financial Performance

Operating Result

Council's operating result for the year to date to 31 March 2018 was a surplus of \$9.216 Million compared to a budgeted surplus for the year to date of \$8.828 Million, some \$388,000 better than budgeted.

Income

Total income for the year to date to 31 March 2018 was \$50.059 Million compared to a budget amount for the year to date of \$50.089 Million – some \$300,000 less than budgeted.

While rates income is tracking close to budget (\$35.513 Million Actual v \$35.558 Million Budget), user charges were down \$560,000 reflecting lower than anticipated revenues for items such as the landfill (\$243,000), facility leases (\$90,000), animal registrations (\$82,000), sale of reuse water (\$41,000) and parking and general infringements (\$61,000). This was partly offset by higher than anticipated fees for planning, building and plumbing and s. 337 Certificates as a result of the buoyant development market.

Investment income from TasWater was down by \$201,000 - a timing issue associated with receipt of those dividend, tax equivalent and loan guarantee fund payments.

Grants were up some \$246,000 for the year to date. A significant component of this was \$159,000 in Commonwealth Child Care subsidies as a result of greater than anticipated take-up in Council's child care centres. This is the nature of this revenue category as grant receipts are difficult to budget for given uncertainty around prospects of success at the time of application.

Expenses

Total expenses for the year to date were \$688,000 under budget (\$41.374 Million Actual v \$42.062 Million Budget).

The major variance category noted is depreciation and amortisation, which is \$498,000 below the year to date budget estimate. This is explainable by delays in capitalisation of assets such as the Technology One software (\$346,000) and delays in fleet purchases.

Employment costs were \$364,000 over budget at the year to date. This is largely explained by salary on-costs being recovered at a higher level than currently required. Any over recovery will be adjusted as part of end of year close-off. However, anecdotally, there has also been additional recruitment activity as a result of the need to fill long overdue vacant positions over the year to date and some duplication of senior staffing arrangements during the Board of Inquiry period.

Materials and services are \$341,000 under budget. This is likely to arise from delays in expenditure on materials and services as a result of organisational disruption over the year to date. Amounts are widely dispersed across cost centres.

Assets written off are \$129,000 under budget. This is likely to be a timing issue.

Cash and Investments

As at the end of March 2018, actual funds available in cash and investments were \$22.016 Million compared to \$16.498 Million in the budget. This variance of \$5.518 Million is largely explained by the underspend in the Capital Works Programs (see below).

The overall cash profile of Council over a year follows an "M" shape. Council's cash balance is topped up by rates instalments peaking in August and February, with declining balances in between these two peaks as funds are expended on operations and projects.

Capital Works

Underspends of capital works budgets can be a result of delays in project delivery or spending; or savings on projects.

As at 31 March 2018, the year to date overall actual capital works expenditure was \$8.93 Million compared to a budget of \$13.876 Million – an underspend of \$4.9 Million.

Approximately 79% of the overall capital works program is forecast to be delivered by the end of Financial Year 2017/18.

This reflects a range of factors:

As at 31 March 2018, the roads capital works program was underspent by \$1.81 Million (Budget \$5.991 Million v Actual \$4.18 Million). This is largely attributable to the delayed implementation of the CBD Revitalisation project discussed already above.

Approximately 87% of the roads capital works program is forecast to be delivered by the end of Financial Year 2017/18.

As at 31 March 2018, the property program was underspent by \$1.834 Million (Budget \$3.517 Million v Actual \$1.683 Million). This is largely a result in major staff turnover in Council's Property Assets Department and a Works Centre restructure affecting both client and delivery components of the property project delivery chain.

A new Manager Property Assets started at Council on 2 November 2017 and he is recruiting a new team.

In the interim, a consultant engineering firm has been engaged to progress priority property projects such as Tolosa Dam remediation and Prince of Wales Bay ground lights.

Approximately 48% of the Property capital program is forecast to be delivered by the end of Financial Year 2017/18.

As at 31 March 2018, the stormwater capital works program was underspent by \$178,000 (Budget \$1.488 Million v Actual \$1.310 Million).

Approximately 88% of the stormwater capital works program is forecast to be delivered by the end of Financial Year 2017/18.

Current strategic Risks

Council endorsed a Strategic and Key Operational Risk Register at its meeting on 26 February 2018.

The following strategic and key operational risks were noted in the Register:

Rank	Risk Category	Risk Type	Comment as at 31 March 2018
1	Work health & safety	Key Operational	Council has received Improvement Notices from Workplace Standards in relation to the failure of timely incident reporting following an incident at the DEC. Council has worked closely with the regulator to address this issue and respond to the incident, Council activities in this space during the quarter have included (refer to Corporate Governance Directorate Report for more information): • General Manager's reminder to all staff about the obligation to report WHS incidents and near misses • Hosting and participating in a Positive Cultural Awareness training program undertaken by IPM Safety. • Rolling out WHS roles and responsibilities training to Co-ordinators • Commencement of development of a Safe Systems of Work Directive.
2	Organisational Structure	Strategic	The organisational structure repair project is underway. (See above).
3	Brand and reputation	Strategic	A Communications Strategy project plan has been endorsed by ELT and implementation of the project is underway. Council is implementing a range of Ministerial Directions and is receiving monthly reports on the progress of implementation of the those Directions.
4	Resource management	Key Operational	Council is addressing legacy issues around poor choice, scoping, planning, monitoring and review of major projects. Particular focus at present is on addressing issues relating to the KGV Sports and Community Hub and the Derwent Park Stormwater Harvesting Scheme.

Rank	Risk Category	Risk Type	Comment as at 31 March 2018
5	Culture	Strategic	A new Council is now elected and as the senior management team is in the process of being substantively recruited. it is intended that the organisation return to a more "business as usual" mode of operations, thus reducing uncertainty and building trust. A Statement of Expectations for respectful relationships between the Mayor, GM & Aldermen was developed during the period.
6	Process control	Key Operational	Council is addressing inconsistent oversight and monitoring of projects by introducing improved quarterly reporting to Council, a reconstituted tender review committee with new trms of reference and continued operation of the Infrastructure Management Group. Further work is required to introduce consistent project management processes and practices across Council.
7	Contractor management	Key Operational	Contractor inductions are being held on a regular basis. A new position has been created in People and Safety Department to monitor the qualifications and insurances of contractors working for Council.
8	Contract management	Key Operational	This risk addresses issues around accountability for management of contracts for projects. The major response over the period has been to recruit competent contract and project management staff at the Works Centre. One of the major exposures still to be addressed is around ensuring the currency of contract insurances. ELT has met about this and we are seeking to establish
9	Emergency management	Key Operational	Council has an emergency management committee, chaired by Alderman Fraser and an emergency management plan in place.
10	Financial sustainability	Strategic	Monthly financial reporting to Council has been introduced along with more detailed quarterly reporting. Budget planning is underway for the 2018/19 financial year, with Council budget workshops commencing in April 2018.

An additional medium term risk relates to Waste Management. Council's landfill life has been foreshortened to 2020 from 2023 as a result of EPA requirements. Closure of the landfill would require new arrangements for the City's waste including the need for a waste transfer station and negotiation of an agreement for access to the Copping regional landfill. It would also entail costs around close out rehabilitation and environmental monitoring of the former landfill.

Council is investigating options for the opening of a new landfill cell to prolong landfill life, as well as considering future waste transfer station and disposal contract arrangements. These are major capital investment and revenue stream decisions for Council, which are being actively explored.

Glenorchy City Council
Statement of Comprehensive Income to 31 March 2018

	2018 Budget \$'000	2018 Actual \$'000	2017 Actual \$'000
Income			
Recurrent Income			
Rates	35,558	35,513	34,425
User charges and licences	10,266	9,706	9,551
Interest	310	288	294
Grants	1,279	1,525	2,264
Contributions - cash	233	214	255
Investment income from TasWater	1,882	1,681	1,743
Other income	351	574	498
	49,878	49,501	49,030
Capital Income			
Capital grants received specifically for new or upgraded assets	865	905	1,979
Contributions – non-monetary assets	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	147	184	89
Fair value recognition of land under roads	-	-	-
	1,012	1,089	2,068
Total Income	50,890	50,590	51,098
Expenses			
Employment costs	15,704	16,068	14,757
Materials and services	10,659	10,318	10,058
Depreciation and amortisation	10,777	10,279	10,389
State Fire Commission contribution	3,999	3,999	3,792
Finance costs	188	174	228
Assets written off	269	140	(31)
Bad and doubtful debts	2	1	1
Other expenses	465	396	450
Total expenses	42,062	41,374	39,643
Surplus/(deficit)	8,828	9,216	11,454
Other Comprehensive income			
Items that will not be reclassified to surplus or deficit			
Net gain/(loss) on revaluation of property, plant and equipment	-	-	-
	-	-	-
Items that may be reclassified subsequently to surplus or deficit			
Financial assets available for sale reserve	-	-	-
-Fair value adjustment on available for sale assets	-	-	-
	-	-	-
Total other comprehensive income	-	-	-
Total comprehensive result	8,828	9,216	11,454

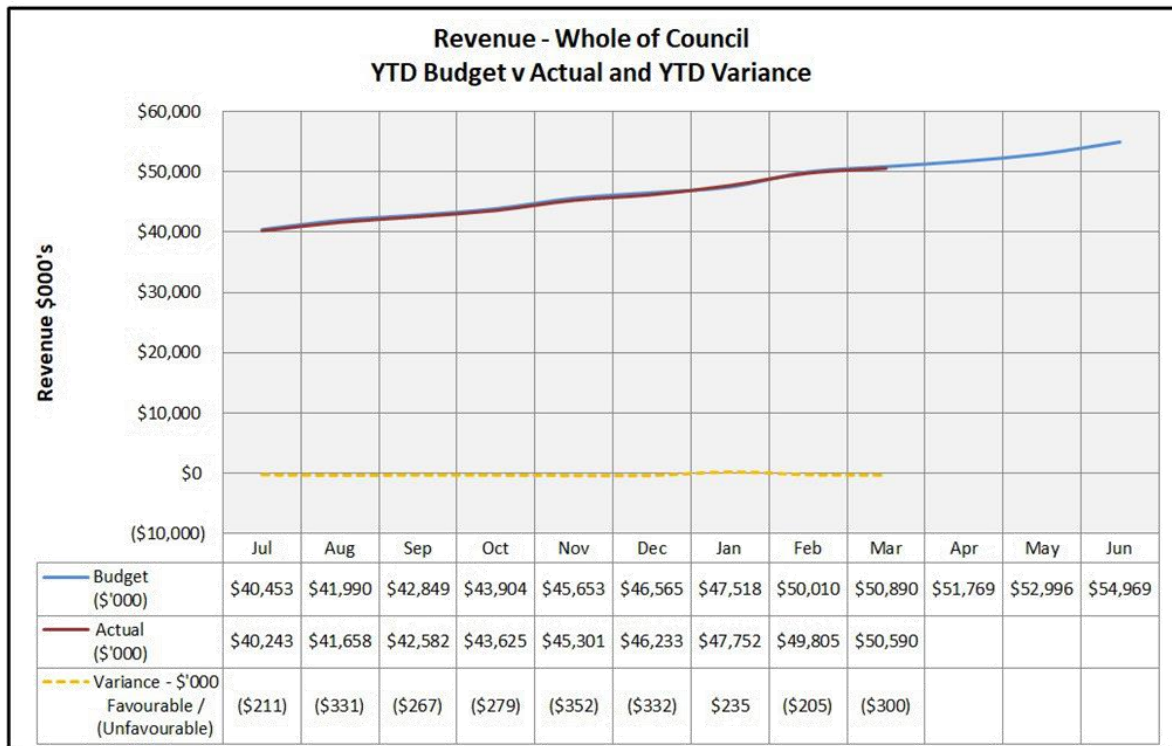
Note: A glossary of terms used in the Statement of Comprehensive Income is appended to this report

Glenorchy City Council
Statement of Financial Position to 31 March 2018

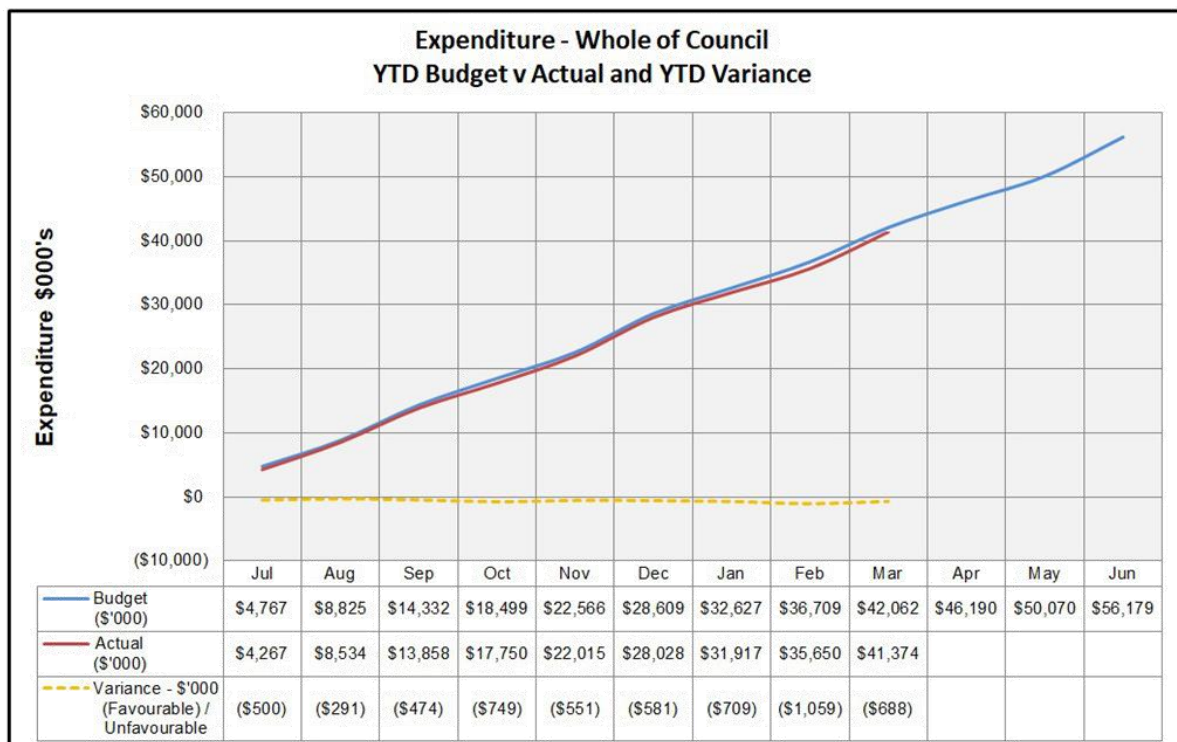
	2018 YTD \$'000	2017 EOY \$'000
Asset		
Current assets		
Cash and cash equivalents	18,805	11,591
Trade and other receivables	1,167	1,543
Inventories	150	111
Non-current assets classified as held for sale	-	-
Other current assets	-	584
Total current assets	20,122	13,829
Non-current assets		
Investment in TasWater	165,003	165,003
Investment properties	-	-
Property, infrastructure, plant and equipment	658,187	669,662
Other non-current assets	30,262	20,633
Total non-current assets	853,453	855,298
Total assets	873,575	869,127
Liabilities		
Current Liabilities		
Trade and other payables	1,173	2,439
Provisions	4,281	3,802
Borrowings	929	852
Other current liabilities	1,779	2,543
Total current liabilities	8,161	9,636
Non-current liabilities		
Provisions	5,756	5,756
Borrowings	3,790	4,317
Total non-current liabilities	9,546	10,073
Total Liabilities	17,707	19,709
Net assets	855,868	849,418

Note: 2017/18 is year-to-date (YTD) whereas 2016/17 is end-of-year (EOY)

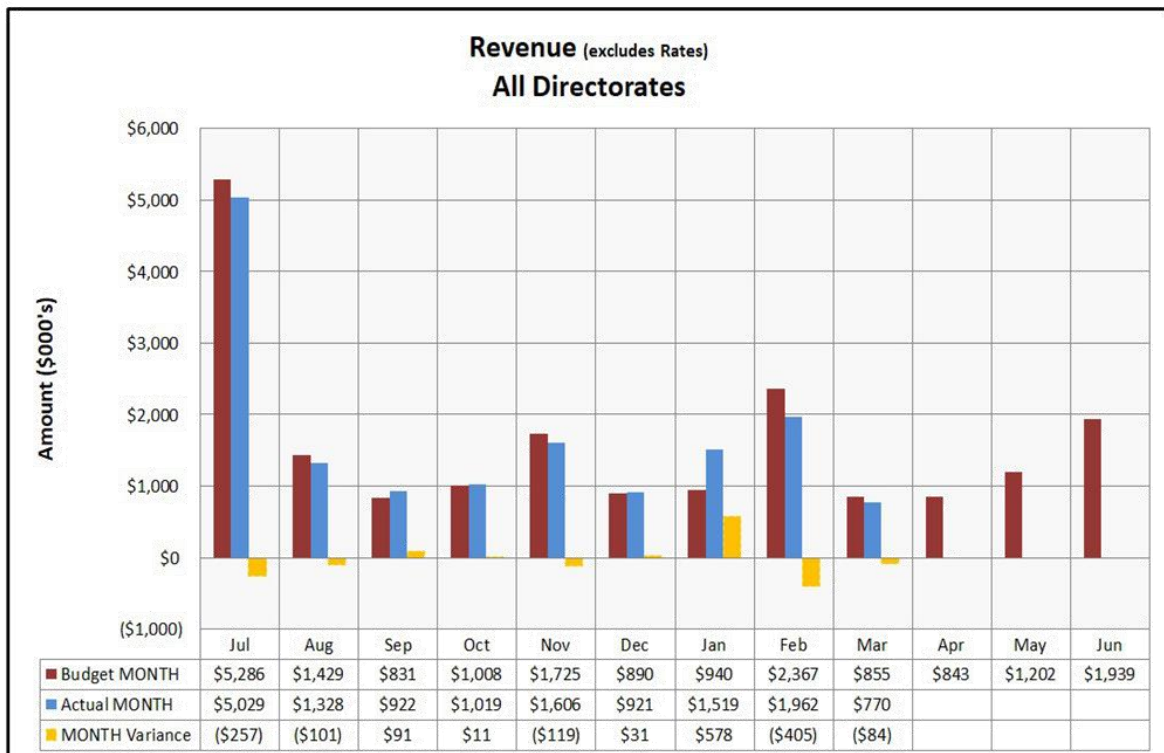
Revenue – Whole of Council – \$ YTD Accumulative by Month



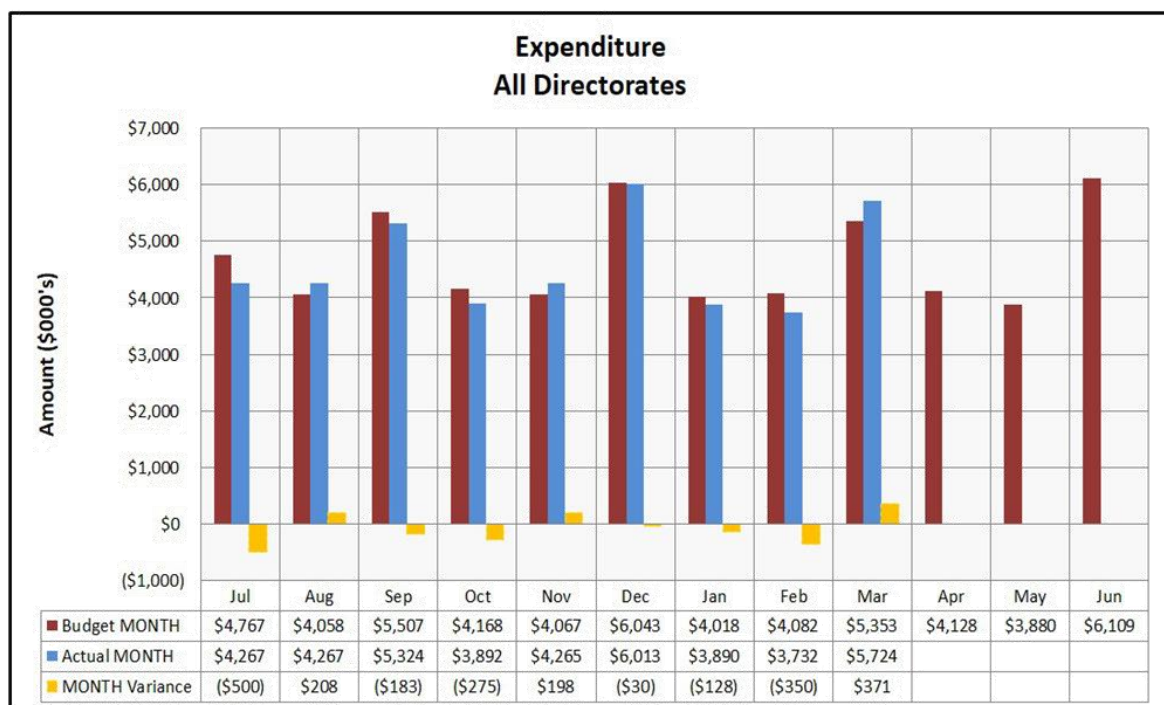
Expenditure – Whole of Council – \$ YTD Accumulative by Month



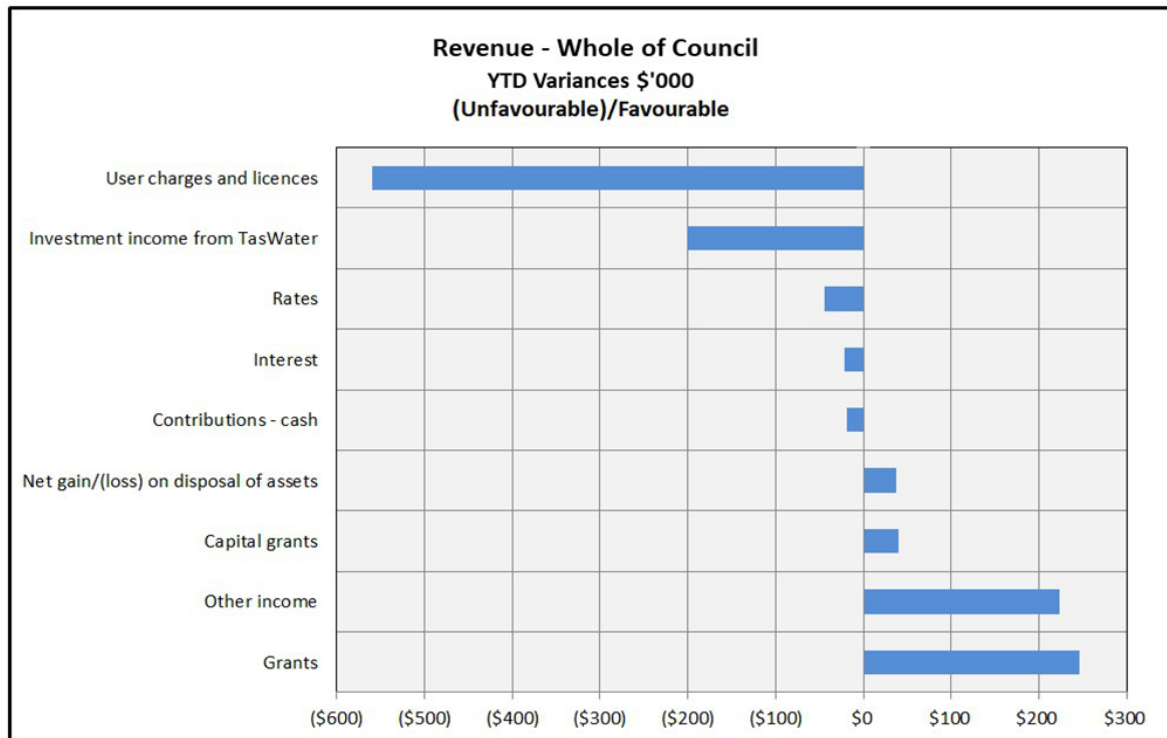
Revenue – Whole of Council – Actual v Budget and Variation by Month



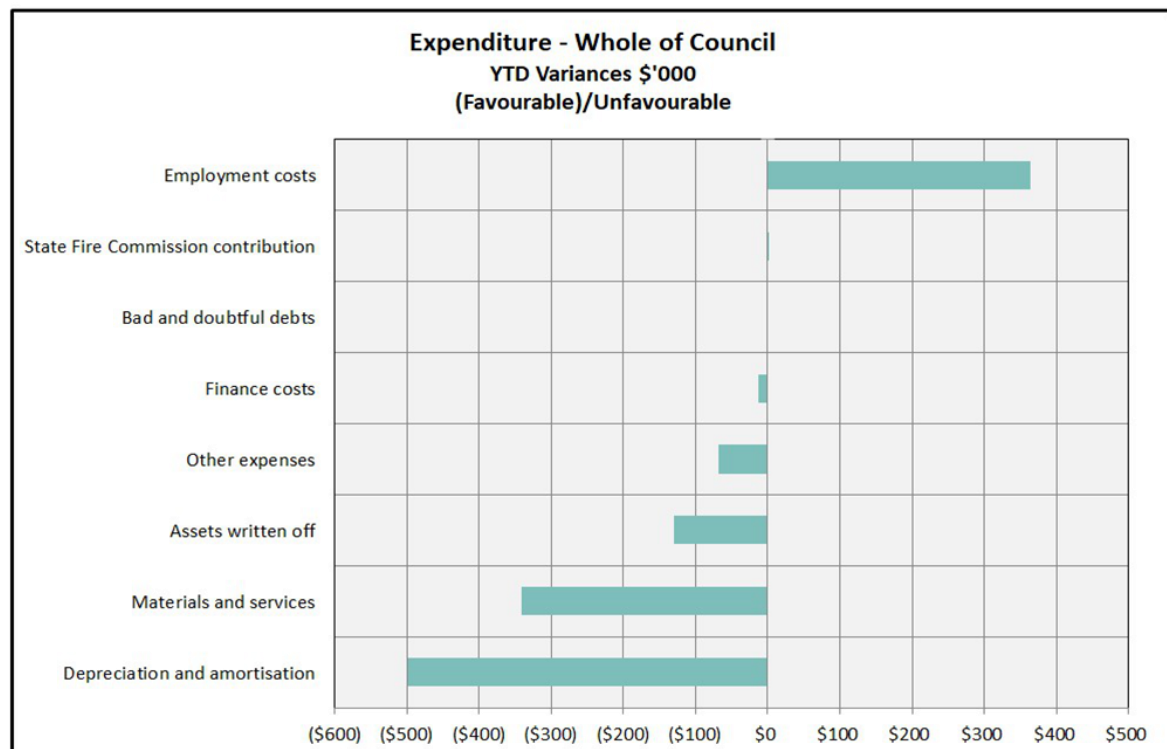
Expenditure – Whole of Council – Actual v Budget and Variation by Month



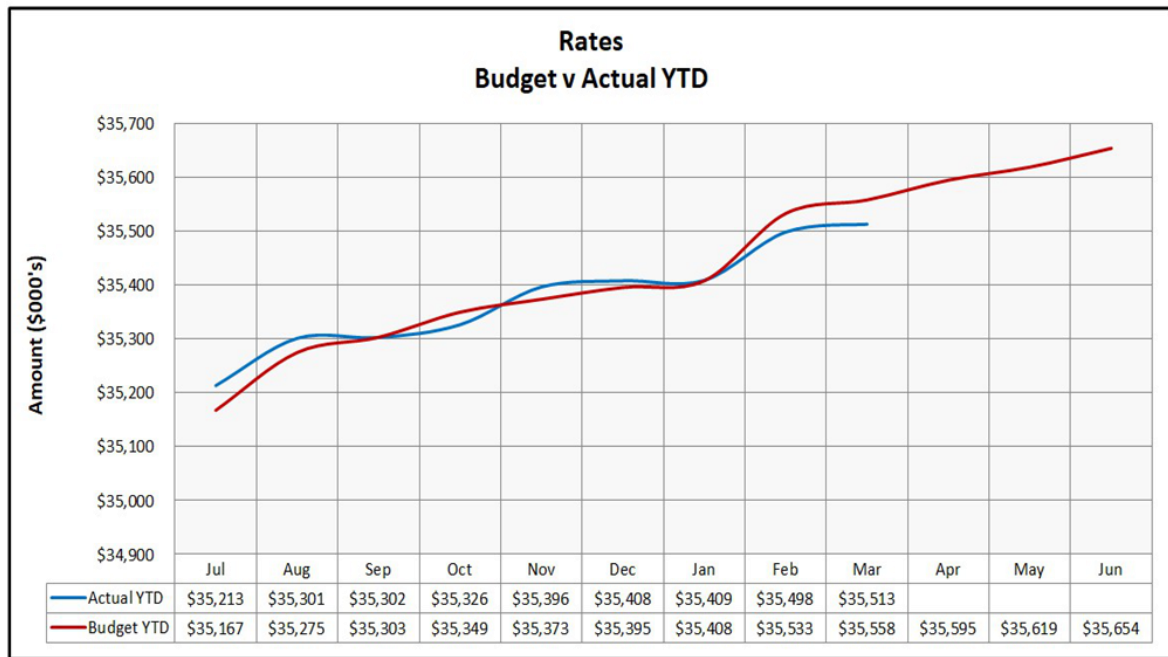
Revenue – Whole of Council – \$ Variance by Classification



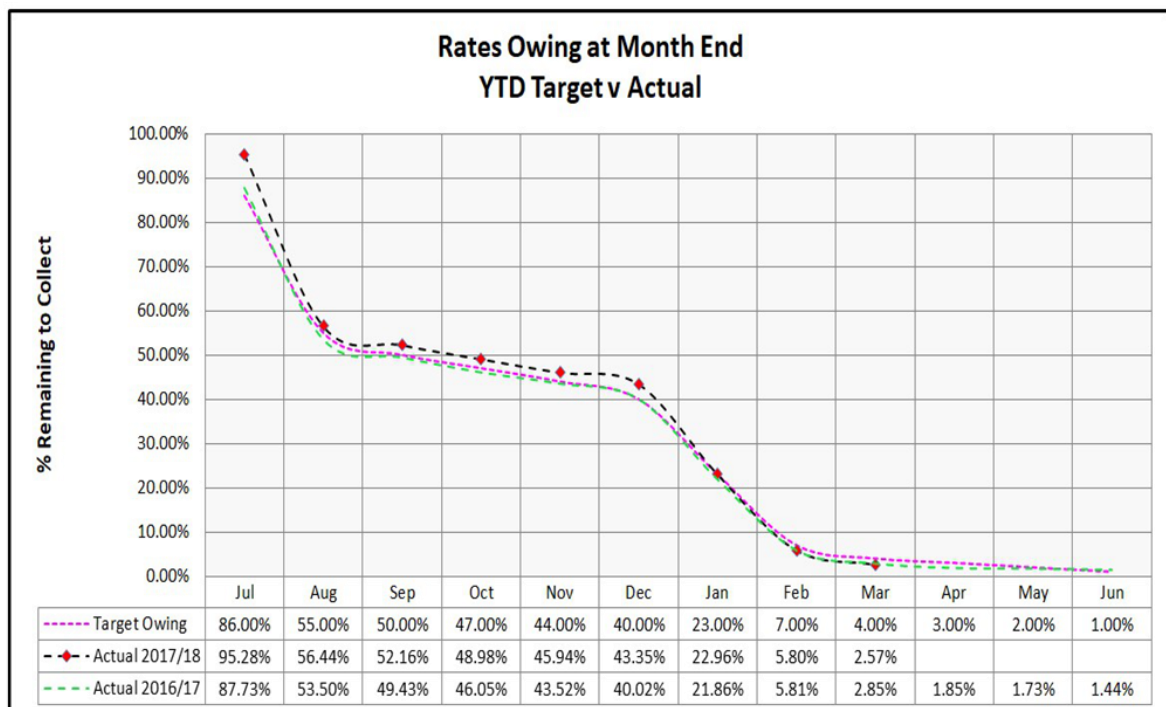
Expenditure – Whole of Council – \$ Variance by Classification



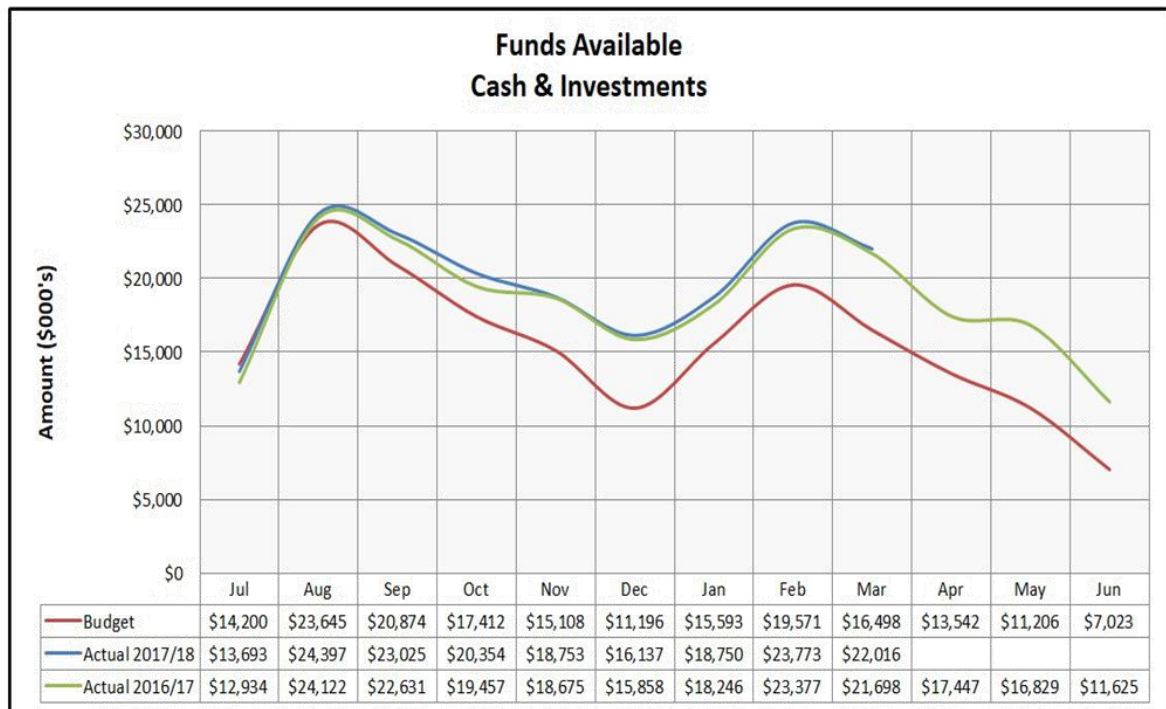
Rates & Charges Levied



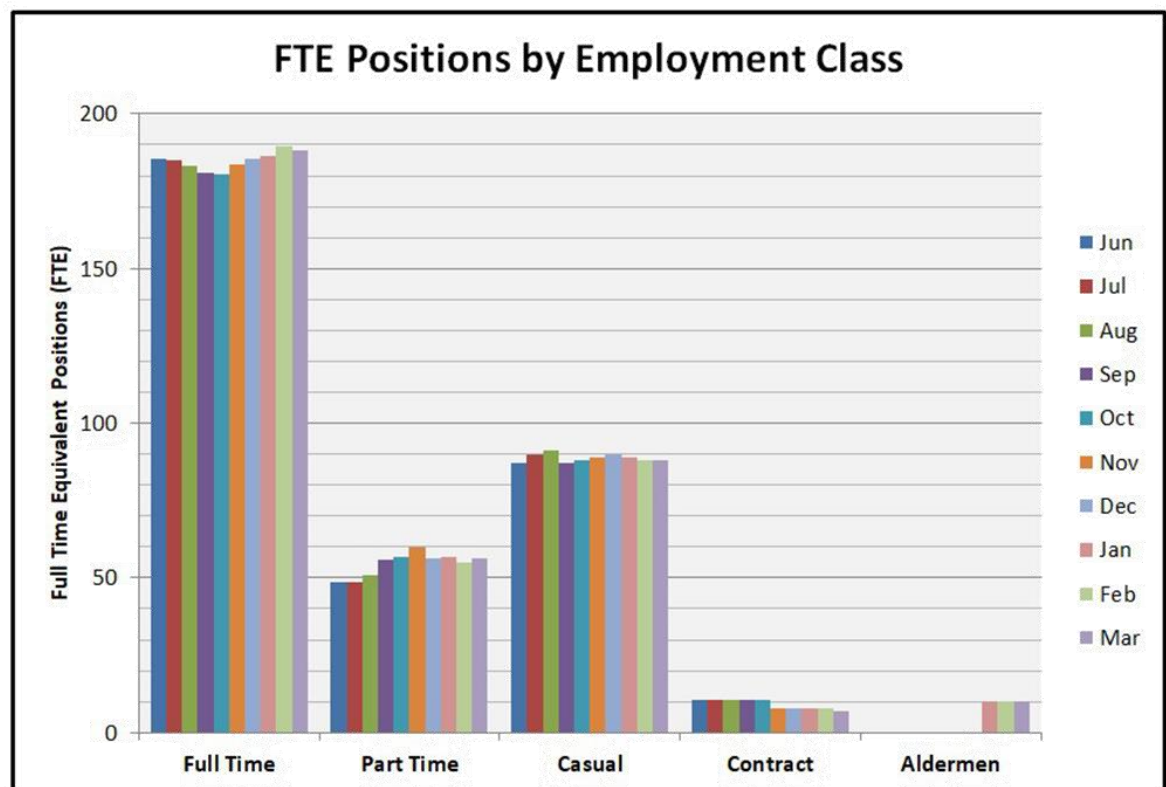
Collection of Rates & Charges Levied



Cash & Investments



Organisational Staffing – Full Time Equivalent (FTE)



Note: The Derwent Entertainment Centre represents 63% of casual staff numbers

Explanatory Notes

These notes are provided where a variance is outside the budget-to-actual tolerance of +/- \$5k and 5%. To enable \$ variances to be contextualised, they are also expressed as a % variance.

Note: In the following table, all amounts are expressed as Favourable/(Unfavourable)

Note	Revenue / Expenditure Item	Variance \$	Variance %
1	Rates:		
		Variance \$'000	Variance %
	Penalty on Overdue Rates	(25)	(13)%
	A higher than expected on-time payment of the 2 nd instalment has resulted in a lower application of the penalty for late payment.		
2	User charges and licences:		
		Variance \$'000	Variance %
	Development Applications - Fees	83	86%
	Building & Plumbing Applications - Fees	70	19%
	Sect 337 Certificates	42	27%
	Child Care Fees – Berriedale	32	17%
	Wages Reimbursement	18	100%
	Building Infringements	16	213%
	Child Care Fees – Benjafield	14	9%
	People & Safety – Well Workforce Sponsorship	11	700%
	Development Applications – Advertising Reimbursement	10	22%
	Food Licences	8	7%
	Development Infringements	8	100%
	MAC Venue Rental	6	91%
	Facility Leases – User Charges	6	100%
	Glenorchy Mobile Activity Centre	(5)	(54)%
	Outgoing Reimbursement – Land Tax	(7)	(39)%
	Outgoing Reimbursement - Maintenance	(11)	(100)%
	Fire Hazard Clearances	(13)	(100)%
	General Infringements	(21)	(25)%
	Parking Infringements	(40)	(14)%
	Outgoing Reimbursement - Electricity	(40)	(61)%
	Sale of Reuse Water	(41)	(21)%
	Animal Registrations	(82)	(17)%
	Facility Leases	(90)	(22)%
	Landfill	(243)	(10)%
	Budgets are based on a combination of historical revenue received, increases to the fees charged and allowances for known or anticipated complicating factors. In addition, the actual revenue received from user charges and licences is predominately driven by consumers and can be influenced by external factors outside of Council control. On this basis, variances in some circumstances may occur.		

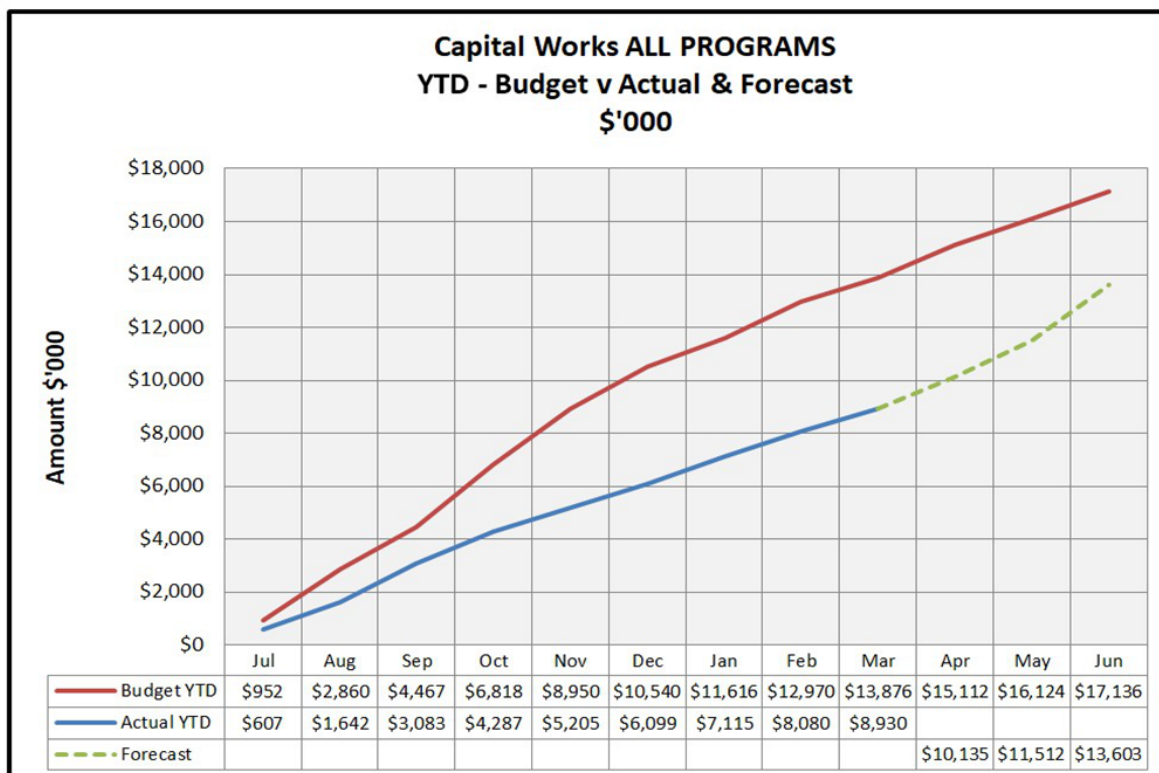
3	Interest: <table><tr><td></td><td>Variance \$,000</td><td>Variance %</td></tr><tr><td>Interest on Investments</td><td>(22)</td><td>(7)%</td></tr></table> Council invests surplus funds in accordance with the Investment Policy. This results in deposits for varying terms across multiple institutions. An accrual calculation is undertaken monthly to reflect the interest return for that month however this may not always correspond with the budget.		Variance \$,000	Variance %	Interest on Investments	(22)	(7)%																											
	Variance \$,000	Variance %																																
Interest on Investments	(22)	(7)%																																
4	Grants: <table><tr><td></td><td>Variance \$'000</td><td>Variance %</td></tr><tr><td>Child Care Government Subsidies - Benjafield</td><td>85</td><td>68%</td></tr><tr><td>Child Care Government Subsidies - Berriedale</td><td>74</td><td>30%</td></tr><tr><td>Festivals Australia Grant – You Should be Dancing</td><td>63</td><td>100%</td></tr><tr><td>Full Gear</td><td>15</td><td>100%</td></tr><tr><td>Arts & Cultural Development</td><td>9</td><td>100%</td></tr><tr><td>Aust Early Development Census (AEDC)</td><td>7</td><td>100%</td></tr><tr><td>Liveable Communities</td><td>5</td><td>100%</td></tr><tr><td>Moonah Arts Centre Grant</td><td>5</td><td>100%</td></tr><tr><td>Waste Minimisation Education</td><td>(6)</td><td>(100)%</td></tr><tr><td>Tas Regional Arts Program</td><td>(9)</td><td>(100)%</td></tr></table> It is common for grants to become available during the year that were not anticipated when the budget was approved. It is also common for the timing of anticipated grant payments to be different than budgeted. On this basis, variances in some circumstances may occur.		Variance \$'000	Variance %	Child Care Government Subsidies - Benjafield	85	68%	Child Care Government Subsidies - Berriedale	74	30%	Festivals Australia Grant – You Should be Dancing	63	100%	Full Gear	15	100%	Arts & Cultural Development	9	100%	Aust Early Development Census (AEDC)	7	100%	Liveable Communities	5	100%	Moonah Arts Centre Grant	5	100%	Waste Minimisation Education	(6)	(100)%	Tas Regional Arts Program	(9)	(100)%
	Variance \$'000	Variance %																																
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5	Contributions – cash: <table><tr><td></td><td>Variance \$'000</td><td>Variance %</td></tr><tr><td>Stormwater Private Connections - Reimbursement</td><td>18</td><td>81%</td></tr></table> In certain circumstances, Council undertakes the works required to connect private property to the stormwater system and is reimbursed in advance for this cost.		Variance \$'000	Variance %	Stormwater Private Connections - Reimbursement	18	81%																											
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6	Investment income from TasWater: <table><tr><td></td><td>Variance \$'000</td><td>Variance %</td></tr><tr><td>TasWater Dividend</td><td>(278)</td><td>(27)</td></tr><tr><td>TasWater Guarantee Fee</td><td>52</td><td>53%</td></tr></table> Payment from TasWater can vary in both timing and amount which may align in future reporting periods.		Variance \$'000	Variance %	TasWater Dividend	(278)	(27)	TasWater Guarantee Fee	52	53%																								
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8	Contributions - non-monetary assets: No reportable variances.																																	
9	Net gain/(loss) on disposal of property, infrastructure, plant and equipment: <table><thead><tr><th></th><th>Variance \$'000</th><th>Variance %</th></tr></thead><tbody><tr><td>Proceeds of Sales</td><td>37</td><td>25%</td></tr></tbody></table> Disposal of assets occur throughout the year which makes it difficult to budget for a particular month. On this basis, variances in some circumstances may occur due to timing.		Variance \$'000	Variance %	Proceeds of Sales	37	25%																											
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10	Capital grants received specifically for new or upgraded assets: No reportable variances.																																	
11	Fair value recognition of land under roads: No reportable variances.																																	
12	Total Income: <table><thead><tr><th>Budget \$'000</th><th>Actual \$'000</th><th>Variance \$,000</th><th>Variance %</th></tr></thead><tbody><tr><td>50,890</td><td>50,590</td><td>300</td><td>1%</td></tr></tbody></table> Overall, total income has a variance of 0.58% at the end of the reporting period.	Budget \$'000	Actual \$'000	Variance \$,000	Variance %	50,890	50,590	300	1%																									
Budget \$'000	Actual \$'000	Variance \$,000	Variance %																															
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13	Employment costs: <table><thead><tr><th>Budget \$'000</th><th>Actual \$'000</th><th>Variance \$'000</th><th>Variance %</th></tr></thead><tbody><tr><td>16,068</td><td>15,704</td><td>(364)</td><td>(2)%</td></tr></tbody></table> The variance at the end of the reporting period is 2.26% over budget representing the collective result across forty seven cost centres, however the overall organisational result remains within the designated tolerance.	Budget \$'000	Actual \$'000	Variance \$'000	Variance %	16,068	15,704	(364)	(2)%																									
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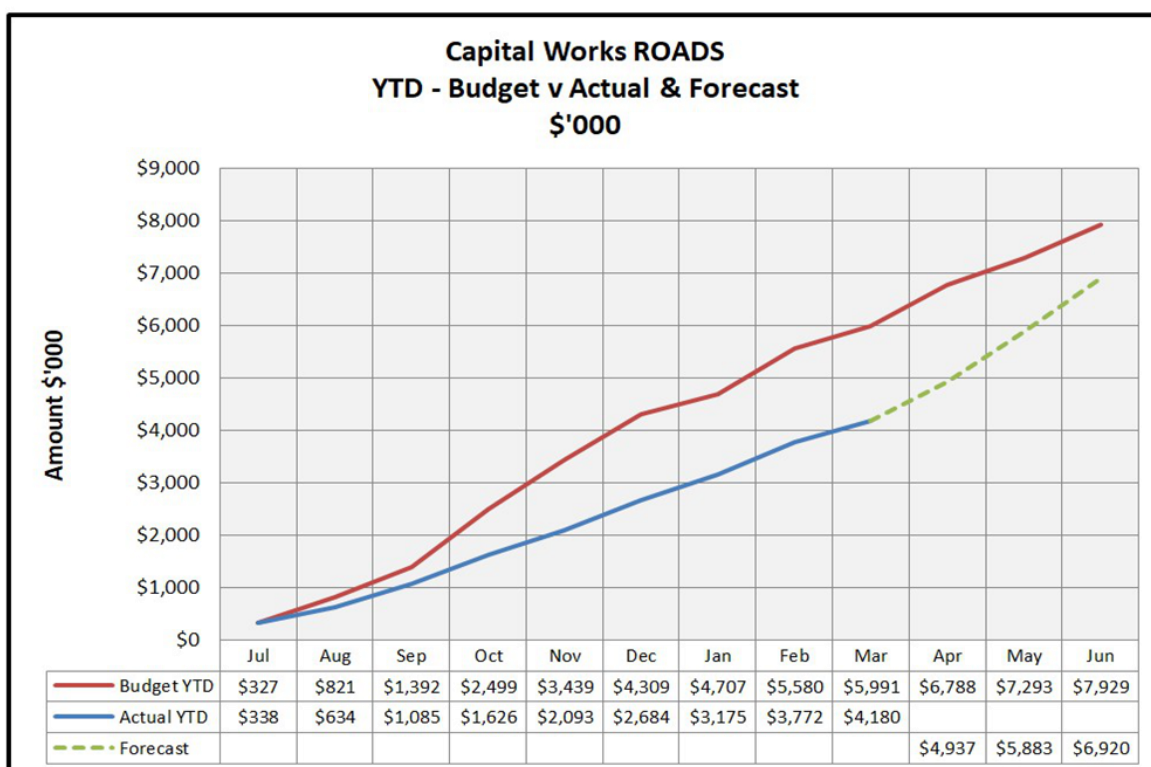
14	Material and services: <table><tr><th>Budget \$'000</th><th>Actual \$'000</th><th>Variance \$'000</th><th>Variance %</th></tr><tr><td>10,318</td><td>10,659</td><td>341</td><td>3%</td></tr></table> The variance at the end of the reporting period represents an overall collective underspend of \$341k across forty seven cost centres. Events throughout the course of this and last financial year have contributed to some disruption of service delivery across most of the cost centres resulting in the underspend. As stability returns to the organisation it is anticipated budget versus actual will be more closely aligned by 30 June.	Budget \$'000	Actual \$'000	Variance \$'000	Variance %	10,318	10,659	341	3%										
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15	Depreciation and amortisation: <table><tr><th></th><th>Variance \$,000</th><th>Variance %</th></tr><tr><td>Depreciation - Computer Systems</td><td>346</td><td>67%</td></tr><tr><td>Depreciation - Fleet</td><td>62</td><td>37%</td></tr><tr><td>Depreciation - Furniture & Fittings</td><td>49</td><td>76%</td></tr><tr><td>Depreciation - Landfill</td><td>34</td><td>98%</td></tr><tr><td>Depreciation - Plant</td><td>9</td><td>18%</td></tr></table> Depreciation is budgeted for equally over each of the 12 months of the financial year based on estimated asset value at 30 June. However new assets are commissioned at various times during the year, so the timing of the capitalisation of these assets may contribute to a variance during the year.		Variance \$,000	Variance %	Depreciation - Computer Systems	346	67%	Depreciation - Fleet	62	37%	Depreciation - Furniture & Fittings	49	76%	Depreciation - Landfill	34	98%	Depreciation - Plant	9	18%
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16	State Fire Commission contribution: No reportable variances.																		
17	Finance costs: <table><tr><th></th><th>Variance \$'000</th><th>Variance %</th></tr><tr><td>Interest on Loans - GCC</td><td>20</td><td>24%</td></tr><tr><td>Interest on Loans - DPWRS</td><td>(8)</td><td>(7)%</td></tr></table> All of Councils borrowings have common loan repayment dates in June and December of each year. An accrual calculation is undertaken monthly to reflect the loan interest for that month however this may not always correspond exactly with the budget.		Variance \$'000	Variance %	Interest on Loans - GCC	20	24%	Interest on Loans - DPWRS	(8)	(7)%									
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18	Assets written off: <table><tr><th></th><th>Variance \$'000</th><th>Variance %</th></tr><tr><td>Written Down Value of Assets Sold - Equipment</td><td>130</td><td>48%</td></tr></table> Disposal of assets occur throughout the year which makes it difficult to budget for a particular month. On this basis, variances in some circumstances may occur due to timing.		Variance \$'000	Variance %	Written Down Value of Assets Sold - Equipment	130	48%												
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19	Bad and doubtful debts: No reportable variances.									
20	Other expenses: <table><tr><td></td><td>Variance \$'000</td><td>Variance %</td></tr><tr><td>Internal Audit</td><td>40</td><td>57%</td></tr><tr><td>External Audit</td><td>18</td><td>100%</td></tr></table> For the purpose of the Comprehensive Income statement, expenses that do not fit the criteria of the other classifications are allocated to Other Expenses by default. This rarely contains items of a significant nature.		Variance \$'000	Variance %	Internal Audit	40	57%	External Audit	18	100%
	Variance \$'000	Variance %								
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21	Total Expenses: <table><tr><td>Budget \$'000</td><td>Actual \$'000</td><td>Variance \$'000</td><td>Variance %</td></tr><tr><td>42,062</td><td>41,374</td><td>688</td><td>2%</td></tr></table> Total Expenses have a favourable variance of 1.63% at the end of the reporting period representing an overall underspend of budgeted expenditure.	Budget \$'000	Actual \$'000	Variance \$'000	Variance %	42,062	41,374	688	2%	
Budget \$'000	Actual \$'000	Variance \$'000	Variance %							
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22	Surplus/(Deficit): <table><tr><td>Budget \$'000</td><td>Actual \$'000</td><td>Variance \$'000</td></tr><tr><td>8,828</td><td>9,216</td><td>388</td></tr></table> The overall income versus expenditure result records a favourable variance of \$388k of budget to actual.	Budget \$'000	Actual \$'000	Variance \$'000	8,828	9,216	388			
Budget \$'000	Actual \$'000	Variance \$'000								
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23	Total Comprehensive Result: <table><tr><td>Budget \$'000</td><td>Actual \$'000</td><td>Variance \$'000</td></tr><tr><td>8,828</td><td>9,216</td><td>388</td></tr></table> There are no other items below the Surplus/(Deficit) line in the Statement of Comprehensive Income so the total result remains unchanged.	Budget \$'000	Actual \$'000	Variance \$'000	8,828	9,216	388			
Budget \$'000	Actual \$'000	Variance \$'000								
8,828	9,216	388								

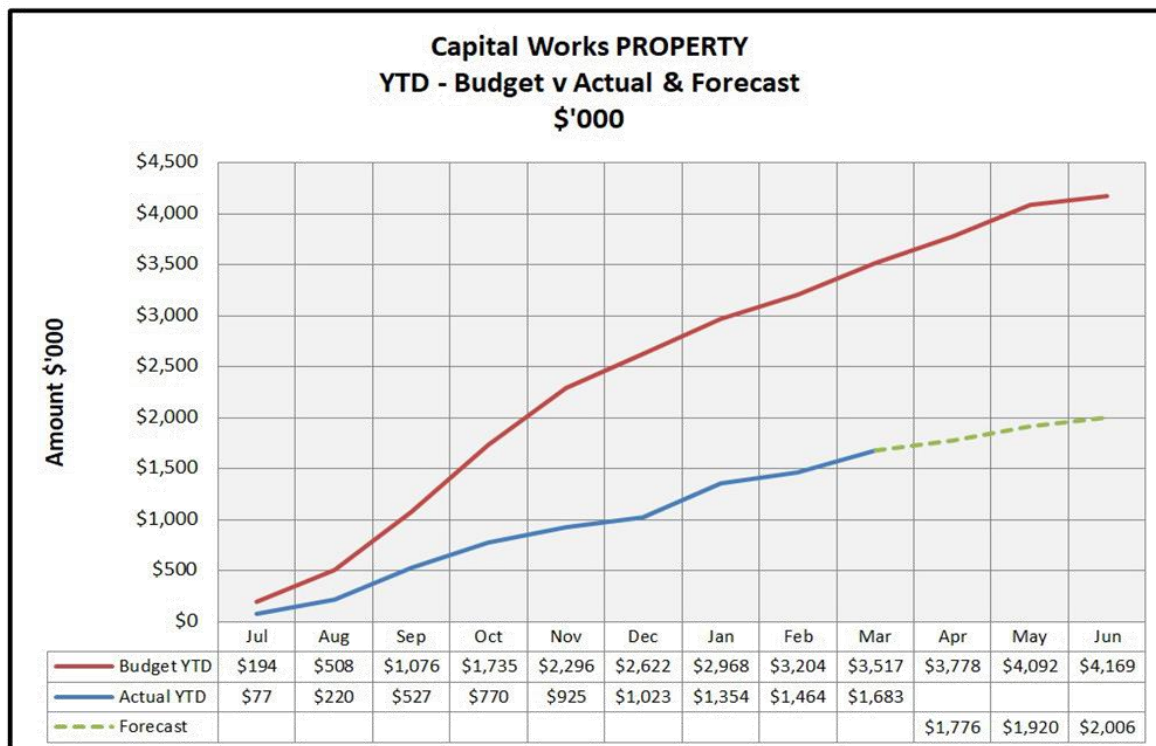
Capital Works Budget v Actual v Forecast \$ YTD - All Programs



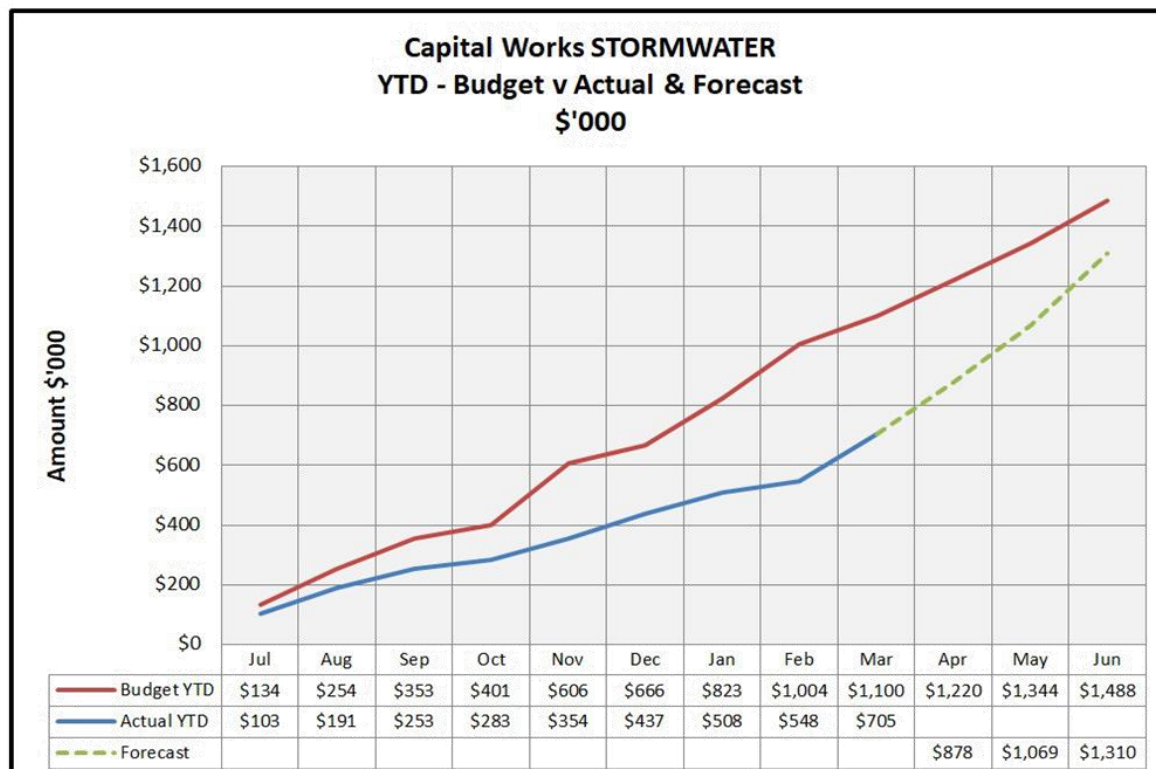
Capital Works Budget v Actual v Forecast \$ YTD - Roads Program



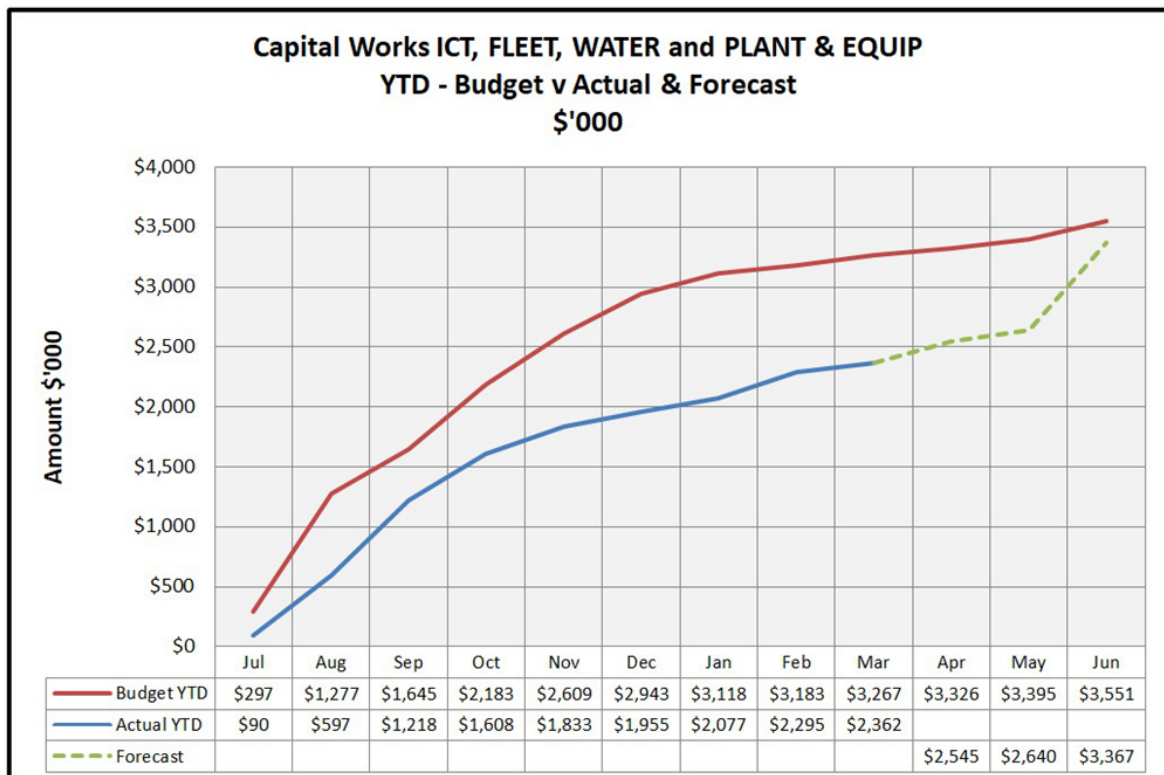
Capital Works Budget v Actual v Forecast \$ YTD - Property Program



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



Capital Works Budget v Actual v Forecast \$ YTD - ICT, Fleet, Water and Plant & Equip Program

**Explanatory Notes**

Each individual project or activity has been scheduled for a particular month of the year. However it is possible that under certain circumstances, works may be brought forward or delayed in the notional capital works programs. Circumstances which impact upon the timeframe for the delivery of capital works include

- weather conditions
- contractor availability
- identification of higher priority unplanned works
- seasonal demands
- flooding or storm damage
- equipment breakdowns
- special events

Projects which have not commenced will be considered for cancellation, indefinite deferral, inclusion in a future capital works program or recommended for a carry forward of the budget into 2018/19.

Glossary of Revenue and Expenditure Descriptions in the Comprehensive Statement

Recurrent income

Rates

The main source of Council revenue comprising General rates, interest & penalty on overdue rates, legal costs recovered in the collection of rates and the State Fire Levy collected on behalf of State Fire Commission.

User Charges and Licences

Revenue received from childcare, various registrations and licences, Derwent Entertainment Centre, Derwent Park Water Reuse, development and building, garbage and recycling, general fines & infringements, rental revenue and other fees and charges.

Interest

Revenue received by Council from interest on investments and deposits.

Grants

Any income received by Council for a specific project or purpose for which there is an associated deed outlining the purpose.

Contributions – cash

Any voluntary monetary contribution to Council for a specific purpose that is usually ad-hoc, such as a donation or sponsorship.

Investment Income from TasWater

Council is a shareholder of TasWater along with the other Tasmanian Councils. Council receives revenue in the form of dividends, tax equivalent payments and guarantee fees.

Other Income

Revenue includes fuel tax credits, waste education program, State Fire Commission contribution for collecting the levy and miscellaneous refunds Council may receive from suppliers.

Capital income

Contributions – non-monetary assets

Income received by Council predominately from found or donated capital assets typically Buildings, Land, Stormwater or Roads which are valued for the first time and added to the Council financial accounts. Examples include roads in new subdivisions or identifying previously unknown stormwater pipes.

Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Any item that is at the end of its useful life which has some residual value that is sold or disposed.

Capital grants received specifically for new or upgraded assets

Any grants received by Council specifically for use to improve or construct assets such as Blackspot, Roads2Recovery and Recreation Reserve lighting installation.

ExpensesEmployment costs

Any expenses associated with employee remuneration such as wages, salaries, allowances, redundancies, on-costs (eg payroll tax and workers compensation premiums), superannuation, leave and fringe benefits tax.

Materials and services

This covers the purchase of goods and services Council consumes and uses in providing services to the community. This typically includes materials from retailers, services from providers, contractors, routine plant & equipment maintenance, public utilities (eg water, sewerage, gas and electricity) and consultants.

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure and other assets having limited useful lives are systematically depreciated over their useful lives in a manner which reflects consumption of the service potential embodied in those assets. Amortisation is the same process as depreciation except that it is applied to non-tangible assets such as goodwill or intellectual property.

State Fire Commission contribution

As part of the rates billing process, Council collects a fire service levy totalling the amount determined by the State Fire Commission. This is remitted to the Commission four times per annum.

Finance costs

Finance costs include interest on bank overdrafts, interest on borrowings, and unwinding of discounts.

Assets written off

This occurs when Council no longer owns an asset or the value of an asset is declared to be zero or worthless. An asset can lose value through obsolescence, changes in market demand, damage, spoilage, or theft.

Bad and doubtful debts

This is money owed to Council that is unlikely to be collected typically due to bankruptcy, liquidation, disappearance or recovery action is uneconomic.

Other expenses

These are specific expenses to Council including land tax, external auditor costs and the payment of grants such as scholarships and community group contributions.

Other comprehensive income

Net gain/(loss) on revaluation of property, plant and equipment

Any property that at the end of its use by Council has some residual value and is sold or disposed of but will not be reclassified to surplus or deficit.

Fair value adjustment on available for sale assets

The Fair value reserve includes the net revaluation increments and decrements arising from the revaluation of the relevant available for sale asset.

CORPORATE GOVERNANCE DIRECTORATE SUMMARY

GOALS & OBJECTIVES

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

Directorate Overview

Noting the ongoing challenges of post Board of Inquiry recommendation implementation, Ministerial Directions, major projects and tight resources, the Corporate Governance Directorate continued to deliver a substantial range of internal and stakeholder services professionally over the reporting quarter.

Significant activities undertaken during the quarter are outlined below:

Director

2018 Glenorchy City Council Election

On Wednesday, 22 November 2017, the *Glenorchy City Council (Dismissal of Councillors) Act 2017*, which dismissed the Aldermen of the previous Council received royal assent and paved the way for the early election of Council. The subsequent polling period from 19 December 2017 to 16 January 2018 took place over the quarter.

Corporate Governance oversaw compliance with all statutory processes associated with the 2018 Glenorchy City Council Election. Activities included:

- ensuring strict compliance by Council with mandatory legislative requirements
- reviewing and updating the General Manager's Roll in compliance with statutory processes and mandatory time lines
- daily liaison with senior Tasmanian Electoral Commission officials, and
- supervising voting at Council Chambers, including ballot security procedures and compliance with electoral legislation during the election period.

The election period culminated in the Declaration of GCC Election Results and Declaration of Office event held at the Moonah Arts Centre on Friday, 19 January 2018.

Aldermanic Induction and Training

The newly elected Council was supported by an Induction Day held at Council Chambers on Saturday, 3 February 2018. This was co-facilitated by guest speakers from Directorate of Local Government, Tasmanian Audit Office and the Local Government Association of Tasmania.

Ministerial Directions

On 29 January 2018, the Mayor received a letter from the Minister for Planning and Local Government issuing Ministerial Directions under section 225(2) of the *Local Government Act 1993*. The Directions were issued in response to the findings and recommendations of the Board of Inquiry process. As at the end of the quarter, Council completed 10 of the 58 Ministerial Directions including:

- reviewing its induction program for the Mayor and Aldermen within a period of three (3) months of the January 2018 election, to ensure that the induction already undertaken within the three (3) months and planned future induction will provide all Aldermen with the information and knowledge they need to fulfil their roles
- facilitating training within three (3) months for all Aldermen on decision-making in reference to the *Land Use Planning and Approvals Act 1993*
- ensuring, within four (4) months, there was an appropriate Grievance Policy for Council staff, including referral procedures to an independent party for addressing complaints against the General Manager and senior staff
- publishing the calendar of Council meetings and workshops on the Council website within two (2) months
- reviewing, within three (3) months, Council's credit card procedures and policies to ensure consistency, in the use and reporting of credit cards, with the recommendations of the Auditor-General's Report
- developing appropriate terms of reference for a General Manager's Performance Review Committee, including: the right for any Alderman who is not a member of the committee, to attend any meetings of the committee as an observer, and that the committee is empowered only to make recommendations to be provided to the full Council for decisions
- ensuring that any committee established to review the General Manager's performance, is established as a Council committee as per section 23 of the Act, and not as a special committee as per section 24 of the Act, and
- undertaking a review of the approach to managing performance under the General Manager's contract of employment, including:
 - the setting of performance indicators, in conjunction with the scheduled time in the General Manager's contract
 - providing all Aldermen with an opportunity to provide input into the setting of performance indicators, and
 - ensuring the review of the General Manager's performance under his contract is conducted using best practice, objective processes, including the use of a professional service provider to facilitate the review process.

Government Agency Liaison

Over the period, Corporate Governance engaged with the Directorate of Local Government, Tasmanian Audit Office, Local Government Association of Tasmania and the Integrity Commission over a range of regulatory and local government support matters.

Governance and Risk

Governance and Compliance

The following are outlined in addition to the routine 'business as usual' practices:

Policy Management

The following Council policies were implemented or updated:

- Fraud Control and Corruption Prevention (new policy)
- Receipt of Gifts and Benefits (new policy)
- Nominations and Appointments to Committees and Other Bodies (updated policy)
- Meeting Procedures (updated policy)
- Support and Reimbursement of Expenses to Aldermen (updated policy)
- Grievances Involving the General Manager (new)
- Dealing With Unreasonable Customer Conduct (new)

Council has a total of 118 policies, of which 14 are currently overdue for review (some of which are likely to be rescinded on the basis that they are obsolete).

Corporate Governance

A desktop analysis of gaps in Council's Good Governance Framework was completed by the Acting Director, Corporate Governance and presented to Council at the January 2018 Council meeting. Actions are underway to address the identified gaps (most of which will be addressed through Council's compliance with the Ministerial Directions).

Work is continuing in relation to Fraud and Corruption Control and business continuity plans in consultation with the Audit Panel and the ELT.

The Governance and Compliance section acts as the secretariat for meetings of Council, Audit Panel, and the Executive Leadership Team. Four (4) Council meetings and one (1) Audit Panel meeting were facilitated during the reporting period.

Risk and Assurance

Risk Management

Council's 2018 Strategic and Key Operational Risks Register was completed in January 2018 and subsequently endorsed by Council and the Audit Panel. The register will be used to guide strategic decision making for the foreseeable future.

Organisation wide Risk Management procedures are being developed and will be complete by the end of Q4.

Internal Audit Program

Council's Internal Audit Plan for the 2017-18 Financial Year was endorsed by the Audit Panel on 28 June 2017. A report on the audit of council's Strategic Procurement Procedures (the first item on the Audit Plan) was finalised in mid February 2018 and made a number of recommendations.

Council's Risk and Assurance team has prepared documentation for a tender seeking the appointment of a panel of firms to undertake risk assurance services for Council (including internal audit services) following the expiry of the contract for Council's current internal auditors (Deloitte) at the end of the current financial year. The tender process will take place during the next reporting period.

Public Compliance

Corporate Governance administers Council's Public Compliance Unit which is responsible for animal management and parking administration across the municipality, as well as urban fire abatement.

Animal Management

Glenorchy has one of the highest rates of dog ownership per capita in Australia, the management of which requires significant logistical management and technical skill.

Key statistics for the year to date are as follows:

	Q1	Q2	Q3	Total
Dog Registrations	8502	428	375	9,305
Routine Barking Complaints	106	104	132	342
Field Request calls to Officers (roaming animals, deceased animals)	238	163	179	580
Formal Barking Complaints	8	6	1	15
Dog Attacks: Animal/Person	14/6	12/7	17/8	43/21
Infringements Issued (Dog Control Act 2000 / Animal Management By-law)	43/6	32/1	388/0	463/7

Dog registration numbers are 1% down compared to the same point in the 2016-17 financial year, which represents a negligible variance. As noted in a recent Council report, the current fee structure is designed to encourage dog owners to pay registration fees by the due date in order to qualify for the discounted fee to attempt to reduce the administrative and enforcement costs to Council associated with collecting late payments and undertaking investigations or issuing infringements.

Parking Enforcement

Council employs three FTE Parking and/or Compliance Officers, supervised by the Senior Parking Officer. The nature of the section's work flow means that Compliance Officers (who carry out both animal management and parking duties) do not spend 100% of their time on parking patrols. Casual officers are also engaged to increase coverage for parking enforcement activities, although the section does not always operate at full capacity.

Key parking statistics are as follows:

	Q1	Q2	Q3	Total
Infringement Notices issued	1539	1506	1142	4187
Infringement Notices withdrawn	77	90	70	237
Infringements referred to Monetary Penalties Enforcement Agency	569	464	335	1368
Abandoned vehicles	10	12	9	31
Parking Infringements issued per Officer (average) – Per Day	11.15	12.34	12.02	11.84

A total of 1,142 parking infringement notices were issued during the quarter. This represents an 8.04% decrease over the same period last year. This quarter's results were adversely affected by the departure of a full-time parking officer in early February, which resulted in less officer-hours spent on parking patrols. The section is anticipating having a full complement of full-time permanent parking officers in place during the forthcoming quarter.

Significant progress was made towards implementing new parking infringement system (hardware (and software) that will allow real-time monitoring of parking infringement data, and result in other improvements to efficiency. It will also allow people receiving parking infringements to view evidentiary photographs of their vehicles using an online portal. Implementation will be complete early in Q4.

Urban Fire Abatement

The urban fire abatement program is critical to helping protect Glenorchy from the risk to life and property posed by wildfires.

Q3 covered the bulk of the declared fire permit season and saw the majority of annual urban fire abatement activity by the section. After undertaking inspections of all properties deemed to be at risk, Council issued 321 letters warning of fire hazards, which resulted in a total of 52 Fire Hazard Abatement Notices being issued.

People and Safety

Ensuring that Council has a skilled, capable and safety-focussed workforce is the primary focus for our People and Safety Department. The first quarter of 2018 has seen the department deliver and achieve a number of key milestones of their People and Safety Strategy (2017-2020), these include:

Learning and Development

The delivery of WH&S Roles and Responsibilities training to all 75 supervisory staff (Directors, Managers, Coordinators and Supervisors) further developing safety capability within Council.

In addition to this, thirty-eight (38) other training courses were coordinated and delivered to a range of employees across council, these included:

- aboriginal heritage awareness
- anti-discrimination and equal opportunity training for our contact officers
- compliance training for Elevated Work Platforms Yellow Card, First Aid, CPR annual assessment and Working Safely at Heights, Traffic Control and being a Fire Warden, and
- quarterly corporate training (induction, disability awareness and Safety Circle) for new employees.

Human Resources

The development, review, consultation and implementation of priority documentation (forms, guidelines, procedures and directives) across Human Resources, Safety and Payroll as a part of our continuous review process to ensure we have up to date and relevant employee documentation.

The following People and Safety Directives (internal policies) were developed, consulted on and/or approved over the first quarter of 2018.

Directives	Status
Leave Without Pay (LWOP) Directive	Employee Consultation Phase
Transition to Retirement Directive	Employee Consultation Phase
Job Rotation Directive	Employee Consultation Phase
Purchased Leave Directive	Employee Consultation Phase
Study Assistance Directive	Employee Consultation Phase
Personal Appearance & Uniform Directive	Employee Consultation Phase
Grievance Directive	Approved and Implemented February 2018
Counselling and Discipline Directive	Approved and Implemented February 2018
Recruitment Directive	Approved and Implemented February 2018

Recruitment

Recruitment	January 2018	February 2018	March 2018
How many jobs advertised	1	6	24
How many jobs closed	3	4	24
How many applicants processed	52	189	440
How many interviews undertaken	4	20	60
How many positions offered	1	2	2
How many people started	6	4	2

Workplace Health & Safety

Council is committed to providing a safe and healthy workplace for all its stakeholders (including contractors, volunteers and visitors) so everyone can go home safe and well.

We are doing this by building a positive WH&S culture empowering our employee's and leader's to make their workplace healthier and safer.

Item/ Activity	January 2018	February 2018	March 2018
Near Misses Reported	3	4	3
Hazard Reports	6	9	3
Safety Committee Meetings and Forums	1	4	8
Workplace Inspections	1	15	7
Personal Injury	5	9	8
Number of new Lost Time Injuries (LTIs) claims submitted (one day/shift or more)	1	5	0
Number of new Medical Treatment Injuries (MTIs) claims submitted (no lost time)	1	1	0

Insurance

Insurance	January 2018	February 2018	March 2018
Number of ongoing potential/insurance claims carried forward	19	3	6
Number of new potential/insurance claims received	9	3	3
Number of claims closed	25	0	1

In addition to the above operational management and coordination of insurance during the first quarter of 2018 Council has undertaken a review of the insurance requirements for the organisation. This process involves the review of all insurable risks held by the Council. Our current insurance portfolio consists of the following covers:

- Councillors' and Officers' Liability
- Workers Compensation
- Crime
- Industrial Special Risk
- Public, Property and Professional Liability
- Motor Vehicle Fleet
- Personal Accident and Corporate Travel
- Cyber Risk Insurance Cover, and
- Environmental Impairment Insurance.

Legal and Procurement

Legal

Ongoing day-to-day management of Council's Legal Services section and legal case files on behalf of Council (including management of matters briefed to external legal firms).

Procurement

Initiating procurement outcomes in response to the recent internal audit conducted by Deloitte, including:

- improved procedures and process around procuring and tendering
- improved document retention for all tendering and procurement processes
- review and update of existing Procurement manual, and
- initiating and establishing a new contracts management system (contracts module).

Tendering

- developing further workflow charts to assist staff in a tender process
- establishing a new panel of Tender Review Committee (TRC) members in accordance with the new TRC Terms of Reference with professional skills and diversity of experience
- reviewing and updating the weighting criteria for tenders to align with the new Code for Tenders and Contracts
- establishing tender panels for Legal Services, Printing Services and Labour Hire for the council to better improve on procuring of goods and services, and
- currently working on a collaborative tender with Hobart City and Kingborough Councils for Natural Disaster Resilience under a State Grant fund.

Other

- re-location of Legal and Procurement Services to a new area for better in-house service (i.e. establishing of service level agreements to all staff for improved workflow and efficiency of services).

Key Outputs**Reports and Compliance**

- N/A

Policies developed/reviewedPolicies

- Fraud Control and Corruption Prevention (adopted 15 January 2018)
- Receipt of Gifts and Benefits (adopted 15 January 2018)
- Nominations and Appointments to Committees and Other Bodies (adopted 15 January 2018 - updated)
- Meeting Procedures (adopted 15 January 2018 – updated policy)
- Support and Reimbursement of Expenses to Aldermen (adopted 15 January 2018 – updated policy)
- Grievances Involving the General Manager (adopted 26 February 2018)
- Dealing With Unreasonable Customer Conduct (adopted 26 March 2018)

Directives

- Corporate Credit Card (approved 10 January 2018)
- Social Media (approved 24 January 2018)
- Grievance Directive (approved 6 Feb 2018)
- Counselling and Discipline Directive (approved 6 Feb 2018)
- Recruitment Directive (approved 6 Feb 2018)

Submissions

- N/A.

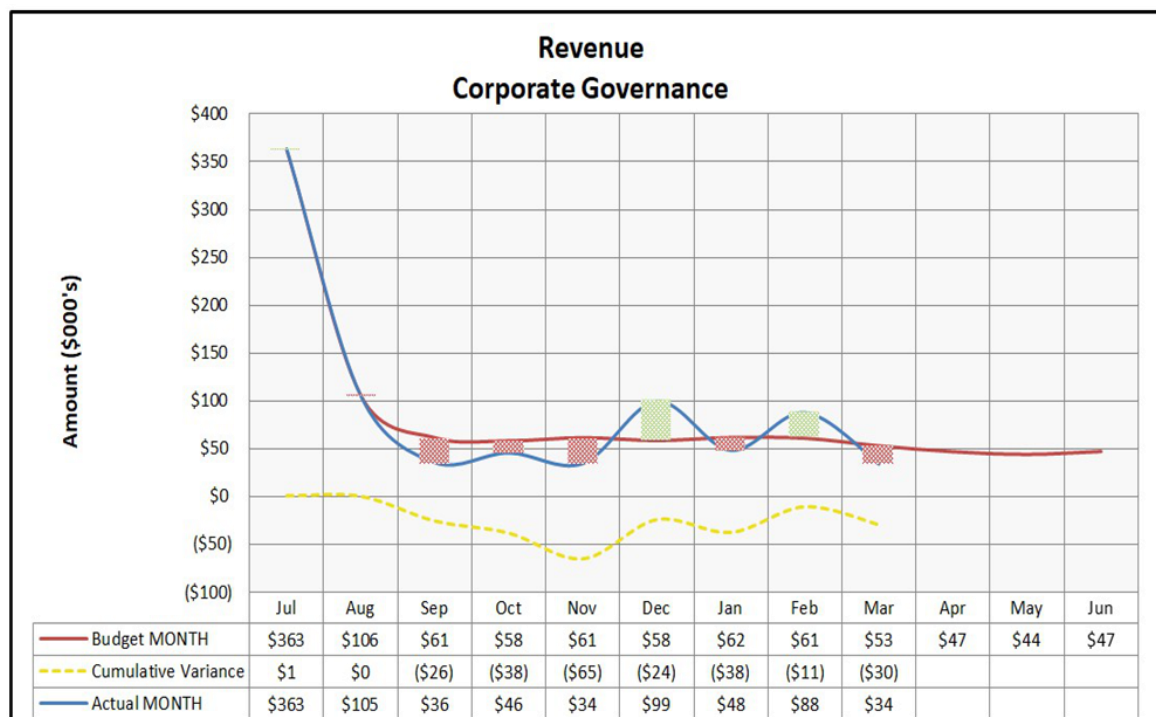
Directorate Financial Report

CORPORATE GOVERNANCE

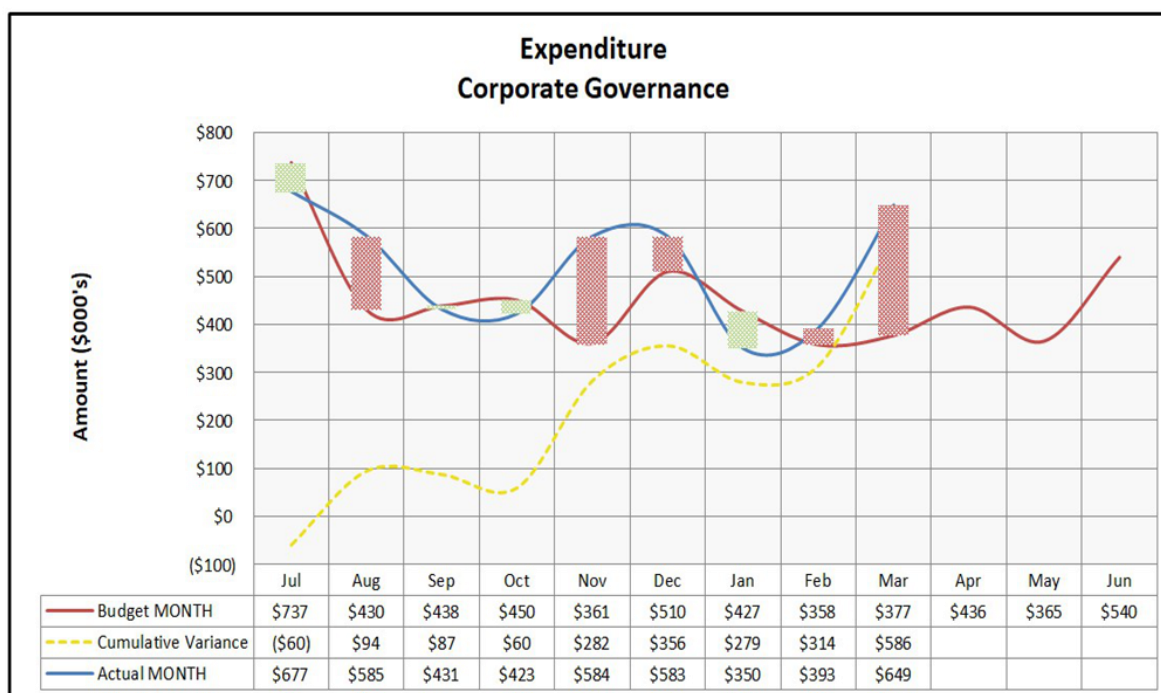
Statement of Comprehensive Income to 31 March 2018

	2018 Budget \$'000	2018 Actual \$'000	2017 Actual \$'000
Income			
Recurrent Income			
Rates	-	-	-
User charges and licences	869	723	680
Interest	-	-	-
Grants	-	-	-
Contributions - cash	-	-	-
Investment income from TasWater	-	-	-
Other income	14	130	14
	883	853	694
Capital Income			
Capital grants received specifically for new or upgraded assets	-	-	-
Contributions – non-monetary assets	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	-	-
Fair value recognition of land under roads	-	-	-
	-	-	-
Total Income	883	853	694
Expenses			
Employment costs	2,735	3,145	2,578
Materials and services	1,285	1,500	1,720
Depreciation and amortisation	-	-	-
State Fire Commission contribution	-	-	-
Finance costs	-	-	-
Assets written off	-	-	-
Bad and doubtful debts	-	-	-
Other expenses	70	30	42
Total expenses	4,089	4,675	4,339
Surplus/(deficit)	(3,206)	(3,822)	(3,645)
Other Comprehensive income			
Items that will not be reclassified to surplus or deficit			
Net gain/(loss) on revaluation of property, plant and equipment	-	-	-
	-	-	-
Items that may be reclassified subsequently to surplus or deficit			
Financial assets available for sale reserve	-	-	-
-Fair value adjustment on available for sale assets	-	-	-
	-	-	-
Total other comprehensive income	-	-	-
Total comprehensive result	(3,206)	(3,822)	(3,645)

Revenue – Actual v Budget by Month and Cumulative Variance YTD



Expenditure – Actual v Budget by Month and Cumulative Variance YTD



Director Comments

The Corporate Governance directorate has been significantly impacted by events of the past twelve months as demonstrated by fluctuating budget versus actual variances. It is expected that financial stability will return with the recent appointment of the General Manager and new Council.

Public Compliance

Animal Registrations are under budget by \$82k out of a \$480k budget. An amount of \$80k was added to this year's budget on the expectation increased compliance activity would cover the revenue.

Parking Infringements are under budget by \$40k in a \$281k budget. This is due to a combination of resourcing constraints, civil obedience and the normal lag associated with recognising income that is subject to monetary penalty enforcement scheme interventions and collection.

Fire Hazards record \$0 received on a \$12k budget. There were no infringements issued during the 2017/18 fire hazard season.

Risk and Assurance

Internal Audit is under spent by \$30k on a \$70k budget which will reduce with the likelihood of additional audits to be completed by year end.

People Unit

Insurance Premiums over spent by \$35k on a \$355k budget. On average, insurance has increased in response to insurance market changes, increased claim frequency and costs incurred for each claim made. In addition, new products for cyber and environmental impairment have been taken to protect Council's exposure to risks in these emerging areas. Of note, there was a significant reduction of \$25k on Workers Compensation Minimum Premium due Council efforts in reducing claims in this area.

Aldermanic

There was an unbudgeted election expense \$252k however this was offset by prior savings on Aldermanic expenses of \$232k

COMMUNITY ECONOMIC DEVELOPMENT & BUSINESS

GOALS & OBJECTIVES

Making Lives Better

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

Open for Business

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

Valuing Our Environment

- Create a liveable and desirable City.

Leading Our Community

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

Finance

- Second instalment rate notices issued in January 2018.
- Drafting of the finance component of Council's new Corporate Reporting Framework completed and approved in February 2018.
- 2017/18 Budget templates circulated for completion in February 2018, first draft Budget and Long Term Financial Management Plan compiled in March 2018.

ICT

- Project TOM; significant progress has been made over the quarter. A go live date has been set for May and the project team are focused to deliver on this date. Training dates for GCC officers have been set for April 2018.
- The Telephony project went fully live in January, converting all 4 of Council's previous telephone systems into one integrated system. During the quarter minor issues have been sorted through various departments. ICT now working on drawing clear reports for Customer Service from the new system for analysis.
- ICT Helpdesk support survey responses reported 95% satisfaction with services for the quarter (Q3, Jan-Mar, 2018). This information is based on surveys out of a possible 1,359 tickets closed during the quarter.

Derwent Entertainment Centre

The DEC has started the calendar year strongly hosting a number of high profile events including:

- Commonwealth Games Pre tournament Netball Matches
- The Annual Jehovah's Witness Convention
- The start to the SEABL Basketball Season with the Chargers home matches commencing
- Council's Annual Australia Day Celebration event

Main Arena:

Date	Event	Attendees	Average Kiosk Spend Per Person
09/02/2018	Netball TAS	2062	\$5.93
04/03/2018	Pure Bride	900	N/A
24/03/2018	Jehovah's Witnesses	850	N/A
31/03/2018	Netball TAS	789	\$2.93

Astley Room:

Date	Event	Attendees
06/01/2018	Wedding	80
26/01/2018	Australia Day Ceremony (GCC)	150
06/02/2018	Training Session (GCC)	90
19/02/2018 & 20/02/2018	Group Leadership	100 per day
22/02/2018	Tas Minerals Meeting	50
02/03/2018	Church Assembly	100
07/03/2018	Coordinators Meeting (GCC)	40

Boardroom/Other:

Date	Event	Attendees
08/03/2018	Department of Justice	85
21/03/2018	Working at Heights Training (GCC)	10
21/03/2018 & 22/03/2018	Parent Shoppe Seminar	40 per day

Customer Service

Month	Customer Enquiries(Counter)	Customer Enquiries (Phone)	Totals
January	1707	3717	5424
February	1263	3787	6150
March	1003	3512	4515
Total			16,089

Please note: A slightly inaccurate figure for phone enquiries was recorded (lower) due to new telephony system not producing results for 2 business days.

The first quarter for 2018 has seen over 16,000 customers visit or call Council. January and February are increased periods in customer interaction with the 2nd rates instalment due. The above figures compare with 16,326 for this period last year.

Further, usage data from the new website will be used to track against the above figures and monitor any changes in ratios of face to face or telephone interactions with our community.

City Strategy

- The proposed Corporate Reporting Framework for Council is the mechanism by which both elected members and senior Council officers can agree to the guiding principles and key structural elements needed for appropriate, effective and predictable sharing of information. Council endorsed the framework at the 26 February meeting of Council.
- City Strategy, Finance and Governance officers are implementing processes to support the timing and flow of information for Directorate Summary and GM Overview content development, including financial statements.
- Preliminary timelines for review of Council's Strategic Plan, as per the Ministerial Directives have been developed for consideration by Directors and the General Manager.

Economic Development

- The Public Transit Corridor Steering Committee met 16 Jan to discuss the proposed stakeholder workshop and public forum; these were both held 15 February.
- The stakeholder workshop involved representatives from across the public sector and industry peak bodies with discussion of integrated urban renewal and transport projects; looking at case studies from NSW and Qld. Presenters at the workshop were from LUTI Consulting, Corview and NSW Land & Housing Corporation.
- Professor Richard Eccleston (University of Tasmania) facilitated a panel discussion with representatives from LUTI, Corview, NSW Land & Housing Corporation and Emma Riley & Associates. The forum was well attended by the public and publicised in the Tasmanian media.
- The collaboration and engagement process and timelines for development of an economic development strategy for Glenorchy has been developed for consideration by Directors and the General Manager.

Community Planning & Engagement

- Assisted with and advised on a range of community engagement activities including the Tolosa Dam redevelopment.
- Co-ordinated and delivered the Glenorchy Citizen and Young Citizen of the Year Awards.
- Commenced planning for the Glenorchy ANZAC Day commemorations.
- Delivered via working with the Tasmanian Symphony Orchestra on the staging of the Symphony Under the Stars event at Tolosa Park.

- Delivered the Glenorchy leg of the Queen's Baton Relay, including a community celebration on the front lawns of Council.
- Co-ordinated the annual Moonah Taste of the World Festival, which included 30 food stalls (19 community groups); 23 dance/musical performances (representing 18 different nationalities) and 16 cultural/family activities.
- Planning for .id profile information sessions on the latest Census results for staff and aldermen.
- Continued to support the Glenorchy Community Volunteer Program and the Claremont Community Library.
- Commenced planning for the Glenorchy Volunteer Awards.

Community Development

Youth:

- Full Gear 6 week Motorbike Safety Program in Chigwell commenced with 6 participants 15.03.18
- Supported Cosgrove High to hold a whole school Harmony Week activity - Council Front Lawns 21.03.18
- GCC, GYTF, Clarence and Hobart Councils planning Youth Week Tasmania Event for 13.04.18.

Positive Ageing

- Over 80 participants were involved in the Community Conversations, Linkages Forum held at KGV 28.03.18

Access

- GCC is a key partner in the RMIT Glenorchy Together Project, a research initiative that works with people with lived experience of disability. Six Action Research Group (ARG) members (people with a disability living in Glenorchy) were recruited in February and March. They have attended 3 meetings to develop a consultation process for focus groups.

Families and Children/Healthy Communities

- Successful grant application to the Australian Drug Foundation to develop a Local Drug Action Team in Glenorchy in partnership with YMCA. Initially \$10,000 to develop and trial the project, then further \$30,000 if approved.
- Focus of the Health and Wellbeing Network is in Chigwell, to develop existing programs to achieve better health outcomes for the community as outlined in Council's Healthy Communities Plan.

Cultural Diversity

- Planning the Hear Our Voices Multicultural Women's Gathering to be held 13.05.18
- Supporting the development of an Advisory Group and operations of the Multicultural Hub
- Promoted the Multicultural Ambassador Program expression of interest process at the Moonah Taste of the World Festival 25.03.18.

Community Safety:

- Promoted Neighbour Day at Moonah Taste of the World 21.03.18
- Working with Justas to support and promote the 14th Reintegration Puzzle Conference 20.06.18 in Hobart. The conference will focus on identifying the elements of a "smart" justice system, one that works to build capacity of justice involved individuals to lead good lives and makes the community feel safe.

Childcare Connections**Benjafield Centre**

- Benjafield had an Assessment and Rating visit conducted by the Child Care Unit, Department of Education on the 6th and 7th February 2018. The Overall Rating received is Meeting National Quality Standard. Benjafield received Meeting the National Quality Standard in each of the 7 Quality Areas: Educational program and practice, Children's Health and Safety, Physical Environment, Staffing arrangements, Relationships with children, Collaborative partnerships with families and communities and Governance and leadership.
- Benjafield has continued its community connection with the CHAT (Children Helping Adults Together) program with weekly visits to Glenview in Glenorchy. The children engage in a number of experiences with the residents including, cooking, craft, story reading, games walks, excursions and keeping each other company.
- The centre has seen 13 new children commence and 7 leave the service during the quarter.

Berriedale Centre

- Berriedale currently holds a Meeting rating and is awaiting advice for Assessment and Rating likely to occur during 2018. The Service continues to monitor, review and evaluate all process in line with best practices recommendations in response to the service Quality Improvement Plan (QIP).
- Berriedale children and educators regularly visited MONA during this period; the children walk to the museum and spend time exploring and discussing their favourite areas of the museum including a picnic morning tea on the lawns.
- The centre has seen 16 new children commence and 10 leave the service during the quarter.
- Both centres at Berriedale and Benjafield have had an active start to the year with the services calendar of events including, Australia Day celebrations with a Welcome to Country, learning about Chinese New Year, cooking and trying new foods. Harmony Day Celebrations saw children dress in either traditional dress or the colour orange and have discussion about what Harmony Day means to them. Easter was celebrated with bonnet and basket making along with an Easter egg hunt. We welcome our families and community and invite them to participate and be involved in our service events.
- During this quarter all educators have completed mandatory training in First Aid, Asthma & Anaphylaxis and Child Protection.

Arts & Cultural Development

Moonah Arts Centre (MAC)

- An exciting program of diverse dance and music was developed for Moonah Taste of the World. In the lead up workshops were held at the MAC in drumming and Indian dance. These workshops were funded as part of a Multicultural Grant from the Department of Premier & Cabinet for activity in Harmony Week 2018. Also funded by this grant the MAC hosted the Nowroz Celebration with Paywand Music to celebrate the Afghan New Year.
- Six exhibitions have featured at the MAC including an installation in the Avago window by Jacob Leary.
- The Perform Program at the MAC kicked off on 16 March. This year, we have expanded the Friday Nights Live program of live music to include live dance performances and workshops, and film screenings.
- In February we hosted the Transistor Youth Film Festival in partnership with Mast Films. The event presented films made by young people during the school holiday activities at the MAC last year as well as films made by young people throughout the state.
- The MAC was the venue for the Impart Conference for dance and drama teachers. This successful professional development event introduced the state's dance and drama teachers to the MAC.
- The year continues very busy with 6,097 people visiting the MAC during the period January to March. 97.6% of activity in the MAC over this period was arts based.

Glenorchy Arts and Sculpture Partnership (GASP)

- Preparation for James Geurts Sculpture "Refraction Principal" to be installed in Q 4. Commencement of 'mapali local international project – a new intercultural collaborative permanent sculpture and e-media project.

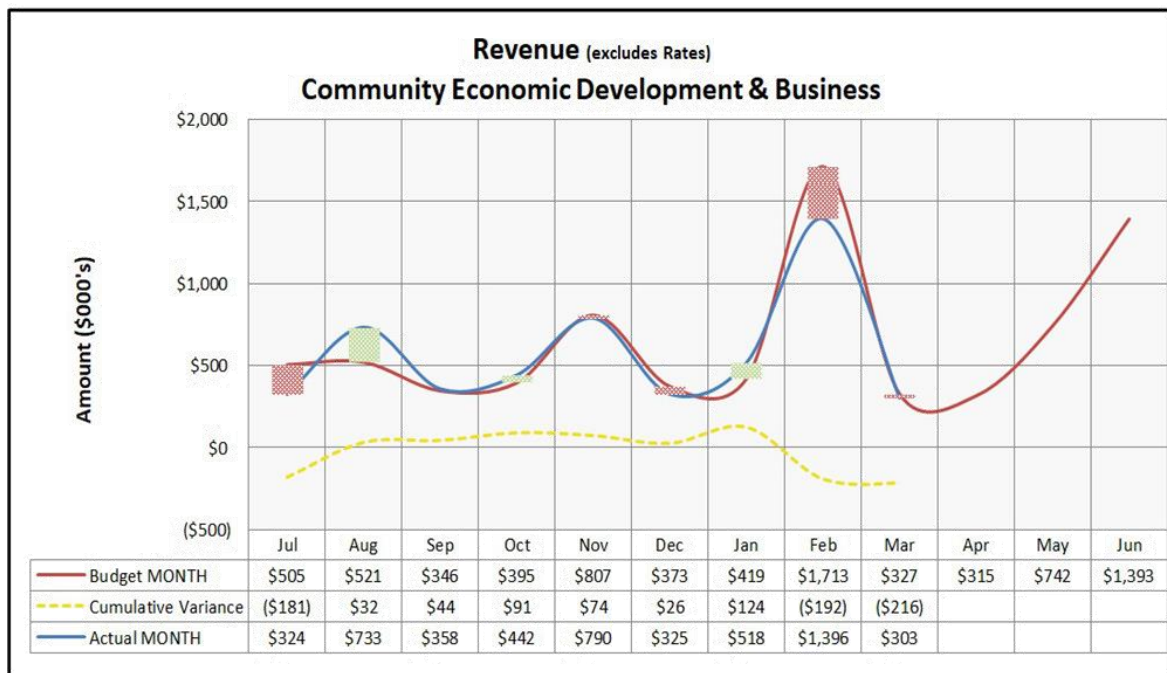
Directorate Financial Report

COMMUNITY DEVELOPMENT AND BUSINESS

Statement of Comprehensive Income to 31 March 2018

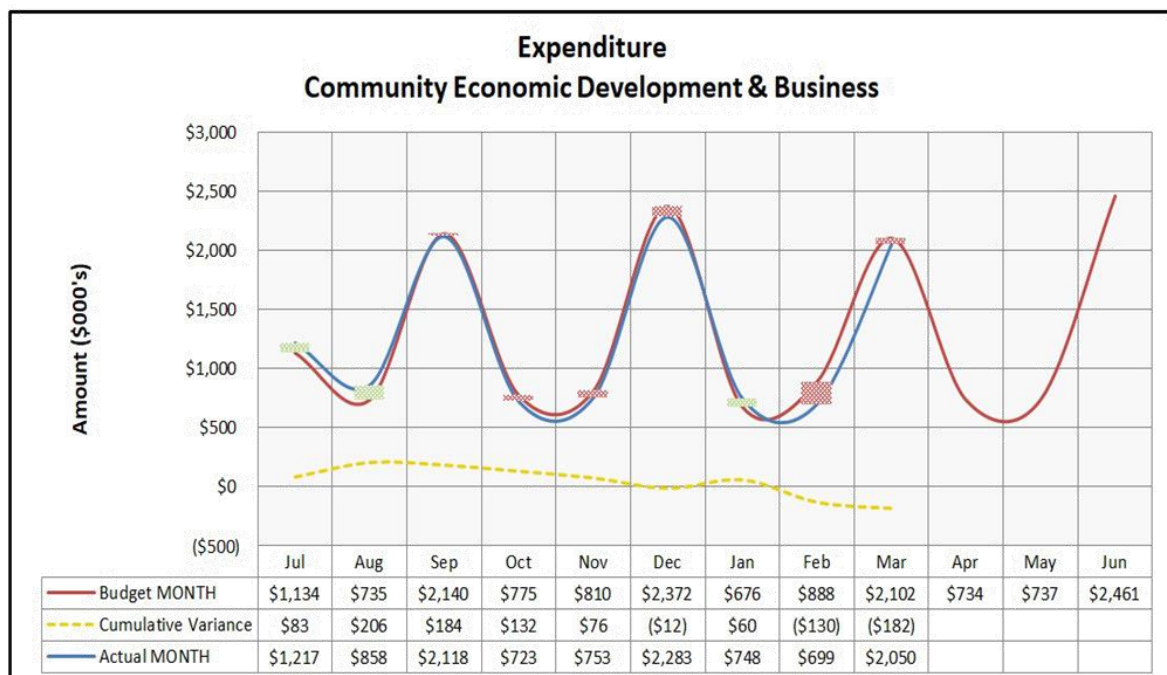
	2018 Budget \$'000	2018 Actual \$'000	2017 Actual \$'000
Income			
Recurrent Income			
Rates	35,558	35,513	34,425
User charges and licences	1,716	1,466	1,524
Interest	310	288	294
Grants	1,273	1,520	2,264
Contributions - cash	90	55	65
Investment income from TasWater	1,882	1,681	1,742
Other income	136	180	268
	40,964	40,702	40,581
Capital Income			
Capital grants received specifically for new or upgraded assets	-	-	-
Contributions – non-monetary assets	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	-	-
Fair value recognition of land under roads	-	-	-
	-	-	-
Total Income	40,964	40,702	40,581
Expenses			
Employment costs	4,700	4,922	4,624
Materials and services	2,806	2,441	2,564
Depreciation and amortisation	5	4	-
State Fire Commission contribution	3,999	3,999	3,792
Finance costs	85	65	103
Assets written off	-	-	-
Bad and doubtful debts	2	1	1
Other expenses	36	20	54
Total expenses	11,633	11,451	11,138
Surplus/(deficit)	29,331	29,251	29,443
Other Comprehensive income			
Items that will not be reclassified to surplus or deficit			
Net gain/(loss) on revaluation of property, plant and equipment	-	-	-
	-	-	-
Items that may be reclassified subsequently to surplus or deficit			
Financial assets available for sale reserve	-	-	-
-Fair value adjustment on available for sale assets	-	-	-
	-	-	-
Total other comprehensive income	-	-	-
Total comprehensive result	29,331	29,251	29,443

Revenue – Actual v Budget by Month and Cumulative Variance YTD



Nb: The peaks in the Revenue chart represent the receipt of TasWater distributions and the Financial Assistance Grant

Expenditure – Actual v Budget by Month and Cumulative Variance YTD



NB: The peaks in the Expenditure chart represent the State Fire Levy payment.

Director Comments

Aldermen will note an overall satisfactory result delivering primarily on budget, however the following variances are of particular note:

Grants

Additional unpredicted grants were received during the periods as outlined below primarily via the Community Development, Children's Services and Arts and Culture teams. These areas have been very successful in picking up grants during Quarter 3 of 2017/18.

Full Gear - Motorbike Safety	(\$15,465)
National Youth Week	(\$2,000)
AEDC Action Ref	(\$6,620)
Liveable Communities	(\$5,200)
You Should Be Dancing	(\$63,340)
Moonah Moves	(\$5,000)

Child Care Centres

Benjafield and Berriedale centres have both reported increased revenue and expenditure for the quarter. Each centres utilisation has increased ie: increased enrolments of children also equates to additional educators to service these children. Utilisation is difficult to predict accurately as educator to child ratios alter dependant on the age of the child ie: younger children require higher ratios of educators than children over 3 years of age.

Berriedale and Benjafield centres are achieving marginally better than budget expectations for the financial year to date with favourable actual to budget variances of \$58k and \$52k respectively.

Centre	Actual Result	Budget result	Variance \$
Berriedale	(\$38,266)	\$19,743	(\$58,008)
Benjafield	\$112,162	\$164,197	(\$52,034)

Investment in TasWater

The interim dividend paid by TasWater in March was \$278k less than budgeted as a 50:50 revenue split was factored into Councils budget, whereas this year TasWater have adopted a 35:65 split. The shortfall is partially offset by the advance payment of Tax and Loan Guarantee revenue totalling \$78k. It is expected the short payment in the dividend will be picked in the final end of year payment.

Derwent Entertainment Centre

The DEC budget is difficult to formulate so far in advance because events are not known at that time and it is apparent the \$1.3m revenue budget was ambitious. The venue manager is undertaking further detailed work to improve accuracy of the estimates. In effect, the net deficit (actual revenue to actual expenditure) over the 9 months to date is just \$45k.

Revenue	Actual	Budget	Variance \$
DEC	(\$944,927)	(\$1,293,121)	(\$348,194)
Expenditure	Actual	Budget	Variance \$
DEC	\$989,074	\$1,029,259	(\$40,185)

CITY SERVICES & INFRASTRUCTURE DIRECTORATE SUMMARY

GOALS & OBJECTIVES

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

Statutory, Strategic Planning and Heritage

	Q1	Q2	Q3	Q4
Development applications	78 (98.74% within statutory timeframes)	86 (100% within statutory timeframes)	62 (100% within statutory timeframes)	

- During quarter three, two (2) major applications (planning permit applications with a value of \$1,000,000 or more) were approved. This was for alterations and additions to an existing building at 37 Derwent Park Road, Moonah and additions to Holy Rosary School, 29-31 Wyndham Road, Claremont.
- There has only been one (1) appeal submitted to date for this financial year. The emphasis continues to be placed on negotiation with the applicant (and occasionally, the representor) of any issues raised in the assessment of planning applications. This approach has contributed to fewer appeals to the Resource Management and Planning Appeals Tribunal.

Building and Plumbing

	Q1	Q2	Q3	Q4
Building & Plumbing applications	162 (100% within statutory timeframes)	134 (100% within statutory timeframes)	106 (100% within statutory timeframes)	
Building & Plumbing Notices and Orders	68	44	40	

- Year to date Council's Building and Plumbing section has issued 402 applications, all within the statutory timeframes. The section has also had a number of enforcement matters that have resulted in Council undertaking the work due to non-compliance with orders where costs have been charged against the property.

Environmental Health

	Q1	Q2	Q3	Q4
Environmental Health Requests	138	137	118	
Food Premises Inspections	129	189	156	

- In the third quarter the Environmental Health section actively participated in Department of Health & Human Services (DHHS) working groups for the new Public Health Risk Activity Guidelines (tattooing) under the Public Health Act 1993 and the food risk priority system under the Food Act 2003. In addition, the section completed recreational water sampling for the 2017/2018 season, and provided immunisations at nine schools, including an unscheduled term 1 catch up for Meningococcal W.

Waste Services, Landfill, Recycling and Education

	Q1	Q2	Q3	Q4
Kerbside - % Missed bins	0.07	0.06	0.08	
Kerbside - Participation rate (bins issued/bins collected)	N.A	N.A	N.A	
Landfill - Diversion rate %	72.42	57.52	68.73	

Jackson Street Waste Management Centre – landfill.

- High wind events had reasonable impacts on operations at the Jackson Street site during the quarter. For Q 3 landfill was fully open 82 days out of 91 open, partially opened for 8 days, and fully closed for 1 day.
- For year to date – landfill was fully open 246 days out of 273, partially opened for 25 days, and fully closed for 2 days.

Waste Education Activities

	Q1	Q2	Q3	Q4
Waste education - schools attended	9	5	4	
Waste education - students attended	2492	840	130	

- Council received Betty Asbestos awareness state award.
- Council conducted and participated Clean up Australia campaign.

Council Property

Property	Update
Tolosa Park Master Plan	Stage 1 Community Consultation Underway.
Prince of Wales Bay Sports Fields	New light towers have been tendered and the contract is about to be awarded.
CBD Playground / kiosk	Council is reviewing this project.

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

- Agreement was reached with TasWater on deferring decommissioning works to align with Council's development of a Master Plan for the site. Consultation for the Master Plan includes a website survey, hard copy foyer display, and community panel survey.

- Negotiations with users of Prince of Wales bay on rationalisation of the space continue and a design and construct has been let.
- Feedback from the extensive community consultation for the CBD playground has been analysed and data from that has been used to inform a conceptual design. Inspiring Place consultants are progressing the conceptual designs into more detail and it is anticipated that this will be complete in Q4.
- Recruitment for two vacant positions on the Property section began this quarter and expect to be finalised in Q4.

Infrastructure Asset Management & Capital Program

Detailed design projects completed for project handover for this quarter are:

- Grove Rd and Arnold Street intersection (blackspot project).
- Milpara Street stormwater project.
- Tolosa Street stormwater project.
- Main Road, Granton footpath (stages 1 & 2).
- Somerdale Road end of road turning facility project.
- Main Road Claremont Hall – accessible on-street parking.
- O'Grady Street stormwater project.
- Glenorchy CBD – Peltro Street (stage 1).

The delivery of the roads and stormwater capital works program is currently behind schedule due to delays in delivering the reseal program and changes in the order of works projects. Reseal program is expected to be completed by the end of the financial year.

Major capital projects started in this quarter are as follows:

- Stage 1 (Peltro St Link) construction started in mid-March 2018.
- Grove/Arnold St intersection (blackspot project) started in early-March 2018.
- Main Road Cycle lanes from Austins Ferry to Granton

Major projects complete include:

- Sinclair Avenue (#22 to #46) – road rehabilitation work
- Re-sealing works – 16 roads
- Footpath works – 3 roads

Stormwater and Road capital budgets for 18/19 have been developed, and are waiting for council approval.

Environment & Natural Areas Management

- Council's Environment Section prepared a walk and talk at the Lutana Woodlands with the intention of assisting interested community members to establish a local care group. Approximately 35 community members attended as well as a range of Council staff and Aldermen.

Traffic & Transport Network Planning

- Officers have commenced two actions in the Glenorchy Parking Strategy 2017/2027. These are the commencement of the development of a 'Cash-in-lieu for car parking' policy and a guideline for the installation of parking related signs and line marking.

Emergency Management

- Officers continue to attend the Southern Regional Emergency Management Committee quarterly gatherings with Tas Police, SES, Tas Fire, other LGA's and services as well as the Southern Regional Social Recovery Committee Meetings.
- In addition officers and key stakeholders have been reviewing the existing Municipal Emergency Management Plan in preparation for presentation to Council and the State Minister during the 4th Quarter of this financial year.

Reports & Compliance

- Provided Annual Environmental Report 2016-2017 - Glenorchy Derwent Park Stormwater Harvesting and Industrial Reuse Scheme to Environmental Protection Authority.

Policies developed/reviewed

- Nil

Submissions

- Nil

Directorate Financial Report

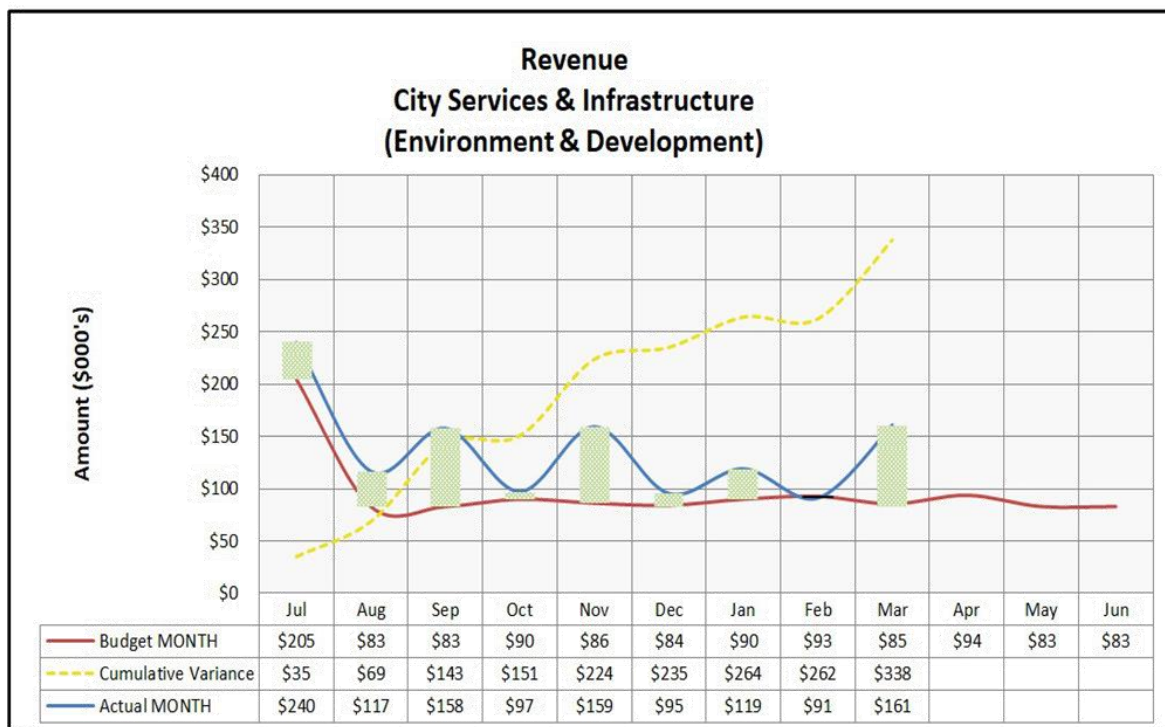
CITY SERVICES AND INFRASTRUCTURE

Environment and Development

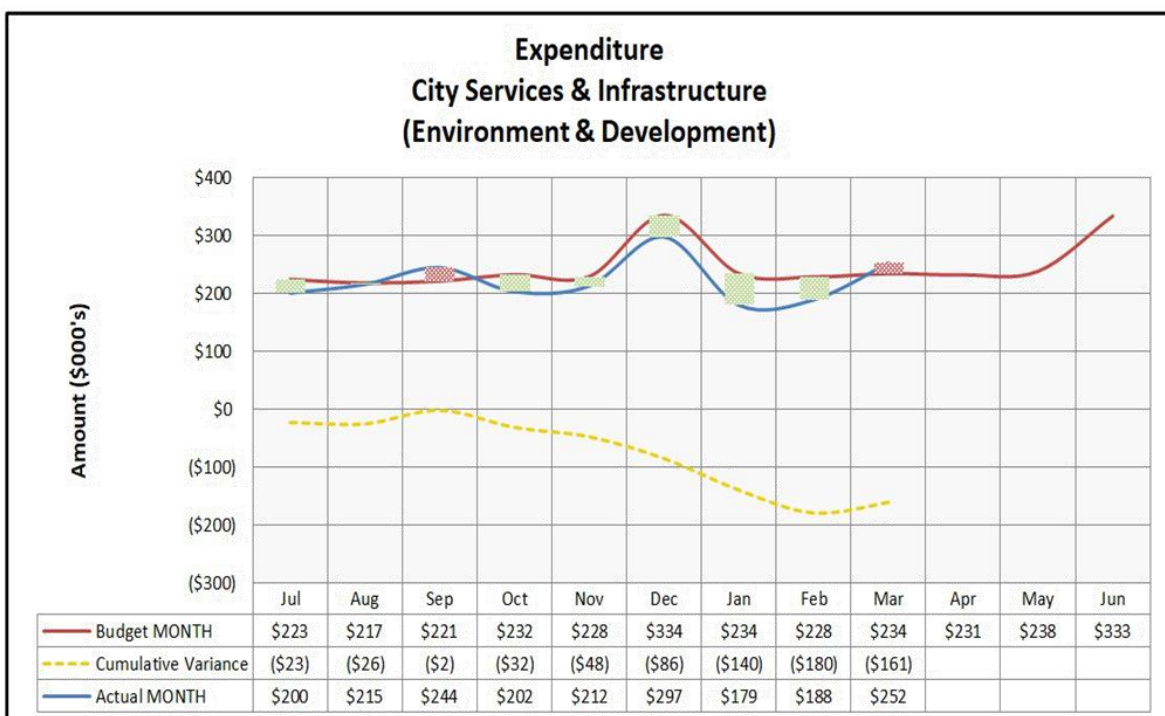
Statement of Comprehensive Income to 31 March 2018

	2018 Budget \$'000	2018 Actual \$'000	2017 Actual \$'000
Income			
Recurrent Income			
Rates	-	-	
User charges and licences	862	1,099	
Interest	-	-	
Grants	-	-	
Contributions - cash	4	-	
Investment income from TasWater	-	-	
Other income	34	137	
	899	1,237	
Capital Income			
Capital grants received specifically for new or upgraded assets	-	-	No 2017 comparison available due to split of City Services & Infrastructure into Environment & Development and Infrastructure & Works
Contributions – non-monetary assets	-	-	
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	-	
Fair value recognition of land under roads	-	-	
	-	-	
Total Income	899	1,237	
Expenses			
Employment costs	1,958	1,753	
Materials and services	193	236	
Depreciation and amortisation	-	-	
State Fire Commission contribution	-	-	
Finance costs	-	-	
Assets written off	-	-	
Bad and doubtful debts	-	-	
Other expenses	-	-	
Total expenses	2,151	1,989	
Surplus/(deficit)	(1,252)	(753)	
Other Comprehensive income			
Items that will not be reclassified to surplus or deficit			
Net gain/(loss) on revaluation of property, plant and equipment	-	-	
	-	-	
Items that may be reclassified subsequently to surplus or deficit			
Financial assets available for sale reserve			
-Fair value adjustment on available for sale assets	-	-	
	-	-	
Total other comprehensive income	-	-	
Total comprehensive result	(1,252)	(753)	

Revenue – Actual v Budget by Month and Cumulative Variance YTD



Expenditure – Actual v Budget by Month and Cumulative Variance YTD



Director Comments

Aldermen will note an excellent result represented by higher than anticipated revenue and lower than anticipated expenditure. Of particular note:

Building and Planning Revenue

Even allowing for the \$115k compliance revenue (for which there is commensurate expenditure), overall revenue is substantially increased.

This is attributable to a slightly higher number of applications than expected and as a result of the new *Building Act 2016*. It was anticipated that the number of building works that would require a permit would decrease significantly which in turn impacted on revenue. However a change in the Directors Determinations under the Act changed the description of class 1 buildings (dwellings) being permit work if over a certain size to being permit work if a planning permit is required.

Revenue	Actual	Budget	Variance \$
Building Governance	(\$816,155)	(\$574,197)	\$241,958
Planning Services	(\$270,697)	(\$182,046)	\$88,651
S337 Certificates	(\$201,978)	(\$159,641)	\$42,337

Environmental Health

Salaries are underspent by around \$50k (in a \$308k budget). This is due to people acting in higher positions and their substantive role has been unable to be completely backfilled. Laboratory Testing is underspent by \$7k (in a \$7k budget). Lack of staff resources and competing priorities prevents a suitable program being developed. This has been removed from future budgets.

Environment

Contractor expenditure is currently underspent by \$45k across several project areas for tracks and trails in maintenance Wellington Park and weed management. However \$20k has been spent in April and a further \$18 of maintenance is scheduled to be spent by end of year which will result in a final underspend of less than \$7k. Salaries are underspent by approx \$25k largely reflecting a position that has been vacant for some months of which recruitment is underway.

Update: Additional expense may be incurred as a result of the recent heavy rains and is pending further investigation.

CITY SERVICES & INFRASTRUCTURE

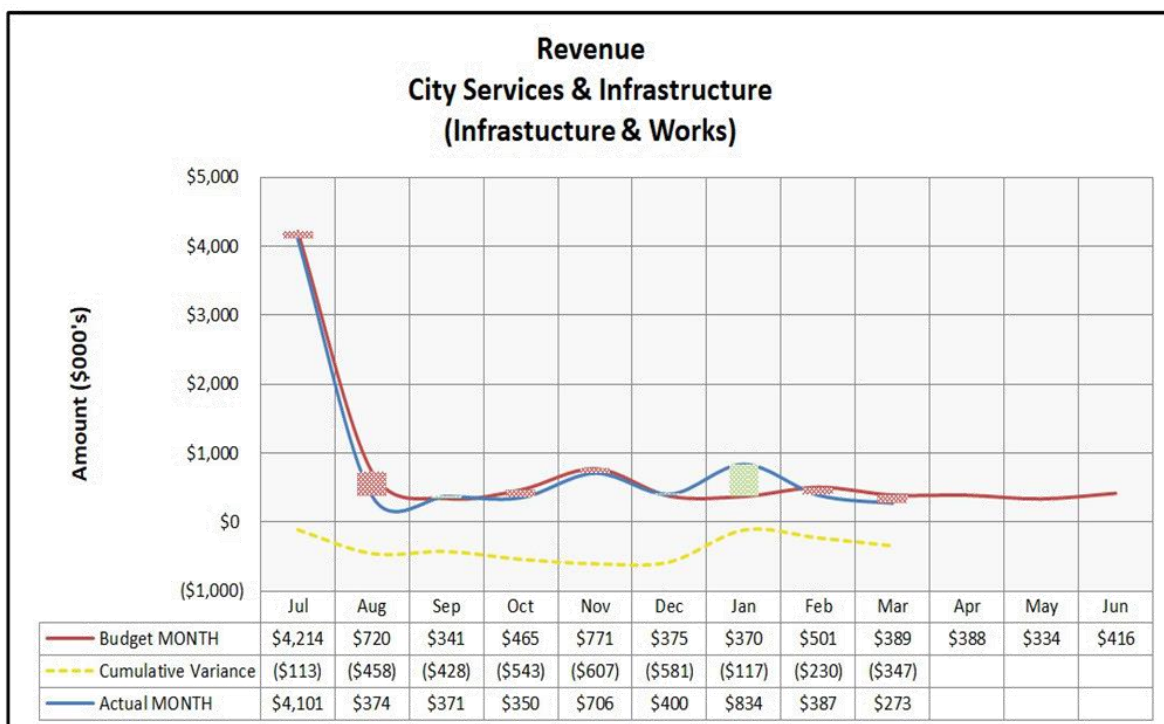
Infrastructure and Works

Statement of Comprehensive Income to 31 March 2018

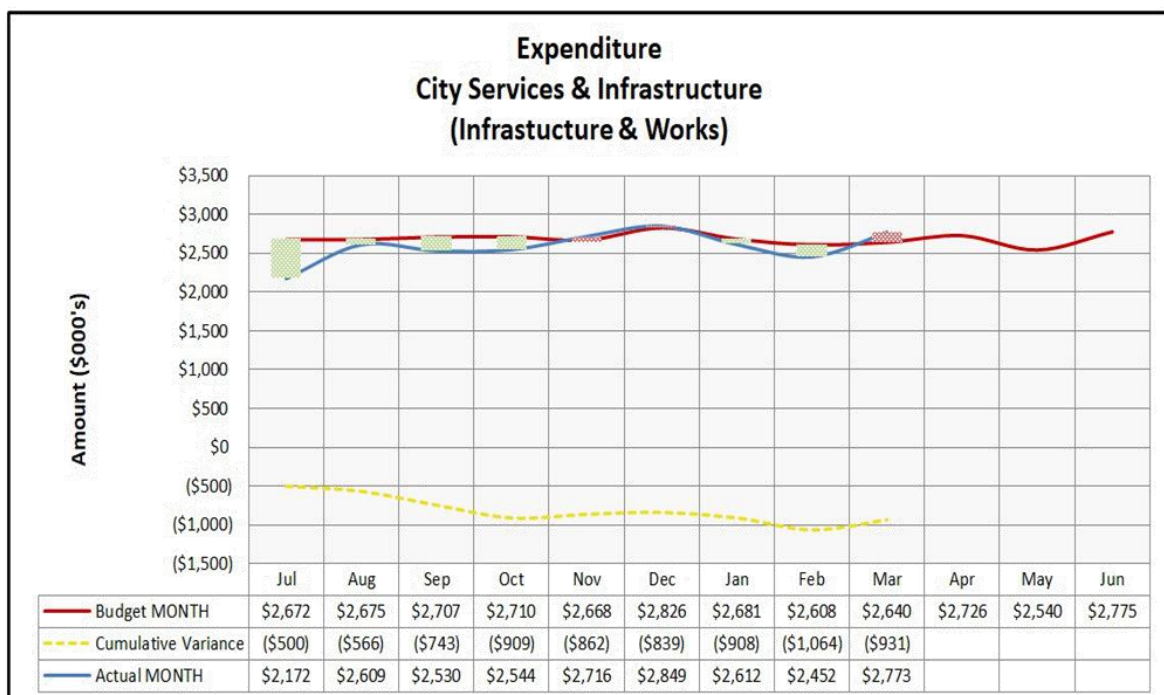
	2018 Budget \$'000	2018 Actual \$'000	2017 Actual \$'000
Income			
Recurrent Income			
Rates	-	-	
User charges and licences	6,820	6,418	
Interest	-	-	
Grants	6	5	
Contributions - cash	139	159	
Investment income from TasWater	-	-	
Other income	167	127	
	7,132	6,709	
Capital Income			
Capital grants received specifically for new or upgraded assets	865	905	
Contributions – non-monetary assets	-	-	
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	147	184	
Fair value recognition of land under roads	-	-	
	1,012	1,089	
Total Income	8,144	7,797	
Expenses			
Employment costs	6,311	6,248	
Materials and services	6,376	6,140	
Depreciation and amortisation	10,772	10,275	
State Fire Commission contribution	-	-	
Finance costs	103	110	
Assets written off	269	140	
Bad and doubtful debts	-	-	
Other expenses	358	346	
Total expenses	24,189	23,258	
Surplus/(deficit)	(16,045)	(15,461)	
Other Comprehensive income			
Items that will not be reclassified to surplus or deficit			
Net gain/(loss) on revaluation of property, plant and equipment	-	-	
	-	-	
Items that may be reclassified subsequently to surplus or deficit			
Financial assets available for sale reserve			
-Fair value adjustment on available for sale assets	-	-	
	-	-	
Total other comprehensive income	-	-	
Total comprehensive result	(16,045)	(15,461)	

No 2017 comparison available due to split of City Services & Infrastructure into Environment & Development and Infrastructure & Works

Revenue – Actual v Budget by Month and Cumulative Variance YTD



Expenditure – Actual v Budget by Month and Cumulative Variance YTD



Director Comments

Aldermen will note an excellent overall net result with monthly budget and actual trending in very close alignment. However within the result there are some variances of significance as follows:

Landfill

	Actual	Budget	Variance \$
Landfill Revenue	(\$2,127,784)	(\$2,370,642)	(\$242,858)
Landfill Expenditure	\$1,625,537	\$1,999,996	\$374,460

Revenue from load tonnage has tracked below budget for most of the year indicating a sustained reduction in use of the facility. To offset this revenue shortfall, there are savings in operational expenditure in the areas of wages, overtime, fuel and materials.

Property Services

	Actual	Budget	Variance \$
Property Revenue	(\$596,013)	(\$747,694)	(\$151,681)
Property Expenditure	\$1,478,040	\$1,641,192	\$163,152

Council derives revenue from leases, licences and user fees however revenue year to date is below budget primarily due to KGV rent and outgoings. To offset this revenue shortfall, there are savings in operational expenditure in the areas of wages, electricity and general property outgoings.

Roads SW Maintenance

	Actual	Budget	Variance \$
Roads SW Maintenance	\$1,601,674	\$1,354,991	(\$246,683)

In order to complete the body of works of this program, additional labour hire and works contractors have been required.

Depreciation Expense

	Actual	Budget	Variance \$
Depreciation	\$10,125,709	\$10,516,752	\$391,043

The budget provides for the expensing of depreciation on new and existing assets in equal amounts over twelve months of the year. However the timing of new asset availability for depreciation occurs throughout the year, hence there is a catch up towards the end of the year to match budget to actual.

Hydraulic Services

	Actual	Budget	Variance \$
Derwent Park Water Reuse	\$378,204	\$573,405	\$195,201

A conscious effort has been made to reduce the operating costs of the plant.

Annual Plan Progress Report 2017/18 – 2020/21

For the quarter ending 31 March 2018



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Introduction

This report provides information on Glenorchy City Council's Annual Plan performance for the quarter ending 31 March 2018, the third of the financial and planning year.

Annual Plan Performance

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

This report shows:

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

Business Rules - Action status

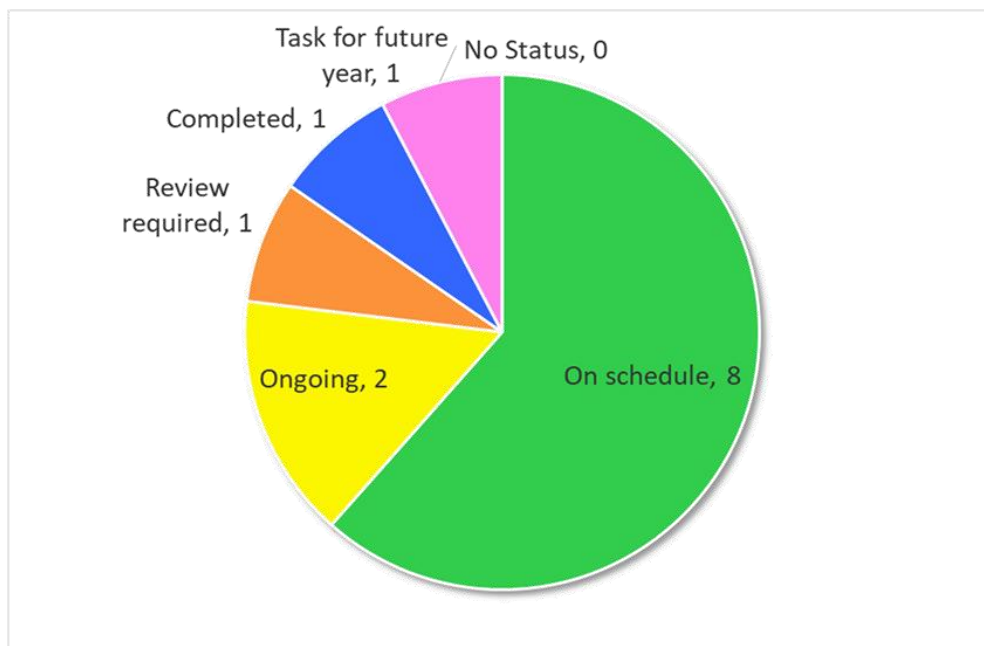
Action Status		Business rule for application of descriptor
Ongoing		For business as usual tasks (not for use with project tasks).
On schedule		The task is on track to meet the target set in the Annual Plan.
Review required		There are internal or external factors that present a foreseeable risk to project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

Business Rules - Measure status

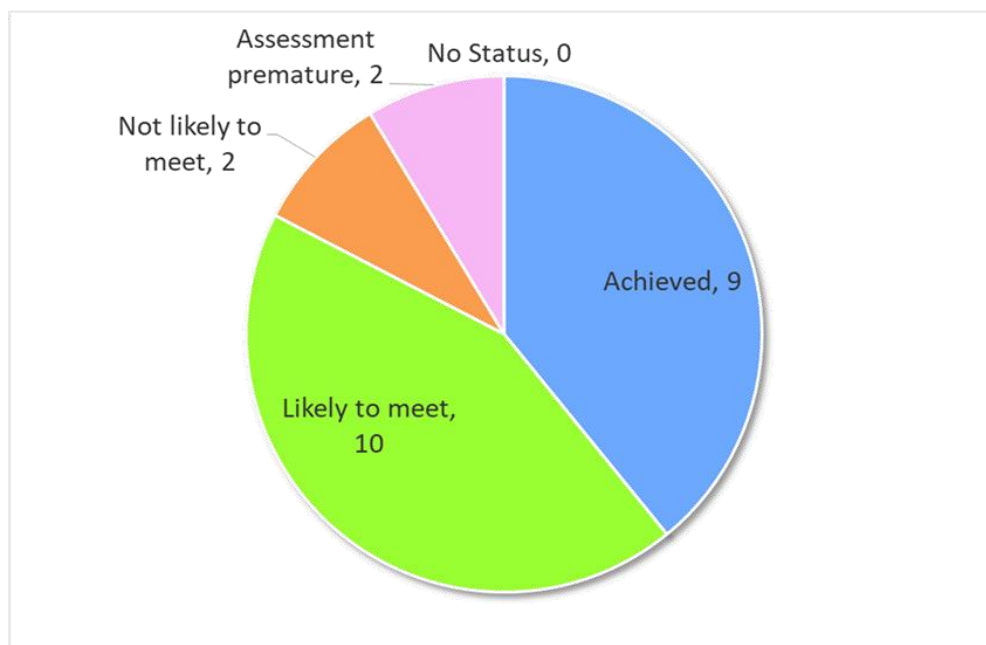
Measure Status		Business rule for application of descriptor
Achieved		The measure has been met.
Likely to meet		Task performance is on track to meet the measure and target in the Annual Plan.
Not likely to meet		Task performance is not likely to meet the measure and target in the Annual Plan due to internal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

HIGH PRIORITY ACTIONS - Status Report

Status Chart of High Priority Actions



Measure Chart of High Priority Actions



HIGH PRIORITY ACTIONS – Action Status and Comments

COMMUNITY GOAL: MAKING LIVES BETTER

OBJECTIVE: 1.1 Know our communities and what they value.

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

Code	Description	Lead	Target Date	Status	Comment
1.1.2.02	Foster and support community cultural events and projects that celebrate Glenorchy's cultural diversity and build identity, inclusion and City pride	CEDB	30-Jun-2018		Q1 Planning for annual Hear our Voices forum has commenced and liaison with key stakeholders on the development of a Glenorchy Muslims Women's Association underway. Final selection and agreements signed for manager of Glenorchy Multicultural Hub complete with MCOT (Multicultural Council of Tasmania) moving into venue in September. Announcements with State government complete. Planning for Community Open Day in Second quarter underway. Q2 Supported 2 Muslim's women's meetings this quarter. The Premier officially launched the Multicultural Hub in Hopkins Street at an event in November. Continued work with MCOT to develop and Advisory Body, including representation from the targeted emerging communities outlined in the Multicultural Spaces Plan. Planning for a "Hear Our Voices" multicultural women's gathering in April. Q.3 Community Development attended Moonah Taste of the World and provided family activities in addition to promoting Neighbour Day, the Multicultural Ambassador Program and the Hear Our Voices Multicultural Women's Gathering. Supported Cosgrove High School in their Harmony Day march to Council. Provided assistance to the newly formed Tafric Forum, an organisation established to help support African families in the community. Participated in the Multicultural Hub advisory forum in March. Supported the Afghan Hazara community with their new year tree planting ceremony at Benjafeld Park.

Code	Description	Lead	Target Date	Status	Comment
1.1.2.01	Deliver the annual Moonah Taste of the World Festival.	CEDB	31-Mar-2018		Quarter 1: Council received annual report on 2017 Festival at the August meeting. Date for 2018 Festival confirmed as 25th March. Preparation for the 2018 festival underway. Quarter 2: Expressions of interest for food vendors and activity providers opened with good response. Performance EOLs to open next quarter. Quarter 3: Successful event held on 25th March. Numbers lower than anticipated due to wet weather but patron and participant feedback very positive.

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

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

Code	Description	Lead	Target Date	Status	Comment
1.3.1.01	Operate Council's Child Care Centres in accordance with the Education and Care Services National Law and Regulations.	CEDB	30-Jun-2018		Q1 Both centres continue to focus on providing high quality compliant care for children. Over the past quarter Berriedale CCC has averaged 36 enrolled children per day of a possible 53 & Benjafield CCC has averaged 24.5 enrolled children per day of a possible 25 in the first quarter. Q2 Both Centres continue to provide high quality care for all children enrolled at the Services. This quarter Berriedale CCC has averaged 35.48 enrolled children per day of a possible 53 places & Benjafield CCC has averaged 25.86

enrolled children per day of a possible 43 places. The number of places has increased at Benjafield due to the employment of an Early Childhood Teacher (ECT) for a contract of 30 hours per week through until 21/12/2018, which allows the Service to enrol more than 25 children per day as per the requirements of the National Education & Care Law & Regulations. NB - The Services are only operational 51 weeks per year, the period 25/12/2017-29/12/2017 the Services were closed.

Q3 The Centres continue to offer and provide quality education and care for the children enrolled at the Services. This quarter Berriedale CCC has averaged 28.8 children per day of a possible 53 places & Benjafield CCC has averaged 19.90 enrolled children per day of a possible 43 places. The effective full time equivalent places have reduced at both Services due to children aged 4-5 years commencing either kindergarten or full time school (Prep) during February 2018.

1.3.1.02 Maintain, renew and replace Council's infrastructure in accordance with Council's asset management framework.

CSI 30-Jun-2018



Q1. The 10 year Capital Plans for Transport and Drainage assets were reviewed in May 2017 and will be reviewed again in May 2018. A program for submission and evaluation of budget bids will be prepared and budget bids will be sought from Nov 2017 for forming the Draft 2018/19 Capital Budget by end Feb 2018.

Q2. The 10 year Capital Plans for Transport and Drainage assets were reviewed in May 2017 and will be reviewed again in May 2018.

The preparation of FY18/19 Stormwater and Road capital

budgets is in progress, and is expected to form the Draft 2018/19 Capital Budget by Feb 2018.

Q3: The 10 year Capital Plans for Transport and Drainage assets were reviewed in May 2017 and will be reviewed again in May 2018. FY18/19 Stormwater and Road capital budgets have been developed, and are waiting for council approval.

COMMUNITY GOAL: VALUING OUR ENVIRONMENT

OBJECTIVE: 3.1 Create a liveable and desirable City.

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

Code	Description	Lead	Target Date	Status	Comment
3.1.2.01	Develop a Master Plan for Tolosa Park.	CG	31-Dec-2017		Q1. Consultant has been engaged to assist with the development of a Master Plan for Tolosa Park. It is anticipated that public consultation will occur in early 2018. Q2. Taswater have scheduled physical decommissioning of the dam to commence March 2109. Master Plan is on schedule to be completed September 2018 and will provide direction on how the dam is decommissioned. Q3. Public Consultation is currently underway. It is envisaged that the master plan will be completed by September 2018.

Code	Description	Lead	Target Date	Status	Comment
3.1.2.02	Implement the Tolosa Park Master Plan.	CG	30-Jun-2019		Q1. Implementation contingent on endorsement of the Masterplan. Q2. Decommissioning of the existing dam by Taswater will be the first major works from the

master Plan. The decommissioning is scheduled to commence March 2019. Further works cannot be implemented until the Master Plan is approved.

Q3. Decommissioning of the existing dam by Taswater will be the first major works from the master Plan. The decommissioning is scheduled to commence March 2019. Further works cannot be implemented until the Master Plan is approved.

STRATEGY: 3.1.3 Manage the City's transport network and the associated infrastructure to promote sustainability, accessibility, choice, safety and amenity for all modes of transport.

Code	Description	Lead	Target Date	Status	Comment
3.1.3.01	Manage the City's transport network to promote sustainability, accessibility, choice, safety and amenity.	CSI	30-Jun-2018		Q1. Nominated Black Spot projects submitted to Dept State Growth 31 Aug 2017. Designs in progress for 2017/18 Transport Capital Works. Design issued for Creek Road Footpath - Aug 2017. Q2. Submission completed. \$120k black spot grant is provided by Dept State Growth to upgrade Grove Road/Arnold St intersection. Designs nearing completion for 2017/2018 Transport capital works. Designs issued Oct-Dec 17 include Maple Ave, Cadbury Carpark, Grove Rd-Constance Ave-Arnold St black spot. Q3: Grove/Arnold St intersection (blackspot project) started in early-March 2018. Capital project design for FY17/18 on track, and started moving onto FY18/19 projects.

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

Code	Description	Lead	Target Date	Status	Comment
3.1.4.11	Promote, implement and monitor public health standards.	CSI	30-Jun-2018		Q1. Annual Environmental Health Report submitted to Director of Public Health in September 2017. Total number of Public Health Risk Activities - 7, total number of Public Health Risk Activity Operators - 20. Registered Water Carters - 2. Sites with Regulated Systems - 7. Places of Assembly Special Events - 1. Q2. 100% of known Public Health Act 1997 activities registered. 100% of known Food Act 2003 businesses registered. Q3. 100% of known Public Health Act 1997 activities registered. 100% of known Food Act 2003 businesses registered.

OBJECTIVE: 3.2 Manage our natural environments now and for the future.**STRATEGY: 3.2.1 Identify and protect areas of high natural values.**

Code	Description	Lead	Target Date	Status	Comment
3.2.1.02	Manage the fire risk in the city's bushland reserves	CSI	30-Jun-2018		Q1. 3 Fuel reduction burns for Montrose, Goat Hills and Oak Hill planned for Spring 2017. 2 of 3 burn plans completed. 4km of fire trail re-establishment complete. Bushfire mitigation GIS context complete. Second FTE bushfire resource recruitment planning done and position set to be advertised beginning 7 Oct. Q2. Fuel reduction program in progress with autumn burns planned, explanation given to residents through media outlets. New FTE position has been filled and is assisting with sustainable mitigation planning. Q3. A fuel reduction burn was carried out (Montrose Fire Trail)

and further preparation work underway for planned burning in Goat Hills. Mitigation plans are under development for smaller reserves and a monitoring program is also underway (both pre and post burn) to monitor the effects/behaviour of fire.

COMMUNITY GOAL: LEADING OUR COMMUNITY

OBJECTIVE: 4.1 Govern in the best interests of our community.

STRATEGY: 4.1.1 Manage Council for maximum efficiency, accountability and transparency

Code	Description	Lead	Target Date	Status	Comment
4.1.1.02	Develop a communications strategy	GM	31-Mar-2018		Q1 An Interim Communications Strategy has been drafted by consultants for review by the new Communications and Marketing Advisor. This officer has been recruited and is scheduled to commence in early October 2017. This will necessitate a delay in finalising the communications strategy until Q3. Q2 The Marketing and Communications Advisor commenced on 2 October 2017 and is preparing a project plan for the communications strategy.
4.1.1.03	Implement the communications strategy	GM	30-Jun-2018		Implementation will commence upon adoption of the Strategy - scheduled for end of quarter 3.

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

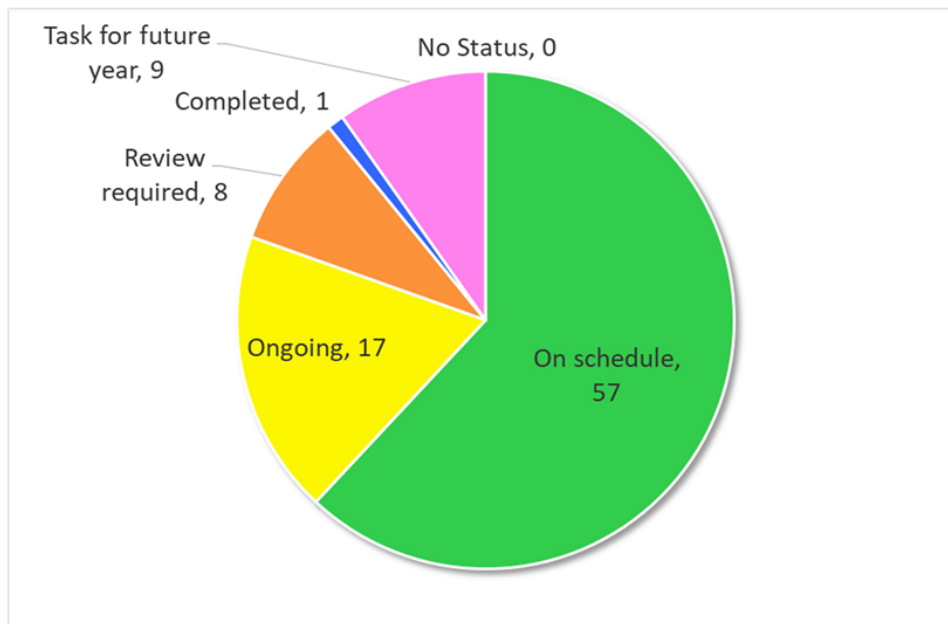
Code	Description	Lead	Target Date	Status	Comment
4.1.2.06	Ensure preparedness for disaster by maintaining and continually reviewing the City's Emergency Management Strategies.	CSI	30-Jun-2018		Q1. Works Centre has continued involvement with the greater Hobart emergency management group. Preparations in place in place as per current recommendations. Q2. Quarterly meetings with the Regional Emergency Management Network continue to be attended and bi annual Glenorchy Emergency Management Committee meeting held in conjunction with SES, Tas Police and Tas Fire Service. Preparations for review of Glenorchy Emergency Management Plan commenced for review in Q3. Q3. Review to progress in Q3.

OBJECTIVE: 4.3 Build strong relationships to deliver our communities' goals.**STRATEGY: 4.3.1 Foster productive relationships with other levels of government, other Councils and peak bodies to achieve community outcomes.**

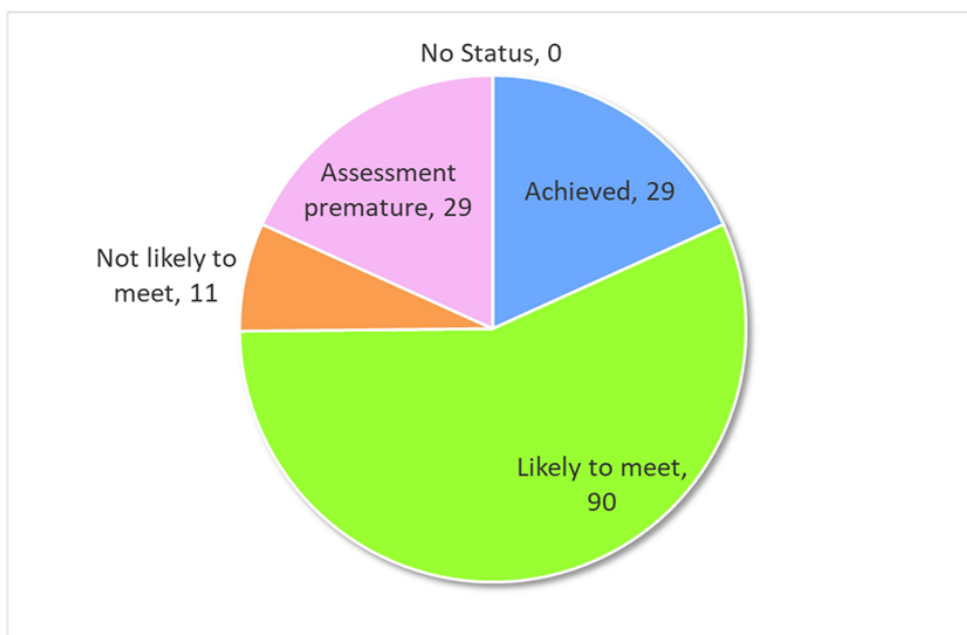
Code	Description	Lead	Target Date	Status	Comment
4.3.1.04	Actively participate in peak local government bodies (LGAT & the STCA) to advance community priorities.	ALL	30-Jun-2018		Q1 Council participated in the LGAT Conference and the LG General Manager's Workshop over the period. Council made submissions over the period to the planning reforms, TASWater, and cat management. Council also engaged with stakeholders with respect to the Glenorchy to Hobart Public Transit Corridor, Derwent River Ferry Transportation, Wellington Park Management Trust and Greater Hobart Congestion. Q2

ALL ANNUAL PLAN ACTIONS -Status Report

Status Chart of All Annual Plan Actions



Measure Chart of All Annual Plan Actions



ALL ANNUAL PLAN ACTIONS

COMMUNITY GOAL: MAKING LIVES BETTER

OBJECTIVE: 1.1 1.1 Know our communities and what they value.

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

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

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

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

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

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

Code	Description	Lead	Priority	Target Date	Status
1.2.1.01	Support the operation of Council's Special Committees.	CEDB	M	30-Jun-2018	
1.2.1.02	Review the Positive Ageing Strategy	CEDB	M	30-Jun-2018	
1.2.1.03	Implement the Positive Ageing Strategy	CEDB	M	30-Jun-2019	

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

Code	Description	Lead	Priority	Target Date	Status
1.2.2.01	Implement the Children and Families Strategy.	CEDB	L	30-Jun-2018	
1.2.2.02	Promote volunteerism through the Glenorchy Volunteer Program and the Annual Volunteer Awards.	CEDB	L	30-Jun-2018	
1.2.2.03	Implement the Healthy Communities Plan.	CEDB	L	30-Jun-2018	
1.2.2.04	Implement Council's Youth Strategy.	CEDB	L	30-Jun-2018	
1.2.2.05	Review the Community Safety Framework.	CEDB	L	30-Jun-2018	
1.2.2.06	Implement the Community Safety Framework and Action Plan.	CEDB	L	30-Jun-2019	
1.2.2.07	Deliver the externally funded KGV Sports and Community Precinct Project.	CG	M	31-Dec-2017	
1.2.2.08	Partner with other stakeholders to support priority initiatives which address social disadvantage.	CEDB	L	30-Jun-2018	
1.2.2.09	Convene inter-agency groups to address gaps in services for children under 12 (GAIN*), Youth 12 - 25 (YANG*) and older adults (Linkages).	CEDB	L	30-Jun-2018	

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

Code	Description	Lead	Priority	Target Date	Status
1.2.3.01	Plan, promote & deliver activities that address community learning opportunities, in conjunction with the LEARN network.	CEDB	L	30-Jun-2018	
1.2.3.02	Review the Arts & Cultural Plan.	CEDB	M	30-Jun-2019	
1.2.3.03	Plan, promote and present an annual program of arts and cultural exhibitions, workshops, concerts and events	CEDB	M	30-Jun-2018	

OBJECTIVE: 1.3 Facilitate and/or deliver services to our communities.**STRATEGY: 1.3.1 Directly deliver defined service levels to our communities.**

Code	Description	Lead	Priority	Target Date	Status
1.3.1.01	Operate Council's Child Care Centres in accordance with the Education and Care Services National Law and Regulations.	CEDB	H	30-Jun-2018	

1.3.1.02	Maintain, renew and replace Council's infrastructure in accordance with Council's asset management framework.	CSI	H	30-Jun-2018	
1.3.1.03	Implement the Customer Experience Strategy.	CEDB	L	30-Jun-2018	
1.3.1.04	Review current maintenance service levels.	CSI	L	30-Jun-2018	
1.3.1.05	Conduct waste education and promotion	CSI	L	30-Jun-2018	
1.3.1.06	Administer kerbside waste collection and landfill services.	CSI	L	30-Jun-2018	

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

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

COMMUNITY GOAL: OPEN FOR BUSINESS

OBJECTIVE: 2.1 Stimulate a prosperous economy.

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

Code	Description	Lead	Priority	Target Date	Status
2.1.1.01	Progress the Interim Planning Scheme to a Single State-wide Planning Scheme.	CSI	L	28-Feb-2018	
2.1.1.02	Deliver a program of events at the Derwent Entertainment Centre.	CEDB	L	30-Jun-2018	
2.1.1.03	Review the business & marketing plan for the Derwent Entertainment Centre.	CEDB	M	31-Dec-2017	
2.1.1.04	Partner with the Glenorchy Arts and Sculpture Partnership.	CEDB	M	30-Jun-2018	
2.1.1.05	Develop an economic development strategy for Glenorchy.	CEDB	L	30-Jun-2019	
2.1.1.06	Implement the Wilkinson's Point and Elwick Bay Precinct Master Plan.	CEDB	L	30-Jun-2019	

OBJECTIVE: 2.2 Identify and support priority growth sectors.

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

Code	Description	Lead	Priority	Target Date	Status
2.2.1.01	Partner with Destination Southern Tasmania.	CEDB	M	30-Jun-2018	
2.2.1.02	Develop a Property Strategy.	CG	M	30-Jun-2018	
2.2.1.03	Implement the Property Strategy.	CG	M	30-Jun-2019	

COMMUNITY GOAL: VALUING OUR ENVIRONMENT

OBJECTIVE: 3.1 Create a liveable and desirable City.

STRATEGY: 3.1.1 Revitalise our CBD areas through infrastructure improvements.

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

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

Code	Description	Lead	Priority	Target Date	Status
3.1.2.01	Develop a Master Plan for Tolosa Park.	CG	H	31-Dec-2017	
3.1.2.02	Implement the Tolosa Park Master Plan.	CG	H	30-Jun-2019	
3.1.2.03	Develop a Master Plan for the Berriedale Peninsula.	CG	M	31-Dec-2018	
3.1.2.04	Implement the Berriedale Peninsula Master Plan.	CG	M	30-Jun-2019	
3.1.2.05	Update the KGV Master Plan.	CG	M	31-Dec-2019	

STRATEGY: 3.1.3 Manage the City's transport network and the associated infrastructure to promote sustainability, accessibility, choice, safety and amenity for all modes of transport.

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

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

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

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

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

Code	Description	Lead	Priority	Target Date	Status
3.2.1.01	Implement Priority Actions identified in the Environment Strategy	CSI	L	30-Jun-2019	
3.2.1.02	Manage the fire risk in the city's bushland reserves	CSI	H	30-Jun-2018	
3.2.1.03	Protect the City's natural values through planning processes, enforcement, on-ground activities and community NRM support.	CSI	L	30-Jun-2018	

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

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

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

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

COMMUNITY GOAL: LEADING OUR COMMUNITY

OBJECTIVE: 4.1 Govern in the best interests of our community.

STRATEGY: 4.1.1 Manage Council for maximum efficiency, accountability and transparency

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

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

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

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

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

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

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

Code	Description	Lead	Priority	Target Date	Status
4.2.1.01	Coordinate development and production of Council's 2018/19 - 2021/22 Annual Plan.	CEDB	L	30-Jun-2018	
4.2.1.02	Review the information and communications technology (ICT) Strategy.	CEDB	L	30-Jun-2018	
4.2.1.03	Implement the information and communications technology (ICT) strategy.	CEDB	M	31-Dec-2017	
4.2.1.04	Complete the Annual Financial Report compliant with Australian Accounting Standards	CEDB	M	30-Jun-2018	

4.2.1.05	Develop the Corporate Risk Management Action Plan	CG	M	30-Jun-2018	
4.2.1.06	Implement the Corporate Risk Management Action Plan	CG	M	30-Jun-2018	
4.2.1.07	Develop the annual budget estimates in line with the Financial Management Strategy and provide regular reporting of actuals to budget.	CEDB	M	30-Jun-2018	
4.2.1.08	Scope GCC Project Management coordination	CG	L	31-Dec-2017	
4.2.1.09	Develop the Procurement Strategy action plan.	CG	M	30-Jun-2018	

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

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

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

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

Code	Description	Lead	Priority	Target Date	Status
4.3.1.01	Liaise with the State Government as appropriate on matters of strategic priority.	ALL	M	30-Jun-2018	
4.3.1.02	Continue to contribute to the local government reform process in accordance with Council's guiding principles.	ALL	M	30-Jun-2018	
4.3.1.03	Partner and, where feasible, share resources with other Councils.	ALL	M	30-Jun-2018	
4.3.1.04	Actively participate in peak local government bodies (LGAT & the STCA) to advance community priorities.	ALL	H	30-Jun-2018	

'REVIEW REQUIRED' ACTIONS –

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

Action:	1.3.1.03	Implement the Customer Experience Strategy.			
Lead: CEDB	Priority: L	Target Date: 30-Jun-2018			
Q1. The updated Charter has been approved by Council and uploaded on the GCC website along with the reviewed service levels document. The staff presentation, question and answer sessions have commenced. 11 Business units have been through this process with another 6 to be scheduled and completed. Capacity of the new request system is required to be fully investigated and tested to ensure the support of the Charter values and service levels. This is scheduled for the end of 2017.		YEAR	2017/18	2018/19	2019/20
			Y	Y	Y
Q2. The staff presentation, question and answer sessions to roll out the updated Charter have continued, 15 are now complete with 2 remaining to be scheduled. The new request system has been delayed. Information on how project TOM can support the Charter values and service levels will progress in 2018.					
Q3. Staff presentation, question and answer sessions are complete. Information on how project TOM can support the Charter values and service levels will progress in May 2018. Not likely to meet June 2018 target date due to functions of Project TOM not known.					

MEASURE		Status	Comments
	Review of Project TOM and new telephony system to support the implementation	 Not likely to meet	Telephony system implemented, Customer Service KPI's are tracked. Project TOM is still in the testing and training stage due to go live in May 2018.
	Staff Charter rollout underway.	 Achieved	Roll out completed.

Action: 2.1.1.01 Progress the Interim Planning Scheme to a Single State-wide Planning Scheme.

Lead: CSI **Priority:** L **Target Date:** 28-Feb-2018

Q1. Submission made to TPC regarding draft amendments to SPPs. Currently progressing work towards a 2018 implementation date.

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

Q2. State Planning Scheme Provisions finalised. Progressing towards formulation of Local Provisions Schedule.

Q3. Work still continuing on the formulation of the Local Provisions Schedule. Consultants have provided work on significant vegetation in the Southern Region, which will assist Council in finalising its non-urban zones. Work on preparing statements of heritage significance is continuing. Initial target date of 28 Feb 2018 was not achieved due to delays in final approval of State Planning Provisions and amendments to those Provisions. The Southern Regional Councils are currently working together to optimise the process and share resources. Council Officers have continued to progress the Local Provisions Schedule and are working with the Tasmanian Planning Commission to finalise this work. Revised target date being first quarter of 2018/19 financial year.

MEASURE		Status	Comments
	Percentage of milestones designated in the 'Planning Scheme Review Project Work Plan' that are met on time.	 Not likely to meet	Progressing

Action: 3.1.1.01 Implement the Glenorchy CBD Strategic Framework.

Lead: CSI **Priority:** M **Target Date:** 30-Jun-2019

Q1. Stage 1 Design - Barry St / Main Rd intersection expected to be complete 31/1/2018. Stage 2 Design Peltro St Link -

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

expected to be complete 31/1/2018. Balance of design completion expected June 2018. However, due to the delay caused by the submission of the Build Better Region Grant (TO BE UPDATED).

Q2. Staging changed. Peltro St Link becomes Stage1 and design is expected to be completed by 31/01/2018. Barry St / Main Rd intersection moved to Stage 2 with an expected design completion date by end of April 2018. Note that the scope of Barry St / Main Rd intersection has been changed to include kerb and footpath replacement on both sides of the Main Road. Balance of design (Stage 3) completion expected Nov 2018. Delay due to unexpected design complexity. Construction timeframe is pending decision on project manager appointment and confirmation of preferred delivery option (internal vs. contractor). Stage 1 & 2 can be tendered prior to 30/08/2018 depending on preferred project delivery option. Stage 3 expected to be tendered in early 2019.

Q3: Stage 1 (Peltro St Link) construction started in mid-March 2018. Stage 2 (Barry St / Main Rd intersection) Design to be completed by the end of April 2018, with its construction starting from late-May 2018. Stage 3 design to be completed by the end of 2018, and then starts construction from early 2019.

MEASURE		Status	Comments
	Construction completed by 31/12/2019	 Assessment premature	Construction timeframe is pending decision on project manager appointment and confirmation of preferred delivery option (internal vs. contractor).
	Contracted works tendered by 30/08/2018	 Likely to meet	Stage 1 started in Mid-March 2018. Stage 2 is planned for mid-May depending on preferred project delivery option. Stage 3 expected to be tendered in early 2019.
	Stage 1 & 2 Design completed by 31/01/2018	 Not likely to meet	Staging changed. Peltro St Link becomes Stage1 and has started in Mid-March 2018. Barry St / Main Rd intersection moved to Stage 2 with an expected design completion date by end of April 2018. Note that the scope of Barry St / Main Rd intersection has been changed to include kerb and footpath replacement on both side of the Main Road
	Stage 3 Design completed by 30/06/2018	 Not likely to meet	Balance of design (Stage 3) completion expected Nov 2018. Delay due to unexpected design complexity.

Action: 3.1.2.01 **Develop a Master Plan for Tolosa Park.**

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

Q1. Consultant has been engaged to assist with the development of a Master Plan for Tolosa Park. It is anticipated that public consultation will occur in early 2018.

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

Q2. TasWater have scheduled physical decommissioning of the dam to commence March 2109. Master Plan is on schedule to be completed September 2018 and will provide direction on how the dam is decommissioned.

Q3. Public Consultation is currently underway. It is envisaged that the master plan will be completed by September 2018.

MEASURE		Status	Comments			
	Council adoption of the Master Plan	 Not likely to meet	Decommissioning of the dam is scheduled to commence March 2019. Master Plan is on schedule to be completed Sept 2018 and will provide guidance on how the dam is decommissioned.			
Action:	3.1.4.10 Deliver 10 year capital program for Council owned property					
Lead: CG	Priority: M	Target Date: 30-Jun-2018				
Q1. Council has commenced a number of capital projects including the lighting upgrade at the North Chigwell sports ground and upgrade of the CBD CCTV cameras which is nearing completion. Council has completed construction of the external storage facility at the Derwent Entertainment Centre, the new sports field drainage upgrade at the Eady Street sports ground and the new public toilet block at Benjafield Park. Council is also actively reviewing options for the Montrose Bay Pontoon. It is expected that once a new Manager Property Assets is appointed (anticipated before the end of the 2017 calendar year) appropriate actions and time frames will be considered and commenced for other capital projects.		YEAR	2017/18	2018/19	2019/20	2020/21
			Y	Y	Y	Y
Q2. The Manager Property Assets position has been filled and it is anticipated that time frames will be addressed in coming months.						
Q3. A number of projects have been progressed. It is envisaged that the full program will be delivered in 2018-19.						

MEASURE		Status	Comments
	Complete a review of the property 10 year capital plan	 Not likely to meet	No action has yet been undertaken updating the Master Plan. The Manager Property Assets position has been filled and it is anticipated that time frames will be addressed in coming months.

Action:	4.1.2.04 Undertake a Plant and Fleet Review.					
Lead: CSI	Priority: L	Target Date: 31-Dec-2017				
Q1. Review has partially been completed, final review to occur once restructure of Works Centre is implemented.		YEAR	2017/18	2018/19	2019/20	2020/21
			Y			
Q2. Some fleet rationalisation has already occurred. Further meetings to discuss the fleet be held as the structure is set/filled.						
Q3. Rationalisation continuing with restructure progress.						

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

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

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

Quarter 1: The ICT team have continued to focus their efforts on delivery of a number of organisationally significant projects over the

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

past period, including Telephony, Council's new website and Phase 2 of ToM comprising Property & Rating, ECM (Records Management) and ECR (Cash Receipting). The Project ToM steering committee has been appraised of concerns with Tech1's ability to deliver on time, the backlog of testing and acceptance work on the P&R and ECM modules this has created and our ability to now complete the volume of work with limited resources in time for the proposed go-live date of Nov 17. The Acting General Manager has opened discussions with Tech1 about these specific concerns and a delayed go-live (at the least) is likely. Also during the period we have confirmed cessation to of Cloud Desktop, Email and Mobile Device (DaaS, MDM) with Tasmanet via negotiation and agreed terms of release. The Telephony project is progressing on schedule with some challenges. Go-live is planned for completion around Jan-Feb 2018 while the website project is aiming for a December Go-live.

Quarter 2: Tech1's ability to satisfactorily deliver their Phase 2 products is continuing to cause concern, although there has been progress on a number of issues previously identified as "show stoppers". During the quarter, ICT delivered an alternative e-mail service, VPN access, a new website and are proposing to deliver new Telephony on 17 January 2018.

Quarter 3: The Telephony Project was successfully delivered in January. Progress on the Project ToM Phase 2 issues previously identified as "show stoppers" has continued with all, bar one, resolved. Based on the expectation that resolution of this final issue will be forthcoming in April, a go-live date of 7 May 2018 has been set and ICT resources have been taken off line to facilitate same.

MEASURE		Status	Comments
	Project TOM finalised and technology in use	 Assessment premature	Phase one complete - Phase two go live date set
	Telephony Project complete and technology in use	 Achieved	Project completed

Action:	4.2.1.08	Scope GCC Project Management coordination			
Lead: CG	Priority: L	Target Date: 31-Dec-2017			
Council is working to improve its project management co-ordination. Examples of policies and frameworks from other Councils have been sought and a draft project plan is yet to be established to scope out the coordination of works. As part of this review, revision of Council's approach holistically in relation to areas of Work Health and Safety, Insurance, Legal and Procurement and contractor and project management has commenced.		YEAR	2017/18	2018/19	2019/20
			Y		
ELT will further consider the issues of contract management v contractor management as part of the overall project management methodology in April 2018. Recruitment is underway for a contractor management role as one step in the implementation of coordinated project management for Council.					

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

Annual Plan Progress Report – as at Q2 31 December 2017.

Compiled by Erin McGoldrick using Cambron corporate reporting software.

Report to Council

Ministerial Direction 5(b) – Compliance Review: Audit Panel Proposal

Background

On 21 January 2018 the then Minister for Planning and Local Government issued a set of Ministerial Directions to Glenorchy City Council (the Council). Direction 5 b) requiring that the Council direct the Audit Panel to review compliance with a range of matters including Local Government legislation; Council policy, procedures and codes and the Statement of Expectations.

Following discussion about the Board of Inquiry at the December 2017 Audit Panel meeting Commissioner Smith requested that the Panel monitor the progress of implementation of any Ministerial Directions arising from the Board of Inquiry recommendations.

Members of the Audit Panel have subsequently meet with the Director of the Division of Local Government and have discussed how the Panel can best meet the actions required by Ministerial Direction 5b) and the request from Commissioner Smith.

This report aims to assist the Council in providing direction to the Audit Panel in relation to the Ministerial Directions including an outline of how the Panel is proposing to address the specific issues set out in Direction 5b).

Discussion

Ministerial Direction 5b) requires that the Council direct the Audit Panel to undertake an annual review of Council's compliance with:

- the Local Government Act and Local Government (General) Regulations
- the Local Government Meeting Procedures Regulations
- the Code for Tenders and Contracts
- the Credit Card Policy
- the Statement of Expectations
- policies and procedures, and
- employment policies and merit based selection/appointment.

As the list of items for review indicates some parts of Ministerial Direction 5b) relate to the elected Council and others more generally to Council policy and procedures and practices.

A new Council was elected in January 2018. While issues in relation to Council meetings were raised in the Board of Inquiry report and by the Tasmanian Audit Office there is no baseline for those items that relate directly to the current Council involving the meeting regulations and Code of Conduct matters. A first step may be to collect this data.

It is unclear what the AP can review/monitor in relation to the Statement of Expectations.

At the meeting with the Director of the Division of Local Government, Audit Panel members were advised that the review of items 5b (i) to 5b (viii) from the Ministerial Directions can be done over a period of time but progress needs to be reported annually. The Audit Panel's report would form part of the broader annual report by Council to the Minister.

Proposed Program to Address Ministerial Direction

1. Legislative compliance

Council staff are currently looking to employ a project officer and to developing a program to address this requirement. It is proposed at its next meeting the Audit Panel meet with staff from Council's Governance area to confirm the details of this project and to ensure it meets the needs of the Audit Panel in meeting the Ministerial Directive.

As legislative compliance is also a function included in the Audit Panel Charter this item is likely to be reported annually.

2. Local Government Meeting Regulations

The Audit Panel has proposed that this requirement be met initially by the provision of regular information reported to the Panel on Council and Planning Authority meetings including meetings held, minutes of meetings accepted without amendment, minutes accepted but with amendment, minutes signed by the Mayor, number and nature of items dealt with in closed session. This would enable a base line to be developed to assist in identifying any particular issues and could be reported annually.

The Panel has also proposed that a spot check of closed Council and Planning Authority meetings be undertaken (probably one month of meetings) to identify any issues with the use of the closed meeting provisions of the Act and Regulations. The closed meeting review process will not look at any decisions made at these meetings only at why meetings are closed and whether this accords with the relevant legislation.

If Council agrees to this course of action then it will need to authorise the Audit Panel in accordance with regulation 15(9) of the Local Government (Meeting Procedures) Regulations 2015 to enable Panel members to access any discussions, decisions, reports or documents relating to closed meeting. This could be done for an initial period of 12 months and then reviewed.

3. Code for Tenders and Contracts

This matter was subject of a report by the Tasmanian Audit Office and recent internal audit. On the basis of Council managements response to the internal audit recommendation the Audit Panel is of the view that this matter has been addressed at this time but propose that a further internal audit be included in the 2019/2020 internal audit program preferably as an early audit in that program to review ongoing compliance.

4. Credit Card Policy

A revised Credit Card Directive was approved in January 2018. Since the adoption of that Directive the Tasmanian Local Government Association (LGAT) has developed

and provided a model Credit Card Policy. The Audit Panel is seeking a review of the January 2018 Credit Card Directive against the model developed by LGAT with a view to identifying any improvements. It is likely the Tasmanian Audit Office will also review Council's Credit Card Directive as part of its annual audit in 2018.

Apart from any changes as a result of the reviews already outlined it is proposed the Credit Card Directive be reviewed again late in 2019.

5. Code of Conduct

As indicated previously, as there is no base line information on Code of Conduct matters with the recently elected Council it is proposed that this requirement be met by the provision of regular information reported to the Panel that covers the nature of any complaints, complaints withdrawn, complaints dismissed by the Chair of the Code of Conduct Panel, complaint upheld in fully or in part and appeals against Code of Conduct Panel determinations.

This would enable basic information to be gathered to assist in identifying any particular trends. This information could be reported annually.

6. Statement of Expectations

Ministerial Direction 1 a to f requires specific action in relation to various statements of expectations. These have been completed.

While there is a disagreement resolution process in the Statement of Expectations it is not clear how this information might be recorded. In addition, it is perhaps too early for Council to consider how the Statement will be reviewed and how often, however, the Ministerial Directions require the development of a review program by July 2018.

The Audit Panel will wait for further consideration by Council on this matter.

7. Council Policies and Procedures

The Audit Panel has received reports previously on Council's Policy Register and the progress in reviewing and updating policies. In addition, the Audit Panel is provided with copies of new or revised policies. The Audit Panel proposes that it receive a report on Council's Policy Register annually so as to ensure policies are current and reviewed at the time specified. The Panel will also continue to review new and revised policies as they are provided.

8. Council employment policies and merit based selection/appointment

The Audit Panel at its May 2018 meeting agreed that this matter be included in the internal audit program. Council staff are to discuss with the internal auditor whether the audit can be completed as part of the 2017/2018 audit program or whether the matter needs to be included as a priority item on the 2018/2019 internal audit program.

As part of the internal audit the Audit Panel will seek a recommendation on how compliance can be monitored over time.

Based on its Charter the Audit Panel will also have an interest in a range of other Ministerial Direction items that relate to good governance. For example Direction 1 (i), integration of the various plans, Direction 3(a) and (b) in relation to policies and Direction 5 (a).

Recommendations

It is recommended that Council:

1. Formally direct the Audit Panel to undertake the review of compliance with:
 - The Local Government Act and Local Government (General) Regulations
 - The Local Government Meeting Procedures Regulations
 - The Code for Tenders and Contracts
 - The Credit Card Policy
 - The Statement of Expectations
 - Policies and Procedures
 - Employment policies and merit based selection/appointment; as required by the Ministerial Direction 5b).
2. Note the course of action proposed by the Audit Panel to address the requirements of Ministerial Direction 5b).
3. Require the Audit Panel to report to Council by December 2018 on progress with the matters in Ministerial Direction 5b) and thereafter annually.
4. As provided by regulation 15(9) of the Local Government (Meeting Procedures) Regulations 2015 authorise access by Audit Panel members to closed meeting discussions, decisions, reports or documents for an initial period of 12 months.

Robert Hogan

Chair of Glenorchy City Council Audit Panel

16 May 2018

Ministerial Directions Implementation Progress Report – (May 2018)



No	Direction	Item	Ministerial Direction	Progress Comment	Date Completed	Indicator
01	1 – Governance	1(a)	Developing a Statement of Expectations between the General Manager and Aldermen to establish clear and agreed protocols for the fulfilment of their mutual and respective roles and functions	Statement of Expectations adopted by Council at its meeting held on Monday, 26 March 2018	26 Mar 2018	Complete
02		1(b)	Developing a Statement of Expectations between the General Manager and Mayor to establish clear and agreed protocols for the fulfilment of their mutual and respective roles and functions	Statement of Expectations adopted by Council at its meeting held on Monday, 26 March 2018	26 Mar 2018	Complete
03		1(c)	Developing a Statement of Expectations between the Mayor and Aldermen to establish clear and agreed protocols for the fulfilment of their mutual and respective roles and functions	Statement of Expectations adopted by Council at its meeting held on Monday, 26 March 2018	26 Mar 2018	Complete
04		1(d)	Developing a Statement of Expectations between Aldermen to establish clear and agreed protocols for the fulfilment of their mutual obligations roles and functions	Statement of Expectations adopted by Council at its meeting held on Monday, 26 March 2018	26 Mar 2018	Complete
05		1(e)	Within 2 months, ensuring all Aldermen, the Mayor and General Manager sign the Statement of Expectations they are party to	Statement of Expectations signed by all Aldermen, the Mayor and General Manager on Monday, 16 April 2018	16 Apr 2018	Complete
06		1(f)	Publishing the Statement of Expectations on the Council website within 1 month of signing	Signed Statement of Expectations published on Council website on Wednesday, 18 April 2018	18 Apr 2018	Complete
07		1(g)	Publically committing to engage in ongoing professional development and abide by the principles of good governance, as established in the <i>Good Governance Guide</i>, within a period of three (3) months	Incorporated within the Statement of Expectations	26 Mar 2018	Complete
08		1(h)	Within a period of 9 months, in consultation with the community, developing a communication and consultation plan for all internal and external communications and consultation processes that is consistent with the eight characteristics of good governance outlined in the <i>Good Governance Guide</i>	A Project Plan for the Communications Strategy was approved following the Executive Leadership Team focus meeting on 5 April 2018. This will underpin the required communication and consultation plan for all internal and external communications and consultation processes		Actively Progressing

Ministerial Directions Implementation Progress Report – (May 2018)



No	Direction	Item	Ministerial Direction	Progress Comment	Date Completed	Indicator
09	1 – Governance (cont.)	1(i)(i)	Reviewing, and amending if appropriate, within the 2018-19 budget period: the Strategic Plan	- Not started - Note that Council's ten (10) year Strategic Plan 2016-25 was adopted by Council (Item 3 – 19 Dec 2016) as per s66 of the <i>Local Government Act 1993</i> (LG Act)		Not Yet Started (Within Time)
10		1(i)(ii)	Reviewing, and amending if appropriate, within the 2018-19 budget period: the long term financial management plan	- Not started - Note that Council's ten (10) year long-term financial management plan (as part of the Financial Management Strategy) was adopted by Council (Item 4 – 19 Dec 2016) as per section 70 of the LG Act		Not Yet Started (Within Time)
11		1(i)(iii)	Reviewing, and amending if appropriate, within the 2018-19 budget period: the financial management strategy	- Not started - Note that Council's Financial Management Strategy was adopted by Council (Item 4 – 15 May 2017) as per section 70A of the LG Act		Not Yet Started (Within Time)
12		1(i)(iv)	Reviewing, and amending if appropriate, within the 2018-19 budget period: long-term strategic asset management plan	- Not started - Note that Council's ten (10) year long-term strategic asset management plan (inclusive of a long-term capital work programme updated annually) was adopted by Council (Item 10 – 1 Sep 2014) as per section 70B of the LG Act		Not Yet Started (Within Time)
13		1(i)(v)	Reviewing, and amending if appropriate, within the 2018-19 budget period: asset management policy	- Not started - Note that Council's Asset Management Policy was adopted by Council (Item 13 – 13 June 2017) as per section 70C of the LG Act		Not Yet Started (Within Time)
14		1(i)(vi)	Reviewing, and amending if appropriate, within the 2018-19 budget period: asset management strategy	- Not started - Noting that Council's asset management strategy for infrastructure assets adopted by Council (Item 10 – 1 Sep 2014) as per section 70D of the LG Act		Not Yet Started (Within Time)

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No	Direction	Item	Ministerial Direction	Progress Comment	Date Completed	Indicator
15	2 – Training	2(a)	Reviewing its induction program for the Mayor and Aldermen within a period of three (3) months of the January 2018 election, to ensure that the induction already undertaken within the three (3) months and planned future induction will provide all Aldermen with the information and knowledge they need to fulfil their roles	A facilitated workshop for the Mayor and all Aldermen was conducted on Saturday, 3 February 2018. The workshop covered a range of relevant topics and included presentations from the Director of Local Government, Tasmanian Audit Office, Local Government Association Tasmania, the Mayor, General Manager and Acting Director Corporate Governance	3 Feb 2018	Complete
16		2(b)(i)	Facilitating training within three (3) months for all Aldermen on, though not limited to: their roles and responsibilities under the Act, with specific reference to the Model Code of Conduct, and the <i>Good Governance Guide</i>	A workshop co-facilitated by the Integrity Commission and the Director of Local Government was held on Monday, 7 May 2018	7 May 2018	Complete
17		2(b)(ii)	Facilitating training within three (3) months for all Aldermen on, though not limited to: ethical decision making	A workshop co-facilitated by the Integrity Commission and the Director of Local Government was held on Monday, 7 May 2018	7 May 2018	Complete
18		2(b)(iii)	Facilitating training within three (3) months for all Aldermen on, though not limited to: financial fundamentals, including understanding of financial statements and budget preparation	A facilitated workshop for all Aldermen was held on Monday, 9 April 2018. The workshop covered a range of relevant topics and was facilitated by the Mr Ross Byrne	9 Apr 2018	Complete
19		2(b)(iv)	Facilitating training within three (3) months for all Aldermen on, though not limited to: decision-making in reference to the <i>Land Use Planning and Approvals Act 1993</i>	A facilitated workshop for all Aldermen was held on Thursday, 8 February 2018. The workshop covered a range of relevant topics and was facilitated by the Registrar of the Resource Management and Planning Appeal Tribunal and Simmons Wolfhagen	8 Feb 2018	Complete
20		2(b)(v)	Facilitating training within three (3) months for all Aldermen on, though not limited to: meeting procedures as per the Act and the <i>Local Government (Meeting Procedures) Regulations 2015</i>	A planned workshop facilitated by the Director of Local Government is scheduled to be held on Monday, 21 May 2018		Actively Progressing

Ministerial Directions Implementation Progress Report – (May 2018)



No	Direction	Item	Ministerial Direction	Progress Comment	Date Completed	Indicator
21	2 – Training (cont.)	2(c)	Implementing a professional development program for all Aldermen as a result of the first annual review as specified in Direction 5(a)	Not started		Not Yet Started (Within Time)
22		2(d)	Development and facilitating, a program of training for all relevant staff in relation to the Act, Regulations, ethics in the work place, and good governance, including in meeting procedure and the proper recording of minutes, within a period of six (6) months	Not started		Not Yet Started (Within Time)
23	3 – Policies and Procedures	3(a)	Ensuring, within four (4) months, there is an appropriate Grievance Policy for Council staff, including referral procedures to an independent party for addressing complaints against the General Manager and senior staff	- Council adopted a new 'Grievances Involving the General Manager Policy' (Item 15 – 26 February 2018) that included referral procedures to an independent party for addressing complaints against the General Manager - The General Manager has issued a Grievance Directive which requires independent investigation of grievances involving Directors or the Manager People and Safety (February 2018)	26 Feb 2018	Complete
24		3(b)	Ensuring, within six (6) months, there is an appropriate policy on the appointment of staff within the Council based on merit	In progress		Actively Progressing
25		3(c)(i)	Developing, within two (2) months, an appropriate policy and protocols for Council workshops, to ensure a clear separation between matters considered at Council meetings and workshops that specifically include a policy on the attendance of staff at Council workshops (and meetings) to ensure the efficient use of staff time is balanced with assisting Council to make decisions	In progress and to some extent covered by the Statement of Expectations		Actively Progressing

Ministerial Directions Implementation Progress Report – (May 2018)



No	Direction	Item	Ministerial Direction	Progress Comment	Date Completed	Indicator
26	3 – Policies and Procedures (cont.)	3(c)(ii)	Developing, within two (2) months, an appropriate policy and protocols for Council workshops, to ensure a clear separation between matters considered at Council meetings and workshops that specifically include a policy on the provision of information to Aldermen and attendees including timeframes to ensure Aldermen are sufficiently prepared	In progress and to some extent covered by the Statement of Expectations		Actively Progressing
27		3(d)	Developing a calendar of Council meetings and workshops, including adequate provision for workshops on setting the annual budget and determining the capital works and spending program	Calendar of Council meetings and scheduled workshop dates has been published on the Council website	23 Mar 2018	Complete
28		3(e)	Publishing the calendar of Council meetings and workshops on the Council website within two (2) months	Calendar of Council meetings and scheduled workshop dates has been published on the Council website	23 Mar 2018	Complete
29		3(f)	Ensuring the General Manager provides sufficient budget and financial reporting to Council consistent with BOI recommendation 50	In progress		Actively Progressing
30		3(g)	Developing within three (3) months, an appropriate policy in relation to media statements that is consistent with section 27(1)(e) of the Act and the Model Code of Conduct	A new media statements policy was considered at the 30 April 2018 Council meeting but has been deferred until the 25 June 2018 Council meeting pending further advice in this space		Actively Progressing (Outside Due Date)
31		3(h)	Reviewing, within three (3) months, Council's credit card procedures and policies to ensure consistency, in the use and reporting of credit cards, with the recommendations of the Auditor-General's Report	A revised General Manager's Corporate Credit Card Directive was approved on 10 January 2018. It was drafted taking into account the recent findings and recommendations by the Tasmanian Audit Office and the Glenorchy City Council Board of Inquiry and for consistency with the Code for Contracts and Tendering adopted by Council on 10 July 2017	10 Jan 2018	Complete

Ministerial Directions Implementation Progress Report – (May 2018)



No	Direction	Item	Ministerial Direction	Progress Comment	Date Completed	Indicator
32	3 – Policies and Procedures (cont.)	3(i)-(i-iii)	Ensuring, there is a policy, within four (4) months, to address the use of external legal advisers to include guidance on the circumstances in which the General Manager may seek external legal advice, direction on the maximum expense to be incurred before the matter needs to be brought to Council for approval, and clear and transparent reporting of legal expenses to Council	- Council adopted a Legal Services Policy (Item 4 – 12 December 2017) which addressed the use of external legal advisers and reporting of legal expenses - A directive and line of authority for the approval of requests for external legal advice, which will specifically address requests for external legal advice by the General Manager is to be completed		Actively Progressing
33	4 – Committees and Membership	4(a)	Reviewing existing Council committees, including special committees, within 6 months, to determine appropriateness and, where required, the establishment of new committees with appropriate terms of reference	In progress		Actively Progressing
34		4(b)	Reviewing, within three (3) months, representation procedures for all committees, including elections and nominations and external representatives on special committees, with specific consideration on the suitability and aptitude of Aldermen seeking appointment	- Council adopted a revised Nominations and Appointments to Committees and Other Bodies Policy (Item 4 – 15 January 2018) with specific amendments to reiterate Council's position that where it is intended that the Mayor or Deputy Mayor is a member of a particular committee by virtue of their office, it is inappropriate that that protocol be abandoned and that any Aldermen other than the Mayor or Deputy Mayor (as applicable) be nominated for or appointed to that position - Further work will be needed to include specific consideration on the suitability and aptitude of Aldermen seeking appointment		Actively Progressing
35		4(c)	Ensuring that all Council representatives on special committees and external bodies report, at a minimum, annually to Council	In progress		Actively Progressing

Ministerial Directions Implementation Progress Report – (May 2018)



No	Direction	Item	Ministerial Direction	Progress Comment	Date Completed	Indicator
36	4 – Committees and Membership (cont.)	4(d)	Developing, if the Council chooses to establish one, appropriate terms of reference for a General Manager's Performance Review Committee, that includes: the right for any alderman who is not a member of the committee, to attend any meetings of the committee as an observer, and that the committee is empowered only to make recommendations to be provided to the full Council for decisions	Council endorsed a revised terms of reference for a General Manager's Performance Review Committee (Item 7 – 26 February 2018) that included the right for any alderman who is not a member of the committee, to attend any meetings of the committee as an observer, and that the committee is empowered only to make recommendations to be provided to the full Council for decisions	26 Feb 2018	Complete
37		4(e)	Ensuring that any committee established to review the General Manager's performance, is established as a Council committee as per section 23 of the Act, and not as a special committee as per section 24 of the Act	Council endorsed a revised terms of reference for a General Manager's Performance Review Committee (Item 7 – 26 February 2018) that established the committee as a Council committee as per section 23 of the Act	26 Feb 2018	Complete
38		4(f)	Reviewing, within six (6) months, the membership of the Council's Audit Panel including considering the merits of all members being independent (non-Aldermen) Where aldermanic appointments are made to the Audit Panel, the Council is to ensure that the appointed Aldermen have relevant professional skills for the effective functioning of the Audit Panel	In progress		Actively Progressing
39	5 – Compliance	5(a)(i)	Developing an annual review program, within six (6) months, to ensure a program of future compliance with, though not limited to: the Act and associated relevant regulations	- Council has engaged a full-time Project Officer to scope and implement a compliance program in accordance with these Directions - Program will be developed in consultation with Audit Panel and taken to a future Council meeting for consideration		Actively Progressing
40		5(a)(ii)	Developing an annual review program, within six (6) months, to ensure a program of future compliance with, though not limited to: the Code for Tenders and Contracts	- Council has engaged a full-time Project Officer to scope and implement a compliance program in accordance with these Directions - Program will be developed in consultation with Audit Panel and taken to a future Council meeting for consideration		Actively Progressing

Ministerial Directions Implementation Progress Report – (May 2018)



No	Direction	Item	Ministerial Direction	Progress Comment	Date Completed	Indicator
41	5 – Compliance (cont.)	5(a)(iii)	Developing an annual review program, within six (6) months, to ensure a program of future compliance with, though not limited to: credit card usage in line with the Auditor-Generals Report	- Council has engaged a full-time Project Officer to scope and implement a compliance program in accordance with these Directions - Program will be developed in consultation with Audit Panel and taken to a future Council meeting for consideration		Actively Progressing
42		5(a)(iv)	Developing an annual review program, within six (6) months, to ensure a program of future compliance with, though not limited to: the Code of Conduct	- Council has engaged a full-time Project Officer to scope and implement a compliance program in accordance with these Directions - Program will be developed in consultation with Audit Panel and taken to a future Council meeting for consideration		Actively Progressing
43		5(a)(v)	Developing an annual review program, within six (6) months, to ensure a program of future compliance with, though not limited to: the Statements of Expectations	- Council has engaged a full-time Project Officer to scope and implement a compliance program in accordance with these Directions - Program will be developed in consultation with Audit Panel and taken to a future Council meeting for consideration		Actively Progressing
44		5(a)(vi)	Developing an annual review program, within six (6) months, to ensure a program of future compliance with, though not limited to: Council policies and procedures	- Council has engaged a full-time Project Officer to scope and implement a compliance program in accordance with these Directions - Program will be developed in consultation with Audit Panel and taken to a future Council meeting for consideration		Actively Progressing
45		5(b)(i)	Directing the Audit Panel to undertake an annual review of Council's compliance with, though not limited to: the Act and the <i>Local Government (General) Regulations 2015</i>	At its meeting held on 3 May 2018, Audit Panel considered an approach to this annual review to be tabled at the 25 June 2018 Council meeting for endorsement		Actively Progressing

Ministerial Directions Implementation Progress Report – (May 2018)



No	Direction	Item	Ministerial Direction	Progress Comment	Date Completed	Indicator
46	5 – Compliance (cont.)	5(b)(ii)	Directing the Audit Panel to undertake an annual review of Council's compliance with, though not limited to: the <i>Local Government (Meeting Procedures) Regulations 2015</i> including the appropriate use of closed meetings and accuracy of relevant minutes	At its meeting held on 3 May 2018, Audit Panel considered an approach to this annual review to be tabled at the 25 June 2018 Council meeting for endorsement		Actively Progressing
47		5(b)(iii)	Directing the Audit Panel to undertake an annual review of Council's compliance with, though not limited to: the Code of Tenders and Contracts	At its meeting held on 3 May 2018, Audit Panel considered an approach to this annual review to be tabled at the 25 June 2018 Council meeting for endorsement		Actively Progressing
48		5(b)(iv)	Directing the Audit Panel to undertake an annual review of Council's compliance with, though not limited to: the Credit Card Policy	At its meeting held on 3 May 2018, Audit Panel considered an approach to this annual review to be tabled at the 25 June 2018 Council meeting for endorsement		Actively Progressing
49		5(b)(v)	Directing the Audit Panel to undertake an annual review of Council's compliance with, though not limited to: the Code of Conduct	At its meeting held on 3 May 2018, Audit Panel considered an approach to this annual review to be tabled at the 25 June 2018 Council meeting for endorsement		Actively Progressing
50		5(b)(vi)	Directing the Audit Panel to undertake an annual review of Council's compliance with, though not limited to: the Statements of Expectations	At its meeting held on 3 May 2018, Audit Panel considered an approach to this annual review to be tabled at the 25 June 2018 Council meeting for endorsement		Actively Progressing
51		5(b)(vii)	Directing the Audit Panel to undertake an annual review of Council's compliance with, though not limited to: Council's policies and procedures	At its meeting held on 3 May 2018, Audit Panel considered an approach to this annual review to be tabled at the 25 June 2018 Council meeting for endorsement		Actively Progressing
52		5(b)(viii)	Directing the Audit Panel to undertake an annual review of Council's compliance with, though not limited to: Council's employment policies, to ensure the principles of merit based appointments is upheld	At its meeting held on 3 May 2018, Audit Panel considered an approach to this annual review to be tabled at the 25 June 2018 Council meeting for endorsement		Actively Progressing

Ministerial Directions Implementation Progress Report – (May 2018)



No	Direction	Item	Ministerial Direction	Progress Comment	Date Completed	Indicator
53	6 – Employment Contracts	6(a)	Council undertake a review of the approach to managing performance under the General Manager's contract of employment, including: the setting of performance indicators, in conjunction with the scheduled time in the General Manager's contract	In closed Council under Regulation 15(2)(a) and (g) of the <i>Local Government (Meeting Procedures) Regulations 2015</i>, Council considered and approved a process for the development of the General Manager's Key Performance Indicators in accordance with the General Manager's Contract of Employment and with the Glenorchy City Council Ministerial Directives (Item 26 – 26 February 2018)	26 Feb 2018	Complete
54		6(b)	Council undertake a review of the approach to managing performance under the General Manager's contract of employment, including: providing all Aldermen with an opportunity to provide input into the setting of performance indicators	In closed Council under Regulation 15(2)(a) and (g) of the <i>Local Government (Meeting Procedures) Regulations 2015</i>, Council considered and approved a process for the development of the General Manager's Key Performance Indicators in accordance with the General Manager's Contract of Employment and with the Glenorchy City Council Ministerial Directives (Item 26 – 26 February 2018)	26 Feb 2018	Complete
55		6(c)	Council undertake a review of the approach to managing performance under the General Manager's contract of employment, including: considering the merits of including a provision in the General Manager's contract to clarify who approves any leave (annual or personal), noting the usual practice would be the Mayor on behalf of Council	- The General Manager's contract provides for Annual Leave to be taken in agreement between the Mayor and the General Manager, or in the absence of agreement, when the General Manager is directed by Council on at least one (1) months' notice - In addition, the Statement of Expectations provides 'The General Manager will, wherever practicable, ensure that the Mayor is given sufficient notice of this intention to be absent from duty for any reason or that they are otherwise unavailable or unable to perform the functions of the office of General Manager' - Notwithstanding, section 61B of the LG Act provides due process if the General Manager is absent from duty for any reason	26 Mar 2018	Complete

Ministerial Directions Implementation Progress Report – (May 2018)



No	Direction	Item	Ministerial Direction	Progress Comment	Date Completed	Indicator
56	6 – Employment Contracts (cont.)	6(d)	Council undertake a review of the approach to managing performance under the General Manager's contract of employment, including: ensuring the review of the General Manager's performance under his or her contract is conducted using best practice, objective processes, including the use of a professional service provider to facilitate the review process	In closed Council under Regulation 15(2)(a) and (g) of the <i>Local Government (Meeting Procedures) Regulations 2015</i>, Council considered and approved a process for the development of the General Manager's Key Performance Indicators in accordance with the General Manager's Contract of Employment and with the Glenorchy City Council Ministerial Directives (Item 26 – 26 February 2018)	26 Feb 2018	Complete
57		6(e)	Council undertake a review of the approach to managing performance under the General Manager's contract of employment, including: obtaining independent legal advice to assist in matters pertaining to the General Manager's contract of employment	- It is noted that the current General Manager's contract of employment was prepared by an independent legal advisor briefed by the then Commissioner - Furthermore, under Council's Legal Service Policy (adopted by Council Item 11 – 12 December 2017), Council recognises that the engagement of external law firms is appropriate in a number of circumstances including (but not limited to) matters pertaining to the General Manager's contract of employment This is also recognised within that Council policy that to 'protect the integrity of Council's legal advice from conflicts of interest, loss of privilege and by ensuring the confidentiality of legal advice ... Council directs that any advice required to assist Council in matters pertaining to the General Manager's contract of employment be obtained from independent external lawyers' - To this end, Council expects that when undertaking a review of the General Manager's performance under the General Manager's contract of employment, Council will obtain independent legal advice to assist in matters pertaining to the same	18 Apr 2018	Complete

Ministerial Directions Implementation Progress Report – (May 2018)



No	Direction	Item	Ministerial Direction	Progress Comment	Date Completed	Indicator
58	7 – Reporting to the Minister	7	Report quarterly for the term of the current Council to the Minister on the progress of actions taken to comply with these Directions, and make the report publically available on the Council's website	- First quarterly report acknowledge and approved by Council (item 15 – 30 April 2018) and on-sent by the Mayor to the Minister - The report has been made publically available on Council's website	Ongoing	Actively Progressing



Purchasing Exemption Register

13 April 2018 – 17 May 2018

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

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

Date	Supplier	Amount (ex GST)	Exemption Clause	Reason	Requested by	Approved By
13/04/2018	Page Seager Legal	\$5,432.00	(c) (e) (f)	Historical knowledge of project - legal nature.	Manager, Legal and Procurement	Acting Director, Corporate Governance
13/04/2018	Page Seager Legal	\$8,196.00	(c) (e) (f)	Historical knowledge with LVC legal matter and is determined that a change in service provider will cause significant unreasonable cost in relation to the matter.	Manager, Legal and Procurement	Acting Director, Corporate Governance
8/05/2018	Page Seager Legal	\$2,844.00	(c) (e) (f)	Historical knowledge with KGV legal matter and is determined that a change in service provider will cause significant unreasonable cost in relation to the matter.	Manager, Legal and Procurement	Acting Director, Corporate Governance
9/05/2018	Page Seager Legal	\$2,354.00	(c) (e) (f)	Historical knowledge with LVC legal matter.	Manager, Legal and Procurement	Acting Director, Corporate Governance

UNCOMPLETED ACTIONS - OPEN COUNCIL MEETINGS



Council Meeting Date	Item No.	Subject / Issue	Council Adopted Action	Directorate	Comments / Update	Estimated Completion Date
10/7/2016	11	Acquisition and Disposal of Land - Bosco Drive AND Dalmacia Place	That Council: APPROVE Council Officers negotiations and settlement of the purchase of private land at 2/1, Dalmacia Place for the purpose of allowing Council to formalise and maintain a public walkway through Dalmacia Place to Bosco Drive APPROVE Council Officers to continue negotiations to dispose of part of the public land at 23 Bosco Drive for the purpose of extending the private rear yard of 19 Bosco Drive, subject to the compliance of the requirements of section 178 of the Local Government Act 1993 (including the investigation of the possibility of a similar sale to the owners of 21 Bosco Drive, to establish a safe, easily maintained and monitored piece of land which will comprise part of the public walk way). APPROVES the advertising of Council's intention to dispose of any part of the public land at 23 Bosco Drive under section 178 of the Local Government Act 1993.	CG	Dalmacia Place purchase - At the last meeting of Council on 30 April 2018 it was reported that the planning application regarding the purchase of the Dalmacia Place property by Council had been assessed and a planning permit has been issued by the Planning Department. Work is underway towards settlement. Bosco Drive potential sales - Council has not yet received a response to its last correspondence of 5 April 2018 sent to the proposed purchasers of the strips of land at 23 Bosco Drive Glenorchy. The sale negotiations cannot be progressed until the proposed purchasers consent to Council arranging a surveyor to provide an updated survey plan at their cost given their request to modify the areas to be purchased.	To be advised
11/1/2016	194	Question on Notice- Alderman M. Stevenson	Alderman Stevenson noted that the Shared Services Agreement included a requirement that the committee receive an Annual Report on the group's activities. He requested that Council receive regular reports on the activities of the Shared Services Committee.	CG	Council received a final draft of the USSS Agreement on 10 March 2017. A report presenting the draft agreement to Council and making recommendations will be presented to Council at a future meeting.	To be advised