

GLENORCHY CITY COUNCIL

ATTACHMENTS

MONDAY, 29 JULY 2019



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Monday, 24 October 2016

Council Minutes

10. COMMUNITY PRECINCT PROGRAM TRANSITION

File Reference: Precinct Program - General Administration, Claremont Community Library
2016-2017

Reporting Brief:

At its August 2016 meeting, Council resolved to discontinue the Community Precinct Program. This report:

1. outlines the work completed to transition community precinct programs and projects, and
2. recommends future arrangements for the Claremont Community Library.

Resolution:

BRANCH-ALLEN/PEARCE

That Council:

- (a) NOTE the work completed to transition Community Precinct programs and projects
- (b) CONTINUE to auspice and oversee the functions of the Claremont Community Library program, and
- (c) REVIEW the current arrangement for the Claremont Community Library program in three years (June 2019).

The motion was put.

FOR: Aldermen Pearce, Branch-Allen, Dunsby, Slade, Quick, Johnston, Nielsen, Lucas, King and Stevenson.

AGAINST:

The motion was CARRIED.

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CLAREMONT COMMUNITY LIBRARY - ANNUAL REPORT

Author: Acting Manager, Community and Customer Service (Akin Falaki)

Qualified Person: Acting Director, Community, Economic Development and Business (David Ronaldson)

ECM File Reference: Claremont Community Library 2016/17

Community Plan Reference:Making Lives Better

There will be community services and programs for people of all ages and abilities to connect, support and make lives better.

Strategic or Annual Plan Reference:Making Lives Better

- 1.2.1 Support our communities to pursue and achieve their goals.
- 1.2.2 Facilitate and/or deliver services to our communities.

Reporting Brief:

The purpose of this report is to provide an annual update of the Claremont Community Library for October 2016 – June 2017.

Proposal in Detail:

The Claremont Community Library is a program established about 15 years ago through the former Greater Claremont Community Precinct. The aim was to provide much needed library services and opportunities for community participation for residents of Claremont and surrounding areas.

At its August 2016 meeting, Council resolved to discontinue the Community Precinct Program. As part of the arrangement to transition the Community Precinct Program and its projects, Council, at its October 2016 meeting, resolved to continue to auspice and oversee the functions of the Claremont Community Library. The resolution is to be reviewed in 2019.

The Library continued to operate successfully from the Claremont Memorial Hall and is being well utilised by community members. 30 new members have joined during the last 10 months. There are approximately 600 members registered, however not all remain financial at this stage. \$870 has been collected in membership fees.

Members visited 1,366 times throughout the period under review to borrow books and there were 394 visits on a social basis. Most of these visits are from local isolated senior/elderly residents who usually travel by foot to the Library. The visits are extremely beneficial to both the residents and volunteers.

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The Library is managed by a volunteer co-ordinator, and there are a total of 29 registered volunteers who work on a rostered basis. Five (5) new volunteers joined during the past 10 months. One volunteer who had been volunteering since the Library commenced reluctantly retired due to poor health.

A permanent book donation drop off point was established at Council's Chambers, and books continue to be dropped off at the Library. Donation of books has been overwhelming. The books that are deemed unsuitable for the Library are sold at book sales with profits going back into the Library. A total of \$3,350 was raised through such book sales during the period under review. This was used to purchase new books and a new computer, printer and mobile phone to replace models that had been at the Library for 15 years.

The Library also received \$197 in cash donations, with the majority coming from Andrew Walter Construction who has a donation tin at their office specifically for staff to place any loose change in for donation to the Library.

Consultations:

The following business areas of Council have been consulted during the period covered by this report:

- Community Planning and Inclusion
- Community Development
- People and Safety

Human Resource / Financial and Risk Management Implications:Human Resources

The Claremont Community Library is managed by a volunteer coordinator with the support of Council's Community Participation Officer. This support has included updating the Library's financial records and a safety audit. Work is currently being undertaken on reviewing volunteer inductions.

Financial

The Claremont Community Library is in good financial standing with funding from book sales and membership fees paying for books, materials, equipment, and consumables. Council provides the space at the Claremont Memorial Hall free of charge. There were no financial implications for Council besides consumables for a volunteer appreciation morning tea.

Risk

The Claremont Community Library is covered under Council's public liability insurance arrangement.

Community Consultation and Public Relations Implications:

In February 2017 a survey was conducted to receive feedback from patrons of the library about their experience ([Attachment 1](#)).

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The total number of respondents was 25, comprising 17 from Claremont, 5 from Austins Ferry and 3 from Berriedale. 80% of respondents found it 'extremely convenient' borrowing books from the library and 88% were 'extremely satisfied' with the range of books the library has on offer. In addition, 76% of respondents indicated that they borrow books from only the Claremont Library, while 26% also borrow books from the LINC libraries in Glenorchy and Hobart.

Some of the feedback received includes:

".... We are so lucky to have a library in our area"

"Pleasant and helpful volunteers. Absolutely a wide range of books. Would go nowhere else"

"I used to borrow from the LINC but found I could get all and more than I need at Claremont, so convenient and the range and condition of the books are amazing. The volunteer staff are all so friendly and helpful which is a plus"

The library has contributed to the promotion of community learning, participation and pride in the Claremont community. In addition to providing library services for the area, the program provides social inclusion opportunities for residents and capacity building for the volunteer base.

Recommendation:

That Council:

RECEIVE the Claremont Community Library annual report, as presented.

Attachments/Annexures

- 1 Claremont Community Library Survey Feedback February 2017

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10. GLENORCHY ARTS AND SCULPTURE PARK (GASP)

This item is to be considered at a closed meeting of the Council by authority of the Local Government (Meeting Procedures) Regulations 2005 Section 15(2)(c) (2)(g).

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

Qualified Person: Acting General Manager (Tony McMullen)

ECM File Reference: GASP

Community Plan Reference:

The Community Plan links to GASP as follows:

- Building Image and Pride
- Making Lives Better
- Valuing our environment

Strategic or Annual Plan Reference:Making Lives Better

1.2 Support our Communities to pursue and achieve their goals.

Open for Business

2.1 Stimulate a prosperous economy.

Valuing our Environment

3.1 Create a liveable and desirable City.

Reporting Brief:

This report provides information for Council's consideration regarding the future relationship between Council and the Glenorchy Arts and Sculpture Park (GASP).

Proposal in Detail:

The current funding agreement between Council and the GASP concludes in June 2017 (**Funding Agreement**). A copy of the Funding Agreement is Attachment 1 to this report.

The purposes of the Funding Agreement are as follows (as set out in clause 4.1):

- progress the achievement of financial sustainability for GASP
- progress the development and installation of permanent and temporary art works at GASP, and
- raise the profile of GASP within Glenorchy, Tasmanian and national contexts as demonstrated by community engagement initiatives and achievements.

GASP has complied with all requirements of the Funding Agreement.

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History of GASP

GASP was established by Council in the early 2000s. Support and funding for its establishment was gained from Federal, State and Local Government sources. A brief history of GASP, including information about its funding arrangements is set out below:

2005 - 2009

- Ideas generation with civic leaders
- Elwick Bay Sculpture Garden concept aligned to the emergence of MONA
- Council resolution to support the development of a sculpture garden (2007)
- Alignment with Council Strategic Priorities
- Adoption of Elwick Bay and Wilkinson's Point Masterplan
- GCC Project Development Officer appointed to develop a vision and plan for the Elwick Bay Sculpture Garden (2008)
- Name change to 'Glenorchy Art and Sculpture Park' to reflect scope and scale of the park area (2009)
- Strategy to implement public access and key features of the Masterplan

2010 – 2013

- \$1.8 million State Government grant for GASP linkages (2010)
- \$2.7 million Federal Government grant for GASP Stage 1 (2010)
- \$2.3 million Federal Government grant for GASP stage 2 (2011)
- \$150,000 State Government grant from for GASP Social Enterprise (2013)
- \$900,000 contribution from Council for landscaping and construction (2013)

Council has also provided financial and non-financial to GASP as follows:

2010

- Project Sustainability – Development of the GASP governance structure
- Council endorse the GASP constitution

2011

- Council unanimously approve the GASP license agreement (10 Years 2012 - 2022)
- DEC – GASP / GCC licence agreement executed

2014

- 3 year Funding Agreement with GASP executed, providing a total contribution of \$313,500 directly, in annual payments of \$104,500.

2015

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- Adoption of the City of Glenorchy Community Plan 2015-2040 which highlights the community's desire to become a creative arts and cultural hub for Tasmania.

Additional Financial Support

In addition to the amounts contributed under the Funding Agreement, Council has also made the following additional financial contributions to GASP over the past three (3) financial years:

Financial Year	Expenditure	Council Contribution
2014/15	Total Council Expenditure 2014/15	\$175,000
	Includes*:	
	• Funding Agreement Contribution	\$104,500
	• Vegetation control	\$56,000
	• BBQ facilities/furniture	\$13,500
	• Cathodic protection/walkway repair	\$5,500
2015/16	Total Council Expenditure 2015/16	\$230,000
	Includes*:	
	• Vegetation control	\$49,500
	• BBQ facilities /furniture	\$17,000
	• Cathodic protection/walkway repair	\$33,000
2016/17 (to date)	Total Council Expenditure 2016/17	\$118,000
	Includes*:	
	• Vegetation control	\$36,500
	• BBQ facilities /furniture	\$10,000
	• Cathodic protection/walkway repair	\$26,000

*Note: Not all Council Expenditure is listed

Council also continues to provide office space for use by one GASP employee at Council's Glenorchy Chambers, including access to a phone, a personal computer and office equipment.

Evolution of GASP and Future Vision and Direction

Since the Funding Agreement was executed GASP has continued to evolve. Notably:

- a number of significant Cultural pieces have been displayed in the park and a number of events have occurred at the park (see [Attachment 2, GASP 2016 Annual and Financial Report](#))

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- the former 'Project Development Officer' position which was originally an internal GCC role has evolved to become the GASP Director. The Director is now employed by GASP rather than Council, and
- in 2016/2017, 4 new GASP board members were appointed, including a new chairperson and new Director (Jonathan Kimberley).

As a result of its continued evolution and success, and in view of the goals set out in Council's Community Plan, GASP has revisited its strategic direction, and has developed a new strategic vision and financial plan, entitled "GASP Vision 2014-2040" ([Attachment 3](#)).

With new energy and new personnel on board, GASP now sees the next step in its evolution as being significant to its ongoing development. GASP has provided the following comment in relation to this:

In 2017, GASP will change its name to: GASP (Glenorchy Art & Sculpture Partnership). The name change from 'Park' to 'Partnership' signifies the necessary growth in GASP's capacity and programming required to facilitate the realistic transition from GASP being a single part-time GCC project development position focussed on improving the water front, to GASP now having the capacity to deliver on its charter - the development of a nationally and internationally resonant program across what is a 9 hectare / 3km site and beyond.

Inspired by the Downtown Brooklyn Partnership instigated by the City of Brooklyn (USA), the GASP vision is to grow the City of Glenorchy as a world class Creative Innovation precinct. This vision aligns with the Glenorchy City Council Community Plan priorities for 2015-2040, including the major priority of: Becoming the creative arts and culture hub for Tasmania and forging a national and international reputation as a leading destination for arts tourism.

Importantly the new GASP Vision prioritises the ground-up generation of significant new intercultural and interdisciplinary programs that foster diversity, vitality and world's best practice. The focus of the new GASP Vision is on generating dynamic new opportunities for the next generations of Glenorchy residents to engage with local national and international specialists and local industry. GASP aims to generate new creative pathways for emerging and mid-career Tasmanians through a program of mentorships, residencies and hands on engagement with leading national and international Artists, Thinkers, Writers, Curators, E-Media, Virtual Reality and Digital Fabrication (3D printing) specialists. GASP will also generate significant new intercultural opportunities for engagement between the rapidly diversifying recent migrant communities in Glenorchy, Tasmania's diverse Aboriginal community and the broader community of Greater Hobart. These programs will then result in the generation of major new permanent and temporary projects onsite at GASP.

GASP is already building significant new community and corporate partnerships towards facilitating this necessary expansion. Increased Glenorchy City Council funding will enable GASP to operate from a realistic, solid base to facilitate the necessary growth in capacity and programming.

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GASP will become a major complimentary counterpoint, next door to MONA, with the aim of attracting the significant MONA audience into the City of Glenorchy. As such, GASP the Generator of a significant independent not-for-profit public program of internationally resonant Tasmanian Creative Innovation, will sit proudly alongside MONA. We believe that a significant new program of Creative Innovation development such as this, focused on supporting the next generations of creative Tasmanians, is required to leverage the 'MONA effect' and audiences for the long-term cultural vibrancy and economic benefit of the City of Glenorchy."

Future Financial Support from Council (GASP Proposal)

Over the past 6 months, GASP has made two workshop presentations to Council (12 December 2016 and 6 February 2017).

The workshops provided detailed updates to Council on GASP's current structure, personnel, vision, and financial plan, and requested that Council agree to provide ongoing support for the next 5 years.

The financial plan within the *GASP Vision 2014-2040* (at Page 14) proposes that from the 2017/2018 Council increases its funding of GASP from the current amount of \$104,500 to \$317,050.00 per year, allocated as follows:

Item	Budget
GASP Director salary (FT)	\$114,450
GASP Art Project Coordinator salary (FT)	\$87,600
GASP Administration (Grants writer, social media, marketing, social media)	\$65,000
General Operating Contribution	\$50,000
TOTAL:	\$317,050

It can be seen from the above GASP will allocate the bulk of funding under the above proposal (if granted) towards employing two additional full-time staff, with a corresponding increase from in the general operating contribution from \$20,000 to \$50,000.

Policy Considerations

A final consideration for Council when reviewing its options is the current status of Council's policies in relation to cultural development.

Council's current Cultural Development Policy was developed in 2007, which prior to the development of both GASP and also the redevelopment of the Moonah Arts Centre and opening of MONA.

Accordingly, there is currently a gap in up-to-date policy and planning which guides Council's expenditure on and commitments to Arts and Culture within the city.

Officers have submitted a budget proposal for 2017 / 2018 to address this situation.

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Options for Consideration by Council

Based on the above information, Council's desire that Glenorchy becomes a creative arts and cultural hub, and financial considerations, the following options are presented to Council as to how its relationship with GASP can continue into the future:

Option 1:

Cease funding GASP completely and simply maintain the Elwick Bay / Wilkinson's Point infrastructure / foreshore.

Option 2:

Continue to fund GASP at the current level until a new Arts and Culture Policy and plan are developed and adopted.

Option 3:

Continue to fund GASP at the current level until a new Arts and Culture Policy and plan are developed and adopted (as per option 2, above), but increase funding to provide for specific events that are clearly costed (for example, the GASP New Year's Eve Event).

Option 4:

Fund GASP as envisaged in the *GASP Vision 2017 – 2040* (as outlined above).

GASP Responses

GASP has been approached to provide its response to each of the proposed options, including comments on how each may influence its future direction. The responses received from GASP are as follows

Option 1:

"If GCC were to cease financial investment in the GASP project now, it would severely damage public relations and undo the significant work that GASP has achieved in partnership with GCC over the past 8 years. It would also go against the clear GASP charter to generate and present a nationally and internationally resonant public art & culture program in Glenorchy; as well as the Glenorchy community priorities clearly outlined in the Glenorchy Community Plan."

Option 2:

"Continued investment in GASP at the current level of funding would severely limit GASP's ability to deliver on public expectation and its charter. Disappointment has been expressed by many about the limited capacity of GASP to deliver a major year round program and major installations on site at GASP. It has become clear that the current GCC GASP funding level is not sustainable in terms of GASP's transition from being a part-time council employed position to becoming an arts organisation capable of delivering on its charter to generate and present a nationally and internationally resonant public art & culture program in Glenorchy. This option would mean a significant loss in momentum and result in a very limited GASP program."

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Option 3:

"An increase in base-operating investment by GCC in GASP is seen as important for the development of an ongoing, sustainable, annual program of projects including, GASP Light NYE, the GASP Generator Residency Programs, GASP Sound, GASP Projection, etc. The base-line capacity of GASP to be able to undertake the development of these major projects is of vital importance. It is clear that current base operating funding is not adequate for GASP to sustainably develop a major series of events and installations across such a large site. A minimum of three full-time staff is seen as essential for the year-round development of such major projects. Option 3 would limit GASP's capacity to achieve a year-round commitment to realising community plan priorities and limit the extensive development work required to unify and engage the full diversity of the Glenorchy community. It would also severely limit GASP staff capacity to develop new partnerships and diversification of resourcing."

Option 4:

"The new GASP Vision (2017-2040), financial plan and business case have been priority work for GASP in past six months. The incoming GASP Director and new GASP Board have developed the vision to embrace the Glenorchy Community Plan priorities, as well as GASP's ongoing partnership with GCC in delivering a nationally and internationally resonant art & culture program on site at GASP. The business case that GASP has submitted to GCC is reasonable in the context of GASP's charter to deliver significant outcomes in Glenorchy. GASP is in the process of growing significant new public partnerships in support of the GASP program and Glenorchy Community Plan objectives. Investment by GCC would obviously provide a significant point of leverage with other potential partners, as well as GASP's capacity to develop a major program with the capacity to leverage the MONA effect for Glenorchy."

Consultations:

General Manager
Acting Director, Community, Economic Development and Business
Director, City Services and Infrastructure (and officers within that directorate)
Aldermen (currently suspended)
Glenorchy Arts and Culture Advisory Committee
Community and Customer Service Department Coordinators

Human Resource / Financial and Risk Management Implications:

Over the past three financial years Council has contributed \$313,500 directly (in annual payments of \$104,500 per annum) to GASP.

Council also maintains the infrastructure and grounds that is currently licenced to GASP. As outlined above, over the past three years this amounts to approximately \$523,000.

Council also contributes office space and ICT support for the GASP Director in Council's Chambers, though this has not yet been valued.

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Finally, Council's Manager Community and Customer Service is the key point of contact for the GASP Director within Council. Other Council officers from across the organisation provide support and internal liaisons with GASP.

GASP has requested that its cash support is increased to \$317,050 per annum for the next five years, as outlined above.

Community Consultation and Public Relations Implications:

Council has not undertaken any specific community consultation activities on this issue.

However, during consultations for the development of the City of Glenorchy Community Plan 2015-2040, the community highlighted their vision for Arts and Culture in this community.

Further, in the development of the GASP Vision and strategic plan, GASP has spoken to the following entities and gained further support in the past 6 months

- **LINC Tasmania** - \$5,000 grant towards *Remedies Tasmania* + extensive in-kind support. Discussions continue to agree to partnership over long term.
- **UTAS Creative Exchange Institute** - Discussions re expanded partnership and potential for shared major projects in Glenorchy, commencing with: GASP Generator | Mobile Creative Innovation Mentorship & Residency Program.
- **UTAS Tasmanian College of the Arts** - As above.
- **UTAS School of Architecture & Design** - New discussion, awaiting joint meeting with Creative Exchange Institute.
- **MRC** - Currently developing an MOU between GASP & MRC, at the request of MRC CEO Allison O'Neil.
- **Walantalaniny Palingina (Country All Around)** - Partnership with New Tasmanian Aboriginal Multi-Arts Project in development.

Recommendation:

That Council:

1. NOTE the information contained in this report and the *GASP Vision 2017-2040*
2. RESOLVE to continue as the primary sponsor of GASP for the next three years
3. CONSIDER GASP's request for additional funding as a part of the 2017/2018 budget preparations (based on the 4 options presented in this report), and
4. RESOLVE to develop a Memorandum of Understanding to clearly articulate the terms of Council's relationship with GASP and full details of its financial and in-kind support.

Attachments/Annexures

- 1 GASP Funding Agreement

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- 2** GASP Annual and Financial Report June 2016
- 3** GASP Vision 2017 - 2040



2018 – 2019 ANNUAL REPORT TO GLENORCHY CITY COUNCIL GASP (GLENORCHY ART & SCULPTURE PARK)

25 June 2019

2018-19 has been a year of great change for GASP both in terms of leadership and focus.

In December 2018, Artistic Director Jonathan Kimberley resigned and was replaced by Frances Butler in March 2019; GASP Chair, Christine Edwards stepped down after three years in the role (five as a Director) in May 2019 and was replaced by GASP Treasurer, David Palmer.

In addition, significant changes to the GASP Board of Directors have occurred, including Council request to amend the Constitution so that the Council no longer requires a representative Director. The GASP Board now comprises:
David Palmer (BDO), Chair; Lewis Franks (CBA) Treasurer; Sarah Sansom (Handmark Gallery); Matt Fishburn (The20); John Hepper (Inspiring Place); and Grace Williams (Citizen Tasmania). A vacancy for a representative of the Tasmanian Aboriginal community is in the process of recruitment. The role of Company Secretary is currently vacant.

In the closing months of the year (Mar-Jun) under this new leadership, GASP has appraised its relationship to the site, the Council and the Glenorchy community. This is reflected in a new vision - the four cornerstones of which respond to the site and its context – aesthetically, socially, historically, and environmentally.

- To be a specialist site for permanent public art, specifically kinetic, sound- and light-based art.
- To create meaningful infrastructure, projects and events in collaboration with our community that focus on and celebrate our enviable cultural diversity and maintain a safe space for difference.
- To be a site for remembering the deep past, and celebrating the ongoing custodianship and expression of contemporary Aboriginality.
- To celebrate and enhance the natural attributes of the foreshore precinct by working with specialists and our community to care for, develop and future-proof the site.

With this renewed focus, GASP has proposed a set of KPIs that seek to strengthen its working relationship with the Council in particular, and to refocus its activities and aesthetic direction on engaging effectively with the community, whereby the outcomes seek to be rewarding, educative, enjoyable and most importantly, accessible. Essentially GASP seeks to reinterpret the art in our collection, so that the community can enjoy it, learn from it, and contribute to or otherwise participate in the development and/or enjoyment of new works.

HALF YEAR SUMMARY: JUL – DEC 2018

The first half of the year saw a great deal of work on the *mapali local/international* project and continuing expenditure on detailed concepts development for the proposed public art installations to complete Stage 3 of the program. However, with the resignation of Jonathan Kimberley as the initiator/driver of the project, and with a significant budget required to ensure completion of the project at a time when public funding is extremely competitive, the Board resolved to discontinue the project and return unexpended funds to the multiple funding bodies.

During this period the *Swimmable* project, initiated by inaugural Artistic Director, Pippa Dickson, was completed with the installations of Julie Gough and James Geurts' works in October. This was complemented by an onsite event in collaboration with Constance ARI – *Across the Coals*.

Collection – new works installed:

- *Refraction Principal*, James Geurts

GASP (Glenorchy Art & Sculpture Park)



New sculpture installed in the River Derwent, adjacent to the Wilkinsons Point Pavilion. Launched on October 13 2018.

- ***Across the Coals, Julie Gough***

Two 'photo billboard' sculptures installed at the Grove, adjacent to the Brooker Hwy. Launched on October 13 2018.

These two works comprised the final elements of the ongoing Swimmable program commenced by Pippa Dickson, inaugural GASP Artistic Director.

Events:

- ***Across The Coals*** - Partnership with Constance ARI by four artists in dialogue with Julie Gough *Hunting Ground incorporating BBQ area*. Presented on 18 November 2018.

Project Development:

- Continued development of '*mapali local international*' - **Aboriginal & Muslim Contemporaneity**. Stage 2 of a major new intercultural collaborative project by 14 artists from diverse cultural backgrounds, which will result in 3 major sculptures and an e-media project launch at GASP in 2019. The project is led by three Tasmanian Aboriginal artists collaborating with leading Yolgnu artists from Arnhem Land and Muslim artists from Perth and Sydney + seven Tasmanian emerging artists from diverse cultural backgrounds. The project is inspired by 500 years of Makassan/Muslim/Indonesian engagement with Yolgnu people in Aboriginal Arnhem Land. This project was not completed and was discontinued by Board resolution upon resignation of the previous Artistic Director.
- Commenced a major international permanent sculpture and performance space project titled: ***Bema | Kraka Neka, Bill Balaskas (Greece) & Jim Everett (Tas) + emerging Tasmanian Artists***. A unique international project uniting Tasmanian Aboriginal & Greek Philosophy for the first time, to be presented as part of Ten Days on the Island festival 2019 + 2021(Tasmania); Project Partners confirmed include: Victoria & Albert Museum (UK); Factum Foundation (Madrid/UK), Nottingham on Trent University (UK); Multicultural Council of Tasmania; Tasmanian Museum & Art Gallery; UTAS School of Creative Arts. Being in its early stages this project was discontinued upon the resignation of the previous Artistic Director.

HALF YEAR SUMMARY: JAN – JUN 2019

From December 2018 GASP was effectively in hiatus while the recruitment for a new Artistic Director took place. During this period the GASP Annual General Meeting was held and the 2017-18 Annual Report approved.

Frances Butler was appointed as Artistic Director/ CEO and commenced on 11 March 2019. Frances has lived in Tasmania since 2006. She has over 25 years' experience in arts management and production, across all levels of government and in NGOs, including ten years in local government (Liverpool City Council, NSW and the City of Hobart), several roles in public art and art project development, and recently independently produced, directed and co-wrote *A Tasmanian Requiem*. In addition to local government and public art experience, Frances brings to the role skills in working with community, developing collaborative relationships, a broad interdisciplinary network and promotion of best practice in arts management and delivery.

Immediately on commencing in the role the Council proposed the disposal of Wilkinsons Point for development. This represents an opportunity for GASP to grow and simultaneously address issues that became clear during the public comment process that followed the Council's Section 178 resolution. This created an immediate need for GASP to review its fundamental vision and relationships.

Three issues became clear in this process:

- A perceived misalignment between the claim of / determination toward 'international resonance' and the critical need for GASP to be 'community resonant', particularly regarding accessibility to artworks in the collection. Therefore GASP has commenced renewing a meaningful dialogue with community regarding the site, toward ensuring direct community engagement, and reviewing the parameters and methodologies by which GASP commissions public works and programs events on the site.



- The expectation, as opposed to the reality, of GASP's ability to attract funds for the installation of significant public art. It should be noted that not only does all good art take time, its significance is exponentially increased by the degree of community support, consultation and interpretative work done in the development of each work installed. It also needs to be acknowledged that funding for public in Tasmania is extremely limited and highly competitive. To this end GASP is now undertaking a review of its fundraising strategy, and assessing its Collection as an asset to be managed, maintained, and interpreted. This will result in updated signage and more information made accessible online. It will lead to planning for the installation of nine single works (or series' of works) over ten years, commencing with the first installation intended for 2021. The success of such a plan is a complex task requiring extensive community engagement, research, development and fundraising, and patience.
- The enormous potential for GASP in the development of Wilkinson's Point. As stated in our submission to the Council's Section 178 process, GASP has been geographically isolated, and development on the Point will provide context and additional impetus for the entity. With renewed leadership and vision, and a known brand, GASP is well placed to collaborate in the development, providing local knowledge, social license and creative leadership.

Importantly, over the past four months, GASP has undertaken relationship building with the Council, where an effective multi-faceted and interdependent relationship is critical for GASP to fulfil its brief. For example, a collaborative relationship with the Council's Arts & Culture, Community team has been relatively under-developed and this is now a central focus via the creation of collaborative projects and ongoing mutually beneficial promotion and support. Similarly, the relationship with and the significant ongoing financial and in-kind support of Council has been embedded on the new GASP webpage and acknowledged as our Foundation Partnership.

GASP has provided a set of KPIs which both outlines actions based on the four visionary statements and recognises the relationship with Council and the imperative to ensure meaningful community outcomes. These KPIs are now embedded in the Funding Agreement and clearly delineate the GASP program for the next twelve months and will propel an effective program into the future. Notably, and due to the unique relationship between the Council and GASP, the success of these KPIs are contingent upon the continued goodwill and contribution of Council.

The new vision is directly grounded on GASP's geographic site and social context. The building of solid working relationships with GCC Art & Culture, Community, MCOT and Karadi Aboriginal Corporation in particular, are steps toward working GASP more deeply into the fabric of the Glenorchy community. Similarly GASP is building an ongoing relationship with the UTAS School of Art (Visual Art/Design, Conservatorium and Performance streams) toward providing a much needed independent and professional industry mechanism for the Tasmanian arts community that encourages best practice, provides flexible support for emerging and established artists, and encourages interdisciplinary collaborations and experimentation, through creative risk-taking within a safe and professional context. Management has also created a new website using more accessible language and outlaying the new vision.

Critically however, the outward appearance of GASP's tenure over the foreshore land at Wilkinson's Point has been impaired in recent months, and by extension, the public conception of GASP as a viable entity is in doubt. The reality of this is that GASP is unlikely to secure external funding from any source, other than the Council, while there is uncertainty over the future of Wilkinson's Point, even though this area is only a part of the GASP license area. Discussions with funding bodies (Tasmanian Community Fund, Arts Tasmania) and potential private donors have confirmed the perception of GASP as an 'unsafe' investment. What is clear is that time, transparency and the active proof of a solid working relationship between GASP and GCC will turn this situation around.

FUNDING

Expenditure (2018-2019)

GASP (Glenorchy Art & Sculpture Park)



Over the 2018-2019 financial year, committed funding from Glenorchy City Council (\$96,000 +GST) has been allocated to core GASP operating expenditure in accordance with the Funding Agreement. The Funding Agreement itself, the finalisation of which is imminent, has provided guidance over its effective term, and is due to expire on 30 June 2020.

Project funds from the Australia Council and Yulgilbar Foundation were utilised in the further development of the *mapali Local/International* project. Project funds for the finalisation of the *Swimmable* project were utilised for the Julie Gough and James Geurts installations and launch.

Income (2018-2019)

In 2018-19 GASP secured no additional project funding from submitted applications and, as noted above, is unlikely to attract funding in the current set of rounds, due to uncertainty of its future. Other revenue includes a payment from fashion chain Witchery for a commercial photoshoot on site.

Subject to financial constraints noted above, GASP has commenced investigation into additional revenue streams to increase operational viability including:

- leasing of the GASP Mobile food truck;
- development of a prospectus for a private 'donor group' to fundraise for the GASP Collection;
- development of long term relationships to support community-driven programming – leading to successful grant application outcomes;
- use of the GASP Licence to extract revenue from commercial use of the site.

PARTNERSHIPS:

GASP Partnerships as at June 2019:

Foundation Partner - Glenorchy City Council

Corporate Partner - Maddocks Lawyers

Community/Program partners - UTAS School of Creative Arts, Karadi Aboriginal Corporation, Multicultural Council of Tasmania.

CONCLUSION

There is a significant degree of goodwill in the arts sector, local community and within the varying levels of government for GASP to succeed. With a strong and engaged Board of Directors, a revised approach with new artistic direction and the enormous potential for the Wilkinson's Point site, we are optimistic about GASP's future. As the reciprocal relationship between GCC and GASP continually improves, GASP will be able to thrive, and in so doing, contribute to the delivery of Council's community vision. Council's ongoing active support of GASP through funding, in-kind support and active collaboration on a broad range of projects and programs will in turn increase GASP's reputation and viability as a good cultural investment.

Frances Butler
Artistic Director / CEO

19 Jul 2019

Funding Deed

Glenorchy City Council
ABN 19 753 252 493
and

Glenorchy Art and Sculpture Park
ACN 145 591 304

Funding Deed

Dated

Parties

Name	Glenorchy City Council ABN 19 753 252 493
Address	374 Main Road, Glenorchy, Tasmania 7010
Postal Address	PO Box 103, Glenorchy, Tasmania 7010
Phone	(03) 6216 6480
Email	marina.campbell@gcc.tas.gov.au
Contact	Marina Campbell
Short name	Council
Name	Glenorchy Art and Sculpture Park ACN 145 591 304
Address	C/- 374 Main Road, Glenorchy, Tasmania 7010
Postal Address	PO Box 79, Glenorchy, Tasmania 7010
Phone	(03) 6216 6373
Email	director@gasp.org.au
Contact	Frances Butler
Short name	GASP

Background

- A. In 2007, Glenorchy City Council (GCC) with external stakeholders, established the art and sculpture park at Elwick Bay/Wilkinson's Point/Montrose Bay, known as Glenorchy Art and Sculpture Park. Establishment of the Park was intended to be a major opportunity for future tourism and recreation development, the sculpture garden now known as Glenorchy Art and Sculpture Park.
- B. GASP was incorporated on 4 Aug 2010.
- C. A Licence commenced between the parties, under which Council grants GASP the right to use the Licence Area for the term of the Licence.
- D. Council agreed to provide limited funding to GASP to assist GASP to continue to develop and grow and with the view that GASP will achieve financial independence and self-sustainability,

- E. Council may endeavour to continue to provide operational funding to enable GASP to leverage and raise further project funding through government, private and or philanthropic sources, so that GASP can develop and deliver a Program in a sustainable and continuous manner for the benefit of the community at large, subject to the terms of this Agreement.

Agreed Terms

1. Definitions and interpretation

1.1 Definitions

In this Deed unless expressed or implied to the contrary:

Deed means this funding agreement including its appendices and the Schedules.

Business Days means Monday to Friday, excluding public holidays in Tasmania.

Dispute Notice means a written notice provided to one party claiming that a dispute has arisen under this Deed which gives the other party reasonable particulars of the dispute.

Funding/Funding payment means an amount or the amounts set out at clause 3.3.

GST Law has the meaning given to that term in *A New Tax System (Goods and Services Tax) Act 1999* (Cth).

Licence means the license commencing on 1 January 2012 that was granted by the Council to GASP for the non-exclusive use of the Licence Area.

Licence Area means the area known as 'Glenorchy Art and Sculpture Park', situated at Elwick Bay/Wilkinson's Point, Montrose, Tasmania, Australia and identified in the GASP Licence Area map at Schedule 1.

Program means the installation of permanent or temporary art works at the Licence Area for the purposes shown at Clause 3.1.

Reports means the reports set out in clause 5.

Start Date means 1 July 2017.

Term means the period as determined under clause 2.

2. Term

- 2.1 This Deed starts on the Start Date and continues until 30 June 2020, unless terminated earlier under clause 9.

3. Funding and Payment

3.1 The Purpose of the Funding is to:

- 3.1.1 progress the achievement of financial sustainability for GASP;
- 3.1.2 progress the development and installation of permanent and temporary art works at the Licence Area; and
- 3.1.3 raise the profile of GASP and the Licence Area within the Glenorchy, Tasmania, national and international contexts, as demonstrated by diverse community engagement initiatives and high-level achievements.

3.2 Subject to the terms of this Deed, Council will provide the Funding during the Term.

3.3 The Funding payments that have or will be paid by Council to GASP are as follows. Further payment is conditional upon GASP's compliance with this Deed and the following milestones:

Payment	Financial Year	Milestone (See Special Conditions for Details)	Due Date	Amount (subject to Clause 3.4)
Payment 1	2017 – 2018	[Already paid to GASP]	n/a	\$52,800 (inclusive of GST)
Payment 2	2017 – 2018	[Already paid to GASP]	n/a	\$52,250 (inclusive of GST)
Payment 3	2018 – 2019	[Already paid to GASP]	n/a	\$105, 600.00 (inclusive of GST)
Payment 4	2019 – 2020	See Special Conditions	30 June 2019 or when the milestone is satisfied, whichever is later.	\$105, 050.00 (inclusive of GST)

4. Council facilities and other contributions to GASP projects

4.1 In addition to the Funding, Council will provide the following in kind support to GASP during the Term:

- 4.1.1 provision of an office space for use by one person (whether a delegate, employee or director of GASP) at the Council Offices of 374 Main Road, Glenorchy for

reasonable use for the purpose of GASP's activities during usual Council business hours.

The Council reserves the right to exclude any employee or invitee of GASP from its premises if they have failed to meet the behavioural standards that would be expected of a Council employee, including not adopting safe work practices, breaches of the Council drug and alcohol policy, engaging in bullying or discrimination, theft and other forms of misconduct.

4.1.2 reasonable access to, and use of, Council's:

- (a) wifi access
- (b) photocopying facilities; and
- (c) other minor office equipment,

for the purposes of GASP activities for the duration of the Term

4.1.3 For GASP community arts events GASP will be able to use:

- (a) The existing on site litter bins;
- (b) The use of the Licensed Area as set out in the relevant License which includes the Council providing at their cost ongoing routine management, maintenance, repair and cleaning of public amenities at the Licensed Area including boardwalks, ferry terminal, shelters and paths;

Both parties will take all reasonable steps to ensure their representatives work collaboratively during the management of events.

4.1.4 Specifically, the Arts and Culture Program based at the Moonah Arts centre can:

- (a) Offer spaces for meetings and other activities at the MAC when available. Any use of MAC's presentation spaces, ie Exhibition Spaces and the Performance Screen Studio must be negotiated within the context of an annual program planning process and in partnership with the MAC team.
- (b) Promote GASP activities by including them in the MAC e newsletter and sharing on social media.
- (c) Work with GASP to build relationships and develop projects in partnership.

4.2 For the avoidance of any doubt:

- 4.2.1 GASP is primarily responsible for the artistic direction of the Program, including but not limited to the art and cultural programming, selection and promotion of public and private events and projects;
- 4.2.2 Council's approval is required before new structures or objects can be erected in the Licensed Area, such approval will not be unreasonably withheld.
- 4.2.3 Subject to the terms of the License, all art and cultural installations and sculptures remain the property of GASP and are maintained by GASP; and
- 4.2.4 GASP will be consulted by Council about any other proposed public or private use of the Licence Area.

5. Reporting

- 5.1 GASP must provide to Council three (3) types of reports at the intervals specified below:
- 5.1.1 six (6) monthly written progress reports in February and August of each year during the Term of this Deed regarding GASP's activities and the use of the Funding;
 - 5.1.2 Annual General and Financial Reports for GASP in November of each year of this Deed; and
 - 5.1.3 a verbal report presented to Council by representatives of GASP to be held in either February or March of each year of this Deed.
- 5.2 Each Report must include, but need not be limited to, the following:
- 5.2.1 GASP's name;
 - 5.2.2 a title identifying the report in the terms used in clause 5.1;
 - 5.2.3 the reporting period (being the period to which the report relates);
 - 5.2.4 the information for the relevant report prescribed in clause 5.1;
 - 5.2.5 activity performance information including:
 - (a) a description of performance towards the objectives of the Program; and
 - (b) any other information that GASP considers relevant or of interest to Council.
 - 5.2.6 financial information is to be prepared by a qualified accountant, acceptable to Council, and including the following supporting documentation:
 - (a) an income and expenditure statement for the Approved Activity for the financial year to date;
 - (b) if requested by Council, a list, and amounts, of debtors and creditors (if the financial statements are prepared on a cash basis) or the amount of accruals and pre-payments (if the financial statements are prepared on an accrual basis) in respect of the Program;
 - (c) if requested by Council, quarterly completed business activity statements as required by the Australian Taxation Office, where applicable;
 - (d) if requested by Council, verification by independent auditor approved by Council, that the funding has been spent or applied in accordance with this Agreement; and
 - (e) Any other information requested by Council;
 - 5.2.7 At any time Council may require GASP to provide information concerning:
 - (a) any significant developments concerning the Approved Activity; and
 - (b) any significant difficulties encountered in performing the Program in accordance with this Deed,and GASP must provide that significant information within the timeframe notified by Council (which must not be less than five (5) business days).

- 5.3 GASP must maintain such records and reports for a period of five (5) years after the expiration or termination of this Deed and provide further copies to Council if requested and this obligation survives termination or expiration of this Deed.

6. Insurance requirements and indemnities

- 6.1 GASP must throughout the Term and at GASP's expense, maintain and keep current the following insurance policies:
- 6.1.1 workers compensation insurance as required by law;
 - 6.1.2 public liability insurance to the value of at least twenty million dollars (\$20,000,000) for each and every claim or occurrence giving rise to a claim, in respect of an activity undertaken under this Deed;
- 6.2 GASP must provide a certificate of currency of insurance, including a copy of the policies, to Council upon execution of this Deed and at such other intervals as may be requested by Council.
- 6.3 GASP must note the interests of Council as an interested party on such insurance.
- 6.4 GASP indemnifies and holds harmless Council against any and all actions, claims, demands, damages and costs, including legal costs to the fullest extent permitted by law, in connection with GASP's performance or purported performance of its obligations under this Deed, and which are directly or indirectly related to or arise from the negligent acts, errors or omission of GASP. GASP's liability to indemnify the Council shall be reduced proportionally to the extent that any act or omission of the Council, its servants or agents, contributed to the loss or liability.

7. Acknowledgement and publicity

- 7.1 GASP must acknowledge the provision of the Funding by Council during the Term of this Deed. Council is to be acknowledge as the core sponsor of GASP and as the manager and owner of the foreshore park that GASP is located on.
- 7.2 During the Term of this Deed, Council's logo will be printed on GASP marketing, advertising and promotional material, including:
- 7.2.1 GASP's webpage and marketing materials; and
 - 7.2.2 GASP's Annual Report.
 - 7.2.3 Any other activities created and delivered by GASP
- 7.3 Where GASP works directly with Council's Arts and Culture Program through the Moonah Arts Centre (MAC) GASP will acknowledge this in the following ways
- 7.3.1 Moonah Arts Centre logo on GASP Website
 - 7.3.2 Credit MAC on all marketing and promotions regarding specific works and their future developments and presentations.
 - 7.3.3 Use social media to promote project development, particularly activities that have a presence at the MAC

- 7.4 Council will acknowledge GASP's role in the development of the Licence Area during the Term of this Deed.

8. Warranties

- 8.1 GASP warrants to Council that:
- 8.1.1 the copy of GASP's constitution provided to Council by GASP is the current and updated constitution of GASP and no changes are proposed;
 - 8.1.2 GASP will only use the Funding for the purposes of the Approved Activity in accordance with the Terms of this Deed; and
 - 8.1.3 GASP has obtained all necessary resolutions, consents, approvals and any necessary procedures have been duly satisfied to enable it to enter into this Deed and perform its obligations.

9. Termination

- 9.1 Council may terminate this Deed and/or cease making Payments of the Funding to GASP at any time on the occurrence of:
- 9.1.1 Council not being satisfied that GASP is using the Funding, or any part of the Funding, for the Approved Activity;
 - 9.1.2 GASP ceasing to be incorporated;
 - 9.1.3 the Licence is terminated;
 - 9.1.4 GASP having its Deductible Gift Recipient Status (in accordance with the provisions of the *Income Tax Assessment Act 1997* (Cth)) revoked;
 - 9.1.5 Council not being satisfied as to the progress reports and financial information provided by GASP;
 - 9.1.6 GASP failing to remedy the progress reports and financial information to the satisfaction of Council within thirty (30) days of notice from the Council; and or
 - 9.1.7 GASP breaching this Deed and not remedying the breach within thirty (30) days of notice of the breach.

10. Rights of Council

- 10.1 Nothing in this Deed requires Council to provide Funding if GASP is in breach of this Deed and, in such circumstances, Council reserves the right to cease or withhold the Payments.
- 10.2 Council's agreement to provide the Funding and to make each Payment is in consideration of GASP performing and complying with all obligations and provisions in this Deed.
- 10.3 Council has the right to suspend or delay any Payment if GASP is in breach of this Deed.
- 10.4 Council reserves the right to require GASP to repay any part of the Funding if GASP:

- 10.4.1 does not use that part of the Funding for the Purpose; or
- 10.4.2 is in breach of any material provision of this Deed, including if any of the events giving rise to Council's right to terminate this Deed occurs.

11. Rights of GASP

- 11.1 GASP has the right to suspend the Program if Council withholds the Funding.
- 11.2 GASP has the right to terminate if Council in breach of this Deed.
- 11.3 Where Council requires GASP to repay any part of the Funding under clause 10.4.2, the Council acknowledges and agrees that GASP is only required to repay such reasonably recoverable parts of the Funding that is unused or uncommitted.
- 11.4 Where Council requires the repayment by GASP of any part of the Funding, the Council must allow GASP thirty (30) days to make the repayment.

12. Dispute resolution

- 12.1 A party claiming that a dispute has arisen under this Deed must provide written notice to the other party giving reasonable details and particulars of the dispute.
- 12.2 If the parties are unable to resolve the dispute within fourteen (14) days of receipt of the Dispute Notice, each party must refer the dispute to that party's nominee, and those people must meet in good faith and use their reasonable and best endeavours to attempt to resolve the dispute.
- 12.3 If the dispute is not resolved between the parties then with the agreement of both parties, it may be referred to an independent third person appointed by the President of the Institute of Arbitrators & Mediators Australia, Tasmanian Chapter, to act as mediator and IAMA rules shall apply.
- 12.4 If the parties fail to resolve the dispute then with the agreement of both parties, the matter may be referred to arbitration in accordance with the *Commercial Arbitration Act 2011* (Tas).

13. Notices**13.1 Delivery of notice**

- 13.1.1 A notice or other communication required or permitted to be given to a party under this Deed must be in writing and may be delivered:
- (a) personally to the party;
 - (b) by leaving it at the party's address;
 - (c) by posting it by priority prepaid post or express post addressed to the party at the party's address; or
 - (d) by electronic mail to the party's email address,
- in each case, as specified in the notice details of that party.

- 13.1.2 If the person to be served is a company, the notice or other communication may be served on it at the company's registered office.

13.2 Particulars for delivery

- 13.2.1 The notice details of each party are set out under the heading 'Parties' on page 1 of this Deed (or as notified by one party to the other party in accordance with this clause 13).

- 13.2.2 Any party may change its notice details by giving notice to the other party.

13.3 Time of service

A notice or other communication is deemed delivered:

- 13.3.1 if delivered personally or left at the person's address, upon delivery;
- 13.3.2 if posted within Australia to an Australian address:
- (a) using priority prepaid post, 4 Business Days after posting; and
 - (b) using express post, 2 Business Days after posting;
- 13.3.3 if delivered by electronic mail, subject to clause 13.3.4, at the time the email containing the notice left the sender's email system, unless the sender receives notification that the email containing the notice was not received by the recipient; and
- 13.3.4 if received after 5.00pm in the place it is received, or on a day which is not a business day in the place it is received, at 9.00am on the next Business Day.

14. Governing law

This Deed is governed by the law applying in Tasmania and the parties submit to the exclusive jurisdiction of the courts of Tasmania.

15. Interpretation

15.1 Interpretation

In this Deed, unless the contrary intention appears:

- 15.1.1 headings are for ease of reference only and do not affect interpretation;
- 15.1.2 the singular includes the plural and vice versa and words importing a gender include other genders, and other grammatical forms of defined words or expressions have corresponding meanings;
- 15.1.3 a reference to a clause, paragraph, schedule or appendix is a reference to a clause or paragraph of or schedule or appendix to this Deed and a reference to this Deed includes any schedules and appendices;
- 15.1.4 a reference to a document or Deed, includes a reference to that document or Deed as notated, altered or replaced from time to time;

- 15.1.5 words and expressions importing natural persons include partnerships, bodies corporate, associations, governments and governmental and local authorities and agencies; and
- 15.1.6 the expressions 'includes' and 'including' means 'including without limitation'.
- 15.1.7 no rule of construction applies to the disadvantage of the party preparing this Deed on the basis that it prepared or put forward this Deed or any part of it.

16. General

16.1 Variation

This Deed may only be varied by a document executed by the parties.

16.2 Counterparts

This Deed may be executed in counterparts, all of which taken together constitute one document.

16.3 Entire agreement

16.3.1 This Deed:

- (a) constitutes the entire agreement between the parties; and
- (b) supersedes and cancels any contract, deed, arrangement, related condition, collateral arrangement, condition, warranty, indemnity or representation imposed, given or made by a party (or an agent of a party) prior to entering into this Deed, except for the Licence.

16.3.2 The parties acknowledge that in entering into this Deed each party has not relied on any representations made by the other party (or its agents or employees) other than matters expressly set out in this Deed.

16.3.3 The parties acknowledge that there is no legal relationship existing between them, except for the terms and conditions contained in this Deed, and the Licence. At no stage will any legal relationship continue to be in effect as between the parties, after the expiration or termination of this Deed, and the Licence.

16.4 Liability

If a party consists of two (2) or more people or entities, an obligation of that party binds each of them jointly and severally.

16.5 Severability

16.5.1 Any provision of this Deed that is held to be illegal, invalid, void, voidable or unenforceable must be read down to the extent necessary to ensure that it is not illegal, invalid, void, voidable or unenforceable.

16.5.2 If it is not possible to read down a provision as required by this clause, part or all of the clause of this Deed that is unlawful or unenforceable will be severed from this Deed and the remaining provisions continue in force.

16.6 Waiver

The failure of a party at any time to insist on performance of any provision of this Deed is not a waiver of the party's right at any later time to insist on performance of that or any other provision of this Deed.

16.7 Further assurance

Each party must promptly execute and deliver all documents and take all other action necessary or desirable to effect, perfect or complete the transactions contemplated by this Deed.

16.8 Survival and enforcement of indemnities

16.8.1 Each indemnity in this Deed is a continuing obligation, separate and independent from the other obligations of the parties and survives termination of this Deed.

16.8.2 It is not necessary for a party to incur expense or make payment before enforcing a right of indemnity conferred by this Deed.

16.9 No merger

The warranties, undertakings, agreements and continuing obligations in this Deed do not merge on completion of the transactions contemplated by this Deed.

16.10 Business Day

If a payment or other act is required by this Deed to be made or done on a day which is not a Business Day, the payment or act must be made or done on the next following Business Day.

Schedule 1	Licence including Special Conditions and GASP Licence Area Map.
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Special Conditions KPIs/Milestones

Any payments owed by the Council under this Deed are subject to the Council being satisfied that the following requirements have been met:

1. On GASP submitting a report to Council, outlining activities, achievements and effectiveness undertaken to achieve the Program, on or before 30 June 2019.
2. Develop the **GASP Collection – 10 Year Plan (2020-2029)** to include:
 - Nine (9) permanent art works installed over ten (10) years;
 - Processes for community participation and engagement;
 - Processes for Council consultation and planning approval;
 - Building a sustainable revenue base for the Collection program;
 - Document the GASP Collection as an asset with professional valuation, maintenance plans, risk management plan, re-interpretation of works, online archive, disposal etc).
3. Develop a partnership with the UTAS School of Art to:
 - Establish a program of professional mentoring and auspice for multi-disciplinary projects delivered at GASP;
 - Redesign the suite of GASP signage and wayfinding collateral.
4. Work with Council toward achieving its Community Plan via:
 - Contribution to the Glenorchy Arts & Culture Advisory Committee;
 - Contribution to review of the GCC Arts & Culture Strategy;
 - Providing expert advice on GCC projects where a creative and/or public art component opportunity arises, e.g. Montrose Bay Foreshore Park, and sea wall;
 - Partner with GCC Arts & Culture, Community as opportunities arise for development and presentation of arts activities and events;
 - Establish a plan for 'dog friendly' GASP; and
 - Undertaking community-based activities to protect and enhance GASP's natural values.
5. Undertake a Community Engagement process to:
 - identify community responses to the GASP Vision;
 - identify opportunities and methodologies for community participation in events, projects and programs located at GASP.
6. Report to Council:
 - Bi-annually (in February & August) following completion of the preceding 6-month financial period;
 - Annually immediately following GASP AGM to present its Annual Report; and
 - Annually in March/April to present a workshop to the Council.

Signing Page

Executed by the parties as a deed.

The COMMON SEAL of **Glenorchy City Council**)
 has been hereunto affixed in accordance with ss)
 19(3) and (5) of the *Local Government Act 1993* (Tas))
 and s 127(1) of the *Corporations Act 2001*:)

.....
 Signature of Mayor

.....
 Signature of General Manager

.....
 Print full name

.....
 Print full name

Executed by **Glenorchy Art and Sculpture Park**)
ACN 145 591 304 in accordance with s 127(1) of the)
Corporations Act 2001 (Cth):)



.....
 Signature of Director

...David E Palmer.....

Print full name



.....
 Signature of Director/Company Secretary

...Matt Fishburn.....

Print full name

Glenorchy City Council

QUARTERLY REPORT

FOURTH QUARTER, 2018/19

Year to date
ending
30 June
2019



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Strategic and Operational Highlights

I am pleased to present the Quarterly Report for Glenorchy City Council for Quarter 4 in 2018/19 (quarter ending 30 June 2019).

2019/20 Budget and Annual Plan

Council adopted its 2019/20 budget and Annual Plan on 17 June 2019.

The budget forecasts a modest surplus of \$191,000 with an increasing cash balance with improved funding for the replacement and renewal of assets and a contingency for unforeseen expenses. It incorporates a flat 2.5% increase in general rates, as well as increases of 2.5% in waste services charges and a new \$35 fee for the incoming FOGO kerbside collection service.

Before adopting the budget, Council held a series of three free public information sessions focussing on the calculation of rates, Council's capital works program, and a briefing on the budget itself.

FOGO Service

On 29 March 2019, Council resolved to update its Waste Management Strategy, and to introduce a fortnightly FOGO (Food Organic Green Organic) service from February 2020. Council set the initial fee for the FOGO service at \$35 as part of next year's budget. The fee will cover the rollout costs, as well as collection from February to June 2020 and a year's supply of compostable liners.

A dedicated FOGO Officer commenced in June 2019 to oversee the implementation of the FOGO program, including to promote the need for and benefits of the new service among the community.

Council is currently developing exemption criteria that will allow some people to opt out of the FOGO service if they can demonstrate that they do not need the service. It is expected that these will be finalised closer to the anticipated launch in February 2020.

Jackson Street Landfill Extension

At its May 27 meeting, Council voted to extend the life of the Jackson Street landfill until at least 2032. The extension will require the construction and lining of an additional landfill cell. The decision was based on a detailed business case which also looked at alternatives, including constructing a waste transfer station.

Council has been actively managing the available capacity at the landfill while the business case was prepared with landfill optimisation measures, including waste diversion and separation, being employed.

Community Yarns

At its May 2019 meeting, Council voted to trial holding a series of 'Community Yarns' over a 24-month period. These will be public meetings discussing various issues. The intent is to increase access to Council staff and Aldermen for residents and provide an additional way to engage with the community which



complements the methods under Council's current Community Engagement Framework.

The 'Community Yarns' will be a mechanism to find out what's important to people and their local communities, and what people would like to know more about.

There will initially be 4 Community Yarns per year, held at various locations across the municipality.

CBD Revitalisation Project

Stage 3A of the CBD Revitalisation Project is now very close to being completed. The first part of Stage 3A, the forecourt in front of the Council Chambers, was completed before ANZAC Day and has become an open, well-used area with new seating with power outlets and USB ports, larger garden beds and a new accessible parking space.

Work on the retail side of Main Rd is advanced, with new paving installed and an additional seating area outside of Paddy Wagon Hotel, along with a soon to be planted new tree. This final section of work on Stage 3A will see the Peltro Street Cycle Link merging in with the new footpath and kerbing.

Work on Stage 3B (from Tolosa Street to Regina Street) will commence immediately after the completion of Stage 3A.

City Deal

The Hobart City Deal is a 10-year agreement between the governments and the councils to deliver a range of initiatives to benefit Greater Hobart. Council signed the deal on 24 February 2019.

The initiatives most relevant to Glenorchy are:

- establishing a reliable, sustainable and cost effective transport system including activation of the former rail corridor
- delivering a diverse range of affordable housing options
- establishing governance to support better strategic planning for the city in the form of a Greater Hobart Act, and
- investing to support Greater Hobart as a smart, liveable and investment ready city.

The City Deal is of particular interest to Council in its affordable housing and transport corridor aspects. It is possible that the DEC/Wilkinsons Point development proposal may also be brought within the ambit of the City Deal.

Work is progressing on a City Deal Implementation Plan which is expected to be brought before Council, potentially during the next quarter. The General Manager attends regular meetings of the Implementation Board and Transport and Housing Project Steering Committee.



Communications Strategy

Council's Facebook page was launched at the beginning of April, giving Council a significant new platform to engage with the community. Initial feedback on the page has been positive, with good engagement and no significant or unexpected issues.

Council is currently recruiting a new Senior Communications Advisor to lead Council's strategic communications function. The new officer will review and update Council's existing Communications Strategy to ensure it meets our needs and helps us to effectively deliver messages to the community.

Derwent Entertainment Centre and Wilkinsons Point

Based on independent property consultancy advice to maximise disposal prospects for the DEC, Council resolved to dispose of the land surrounding the DEC at Wilkinsons Point in April 2019, following the completion of the statutory process for the disposal of public land under section 178 of the Local Government Act 1993. Council's resolution was made on the basis that public access to the foreshore and road access would be maintained.

Council subsequently resolved to enter into a 120-day exclusive negotiation period with Larry Kestelman of LK Group, the owner of the National Basketball League (NBL), who has expressed an interest in purchasing the site to establish a sports and entertainment hub and a Tasmanian NBL Team.

Negotiations involving Council, Mr Kestelman and the Tasmanian Government about the LK Group's Proposal are progressing.

KGV Sports and Community Hub Project

A Certificate of Completion has now been issued for the KGV complex, meaning that building compliance has been achieved.

Council has negotiated a lease agreement with Revive Motional Health. Negotiations are advanced with the Migrant Resource Centre to resolve matters around their tenancy and we are hopeful that a formal agreement will be entered into very soon. Negotiations with the Glenorchy District Football Club are ongoing.

Ministerial Directions

Council is in the process of working to address a range of Ministerial Directions that were issued by the (then) Minister for Planning and Local Government.

By 30 June 2019 Council had complied with 55 out of the 58 Ministerial Directions following the adoption of Council's updated Financial Management Strategy and Asset Management Strategy for Infrastructure Assets, with confirmation of compliance with one other pending the advice of the Minister (which would take it to 56). The remaining substantive direction relates to staff training and is being actively progressed. There is also a final direction requiring Council to submit for ongoing quarterly reporting for the term of the current Council.



Federally funded community infrastructure projects

Council has secured \$12M in in-principle Commonwealth Government funding to deliver three significant community projects:

- the construction of 'destination' regional playgrounds on the Montrose Bay foreshore and at Giblins Reseve
- the upgrade of the clubhouse and facilities at the Eady Street Cricket Ground in Glenorchy, and
- the construction of a junior soccer hub at the North Chigwell soccer grounds.

Negotiations with stakeholders and preliminary planning for the projects is currently underway.

MONA Hotel proposal

On 17 December 2018, MONA lodged a planning permit application with Council's planning program for the development of a 170-room hotel at its Berriedale site. The estimated cost of development for the project is \$380M.

A planning appeal was brought by MONA on 12 March 2019 in relation to Council's further information requirement. Council and MONA engaged in productive discussions and the appeal was resolved by consent in June 2019.

Council's planning assessment team is continuing to assess the application in accordance with the statutory process.

Organisational Structure Repair Project

The Organisational Structure Repair Project is largely complete.

All Director positions have been finalised and the majority of the management team are now in place. Council's new Manager Corporate Governance commenced in May 2019. There remains an Acting Manager occupying the Property, Environment and Waste portfolio, with recruitment for that role expected to be finalised during the next quarter.

In March 2019, a decision was made to refine the organisational structure by switching the responsibility for the City Strategy and Customer Service functions between two directors, which also resulted in changes to those directors' titles. The former Director Community and Strategy is now the Director Community and Customer Services, while the former Director Development and Customer Services is now the Director Strategy and Development.

The decision was made following a review of the interrelationship between the roles in the respective portfolios and in recognition that the changed structure provides a better fit for the organisation.

Planning Scheme Review

Following its endorsement by Council on 26 November 2018, Council submitted its new draft Local Provision Schedule (LPS) to the Tasmanian Planning Commission (TPC) on 19 December 2018.



The TPC is currently assessing the LPS and will determine when a 60-day community consultation process will commence.

Council has responded to a request for more information from the TPC and officers met with the TPC in late June 2019 to resolve a number of other queries. The Commission expects to provide a revised list of issues for Council to address soon. Once these have been addressed, exhibition of the draft LPS can commence. This is not expected to start until late in the next quarter, at the earliest.

Repairs from May 2018 Storm Event

Infrastructure in Glenorchy was significantly affected by the 100-year storm event that took place in May last year.

Flood remediation works are nearing completion. The last project will commence in the next few months to upgrade of the bridge at Moss Park Drive. These works will also include stabilisation of New Town Rivulet.

Tolosa Park Dam Remediation

Council is exploring the future options for remediation of Tolosa Park Dam, which centre around the method of decommissioning the dam and the extent to which fill could be used to restore the contours of the site. The options for decommissioning the dam range from demolition of the dam wall to putting a notch in it. The fill options range from no fill to some fill to complete restoration. The options present different opportunities, risks and time frames for the project.

Council considered two remediation options at its meeting on 29 October 2018 and resolved to request that a further report be presented at a future Council meeting, incorporating a revised business case which includes an additional option (which would partially restore the contours using fill which might be generated from the MONA hotel proposal).

Council continues to work with TasWater and MONA to help it evaluate a preferred option.

Council is aiming to present a revised business case setting out a preferred option to progress the decommissioning during the next quarter.

Strategic and Key Operational Risks

Council endorsed a Strategic and Key Operational Risk Register at its meeting on 26 February 2018. The register will be reviewed during the next quarter to ensure it accurately reflects Council's risk profile.

The following table shows quarterly progress in the top 10 strategic and key operational risks:

Rank	Risk Category	Risk Type	Comment as at 30 June 2019
1	Work health and safety	Key Operational	Council is implementing new WHS software (Skytrust) to for reporting of incidents / hazard and tracking of key safety data. This will result in a significant improvement in our ability to retain and analyse data. Safety Management planning has been completed with WHS officers assigned specific projects to improve our compliance with the our WHS Plan. Work has commenced on a presentation for all employees that deal with contractors to ensure effective oversight of their operations and compliance with Council's WHS rules and regulations. The WHS team has been restructured with the recruitment of two WHS Advisors. The position of Senior WHS Advisor has been removed following the recent resignation of the incumbent.
2	Organisational Structure	Strategic	The organisational structural repair project is advanced with all directors now appointed, most appointments made to the management positions. There is only 1 management position remaining to be recruited (Property, Environment and Waste) with that expected to occur next quarter. Responsibilities for City Strategy/Economic Development and Customer Services were switched between Directorates during the quarter to increase operational efficiency.
3	Brand and reputation	Strategic	Council's Facebook page was launched in April and has had a positive impact with good community engagement. Council is actively working to improve its external communications, and will implement a new Communications Strategy by the end of the year to assist in promoting Council's achievements and key messages. Council has completed 56 of the 58 Ministerial Directions. Overall organisational governance has improved considerably and will continue to under the new management team.

Rank	Risk Category	Risk Type	Comment as at 30 June 2019
4	Resource Management	Key Operational	Council is addressing legacy issues around poor choice, scoping, planning, monitoring and review of major projects. The focus at the moment is on addressing issues relating to the KGV Sports and Community Hub. A project management review has been agreed to be undertaken using part of the proceeds arising from sale of redundant Derwent Park Stormwater Harvesting Scheme assets. A virtual Project Management office is being established and will be implemented next quarter.
5	Culture	Strategic	Aldermen have now been operating for over 18 months providing clear and cohesive strategic direction to the organisation. The recent Staff Engagement Survey highlighted a number of issues which management will work to address in consultation with all staff during the next quarter.
6	Process control	Key Operational	Work continues to address the outstanding items identified through internal and external audit processes, with 26 audit recommendations being addressed between March and the most Recent Audit Panel meeting in May. Compliance items are regularly reviewed by due dates with adjustments made as identified.
7	Contractor management	Key Operational	Contractor inductions continue to be held on a regular basis. The People and Culture Department monitors the qualifications and insurances of contractors working for Council. WHS staff undertake regular site visits to work areas to monitor contractors and documentation.
8	Contract management	Key Operational	This risk addresses issues around accountability for management of contracts for projects. The major response is to elevate the organisation's contract and project management capability. One of the major exposures is around ensuring the currency of contract insurances. WHS retains information that is reviewed monthly to ensure insurances remain current. Contractors cannot work on the site without current insurances.
9	Emergency management	Key Operational	The emergency management plan has been reviewed (2018) pending formal adoption. Council's Director Community and Customer Services has been appointed as Municipal Emergency Management Coordinator, and two deputy coordinators will shortly be appointed following an internal recruitment process.



Rank	Risk Category	Risk Type	Comment as at 30 June 2019
10	Financial sustainability	Strategic	Council's 2019/20 budget was adopted, which forecasts an improving cash balance and a modest cash surplus of \$191k. The rate increase was limited to 2.5% and Council was able to absorb matters with budget impacts such as the reduction in landfill revenue without a serious impact on our overall position. Modest surpluses and an improving cash balance are forecast for the term of Council's Long Term Financial Management Plan.

Financial Performance

Summary

Operating Result

Council's interim net operating result for the year ended 30 June 2019 is currently showing a positive result of \$2.226 million, comprised of \$218,000 more in budgeted income and \$2.008 million less in budgeted expenditure, as outlined below.

End of year adjustments not included

However, the interim result will change following end of financial year adjustments, which will include movements in Accrued Expenditure (approx. \$500k to \$1M), Asset Write Off (approx. \$500k), Landfill Remediation and Employee Entitlement Provision. The final result will be reported in Council's audited financial statements which form part of Council's Annual Report to be released later this calendar year.

Key contributors to the interim result are as follows [(favourable)/unfavourable variances from budgeted amounts]:

Income

(\$404,000) Capital Grants
 (\$162,000) Other income
 (\$150,000) Net gain/(loss) on disposal of assets
 (\$118,000) Interest on investments
 (\$76,000) Rates
 (\$26,000) Contributions - cash
 \$148,000 Investment in TasWater
 \$153,000 User charges and licences
 \$417,000 Grants

Expenses

(\$1,493,000) Materials and Services
 (\$324,000) Employment costs
 (\$140,000) Assets written-off
 (\$119,000) depreciation and amortisation
 (\$37,000) Other expenses
 (\$0) State Fire Commission contribution
 \$9,000 Bad and doubtful debts
 \$97,000 Finance costs

Operational Income

Total actual income is \$60.152 million compared to budgeted income of \$59.934 million. This represents a favourable result of \$218,000 or 0.4% ahead of budget.

Additional operational and capital grant revenue has been received for Early Flood Warning System (\$75,000), Glenorchy Mountain Bike Trail (\$100,000), Granton Cycleway (\$200,000) and Childcare Subsidies (\$501,000). However the flood damage reimbursement allowed for in the budget (\$1,000,000) has not been received this financial year.

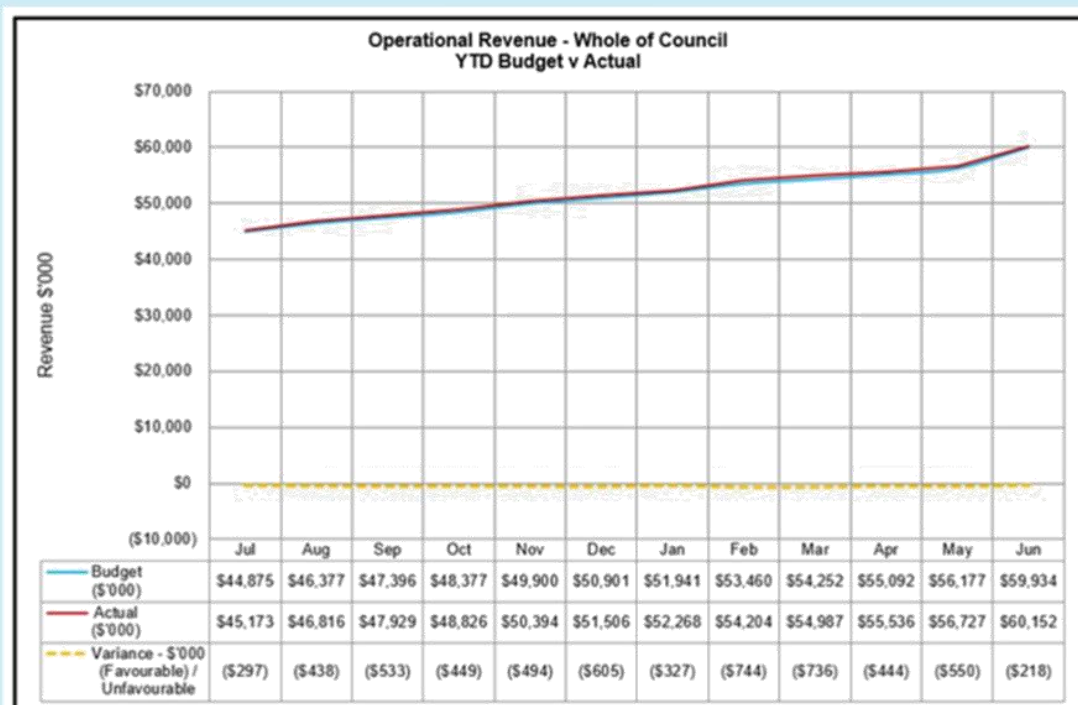
Council has maintained a healthy bank balance throughout the year resulting in improved interest returns (\$118,000) above budget.

Other Income records an above budget result of \$162,000 primarily due to amounts paid to us by our Insurers (\$134,000), POW Bay Sports Ground Fencing Contribution (\$37,000) and an unexpected Land Tax refund (\$28,000).

Rate income is almost in line with budget (\$76,000 variance) which is an excellent result when taken in the context of a substantial \$39.874 million rate budget.

Investment income from TasWater is behind by \$148,000 at \$2.023 million received by year end. Payments received during the year are only interim and a final reconciliation is undertaken once TasWater annual accounts are audited which may result in an additional payment in being received.

User charges at \$12.109 million are within 1% of budget with notable variations being shortfalls in landfill (\$478,000) and parking / general infringements (\$60,000). On the positive side, there is increased income from planning fees (\$122,000) and a one-off gain for health licences (\$128,000) due to a change in the accounting treatment of renewals issued in May.



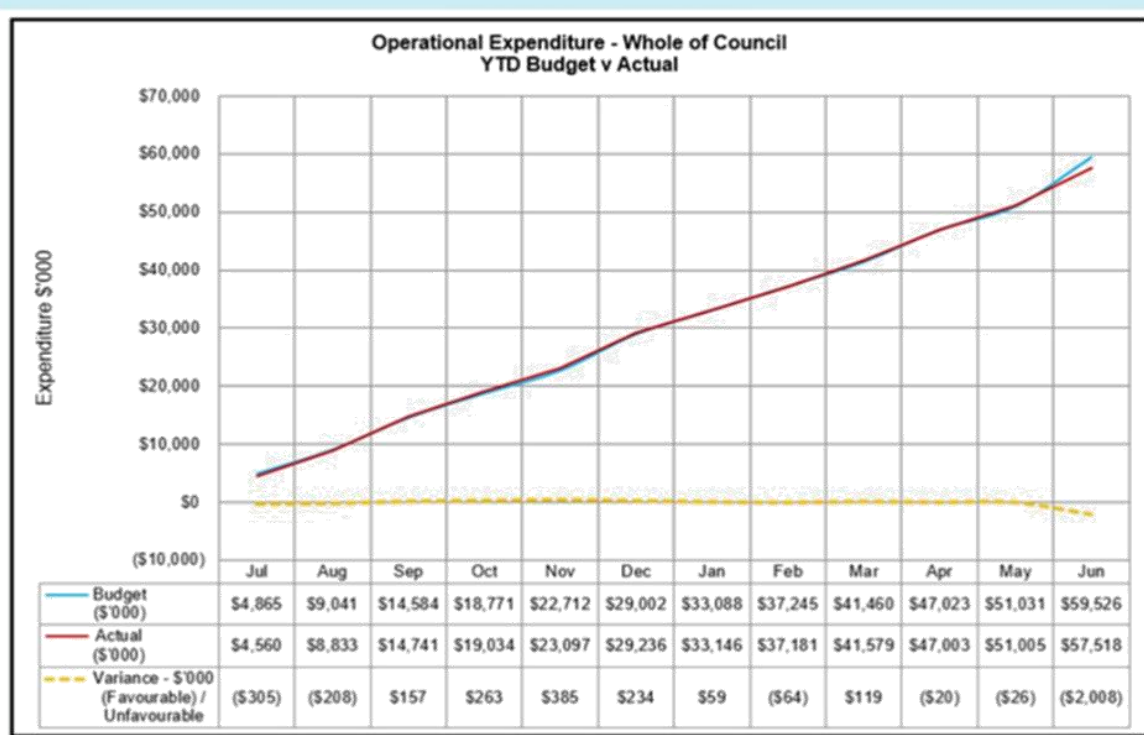
Operational Expenditure

Total actual expenditure is \$57.518 million compared to budgeted income of \$59.526 million. This represents a favourable surplus result of \$2.008 million compared to the surplus budgeted position of \$408,000.

Materials and services recorded actual expenditure of \$15.205 million representing an interim underspend of \$1.493 million. This underspend figure will reduce upon the completion of end of financial year adjustments and accruals, offset by an increase of \$492,000 in unbudgeted flood damage expenditure.

Employment costs (which include wages and on-costs for payroll tax, workers compensation premiums, superannuation and leave provisions) are under budget at \$22.150 million, a favourable variation from budget of \$324,000. This is due to the timing of filling vacancies throughout the financial year and does not account for end of financial year adjustments.

Minor favourable variations exist for Depreciation (\$119,000) and Other Expenses (\$37,000).



Cash and Investments

At 30 June 2019, actual funds available in cash and investments totalled \$15.964 million compared to the budgeted position of \$13.805 million. The primary contributor to the increased amount is the underspend on Council's capital works program.

Capital Works

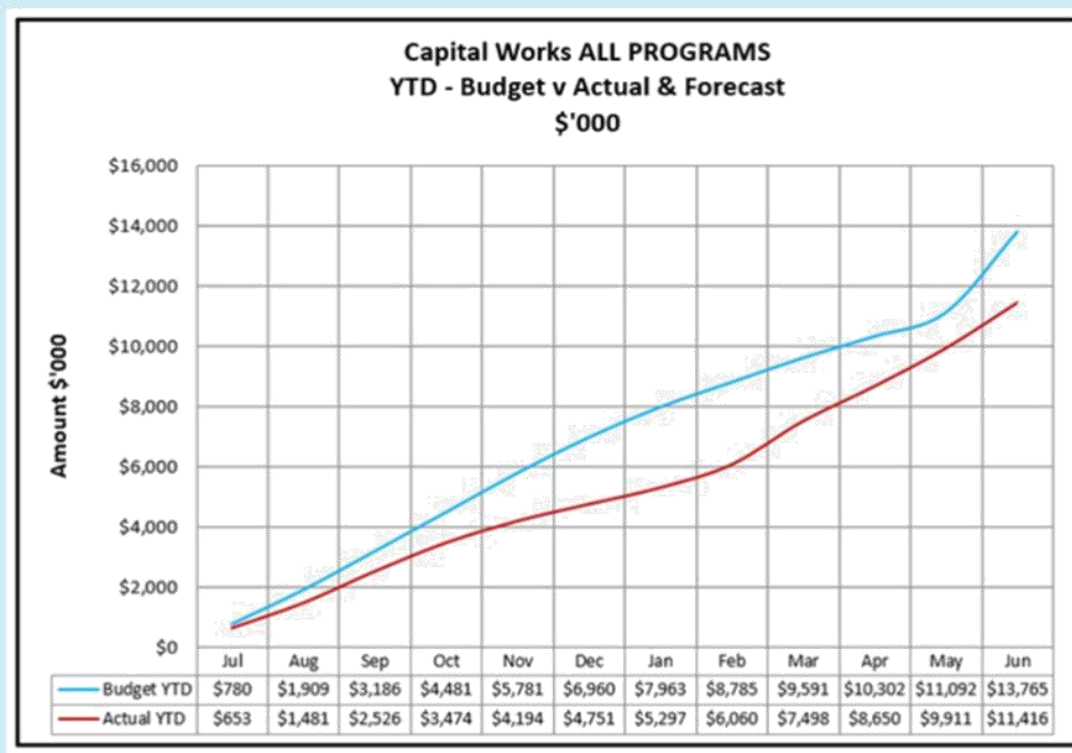
The capital works program at 30 June 2019 shows actual expenditure of \$11.416 million against a budget of \$13.765 million, representing an underspend of \$2.349m at year end.

Council were successful in delivering the majority of the Capital Works Program with several projects still in progress that will be completed in the next financial year.

These projects include:

- \$600,000 for the Moss Park Drive bridge and retaining wall replacement (construction to commence early in the 2019/20 financial year)
- \$250,000 for work on the Glenorchy CBD Revitalisation project (works ongoing), and
- \$350,000 in various ICT projects including upgrades, mobility and fleet tracking (projects to be completed in 2019/20).

Council was able to save in the order of \$1m as part of the efficient delivery of the Program. This saving will be put back into cash reserves, improving Council's sustainability.





Rates Collections

At 30 June 2019, the total rates percentage collected (nett of rates paid in advance) was 98.6% representing just 1.4% arrears, compared to the long-term target amount of 1% arrears. The increase in arrears is understandable in the context of a larger than average rate increase in 2018/19.

Financial Reports

Statement of Comprehensive Income to 30 June 2019

Year-to-Date (YTD)	2019 Budget \$'000	2019 Actual \$'000	2018 Actual \$'000	2019 Variance Actual to Budget
Income				
Recurrent Income				
Rates	39,874	39,951	35,531	↑ 0.2%
User charges and licences	12,262	12,109	11,456	↓ 1.2%
Interest	375	493	378	↑ 31.6%
Grants	4,126	3,709	3,267	↓ 10.1%
Contributions - cash	118	143	297	↑ 21.9%
Investment income from TasWater	2,172	2,024	3,268	↓ 6.8%
Other income	649	811	1,038	↑ 25.0%
	59,576	59,240	55,236	↓ 0.6%
Capital Income				
Contributions – non-monetary assets	-	-	4,723	↔ 0.0%
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(70)	79	60	↑ >100%
Capital grants received specifically for new or upgraded assets	429	833	1,125	↑ 94.3%
Fair value recognition of land under roads	-	-	-	
	358	912	5,908	↑ >100%
Total Income	59,934	60,152	61,144	↑ 0.4%
Expenses				
Employment costs	22,473	22,150	21,238	↓ 1.4%
Materials and services	16,699	15,205	15,358	↓ 8.9%
Depreciation and amortisation	13,818	13,699	12,822	↓ 0.9%
State Fire Commission contribution	5,642	5,642	5,332	↔ 0.0%
Finance costs	72	169	363	↑ >100%
Assets written off	170	30	15,895	↓ 82.5%
Bad and doubtful debts	2	11	7	↑ >100%
Other expenses	650	613	573	↓ 5.6%
Total expenses	59,526	57,518	71,588	↓ 3.4%
Surplus/(deficit)	408	2,634	(10,444)	↑ >100%
Other Comprehensive income				
Items that will not be reclassified to surplus or deficit				
Net gain/(loss) on revaluation of property, plant and equipment	-	243	11,477	
Items that may be reclassified subsequently to surplus or deficit				
Financial assets available for sale reserve -Fair value adjustment on available for sale assets	-	-	2,142	
Total other comprehensive income	-	243	13,619	
Total comprehensive result	408	2,877	3,175	

Statement of Financial Position to 30 June 2019

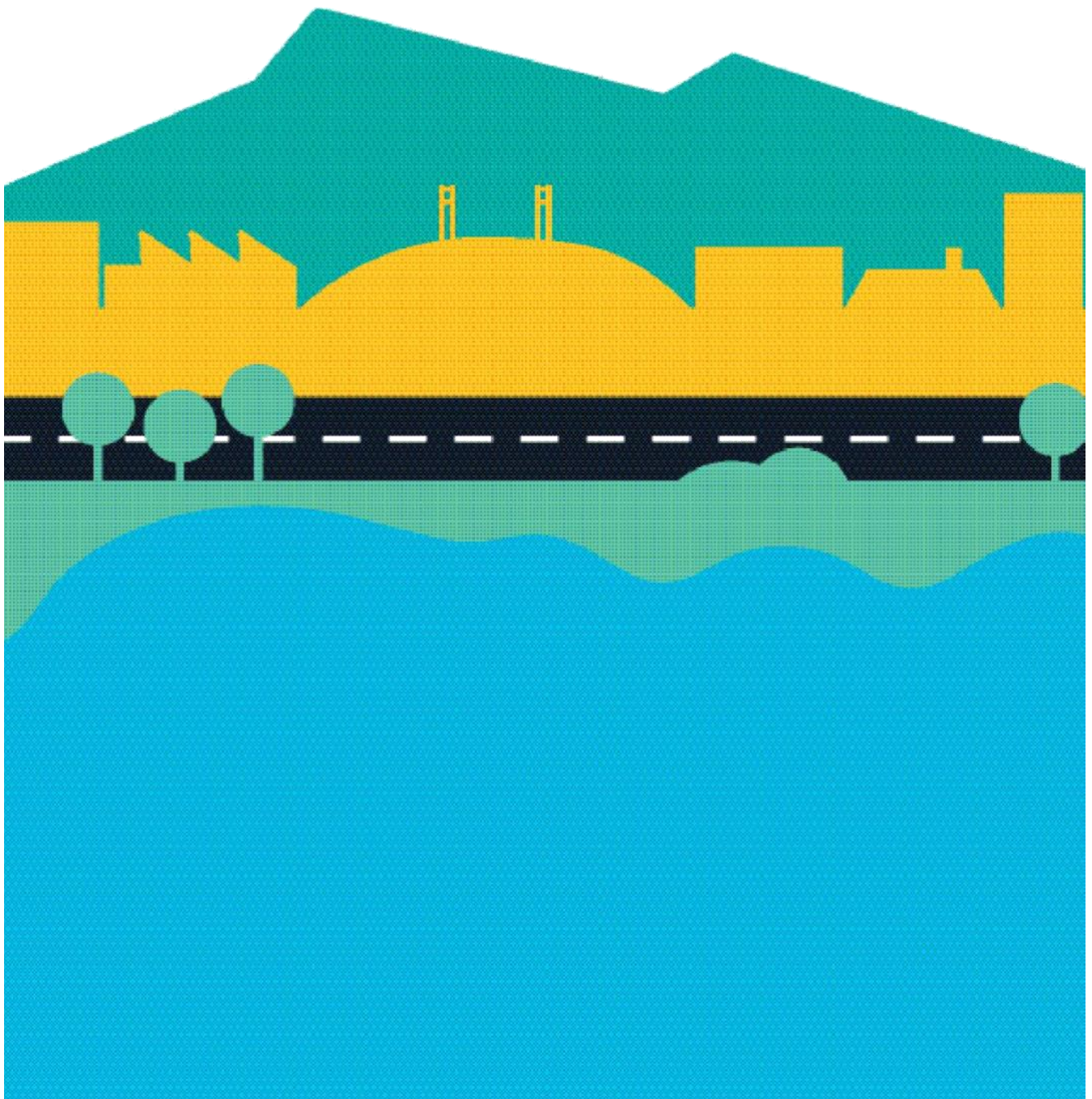
	2019 YTD \$'000	2018 EOY \$'000
Asset		
Current assets		
Cash and cash equivalents	15,964	14,144
Trade and other receivables	2,011	1,920
Inventories	116	109
Non-current assets classified as held for sale	-	-
Other current assets	16	528
Total current assets	18,107	16,701
Non-current assets		
Investment in TasWater	167,145	167,145
Property, infrastructure, plant and equipment	659,991	673,580
Investment properties	-	-
Other non-current assets	27,600	16,102
Total non-current assets	854,735	856,827
Total assets	872,842	873,528
Liabilities		
Current Liabilities		
Trade and other payables	1,588	4,004
Provisions	5,073	4,944
Borrowings	17	952
Other current liabilities	2,704	2,839
Total current liabilities	9,383	12,739
Non-current liabilities		
Provisions	4,888	4,888
Borrowings	3,105	3,307
Total non-current liabilities	7,992	8,195
Total Liabilities	17,375	20,934
Net assets	855,468	852,594

Explanatory Notes

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

Note	Revenue / Expenditure Item			
1	User charges and licences:			
			Variance \$'000	Variance %
	Landfill -Tip Fees	↓	478	16%
	Planning Application Fees	↑	91	37%
	Changes to landfill operations have been implemented following the decisions made by Council at the December 2018 Council Meeting. Development applications continued to contribute increased fee revenue throughout the year.			
2	Grants:			
			Variance \$'000	Variance %
	Berriedale Child Care Centre – Fed Govt Subsidy	↑	250	75%
	Benjafield Child Care Centre – Fed Govt Subsidy	↑	250	>100%
	Flood Damage Reimbursement	↓	1000	100%
	On 1 July 2018, the Federal Government introduced the "New Child Care Package". The subsidy budget was based on conservative assumptions thus resulting in a favourable variance to date. Conversely, the parent contributions recorded in User Fees & Charges may be lower than budgeted due to the assumed effects of the new package. Auditing of Councils claim for flood damage reimbursement was not completed by June 30 resulting in payment being delayed until 2019/20.			
3	Investment in TasWater:			
			Variance \$'000	Variance %
	Dividend	↓	148	7%
	The dividend paid by TasWater was lower than budgeted.			
4	Capital Grants:			
			Variance \$,000	Variance %
	Granton Cycleway	↑	200	100%
	Eady Street	↑	77	100%
	Early Flood Warning System	↑	75	100%
	Peltro Street	↑	52	100%
	Applications for new grant funding have been successful.			
5	Materials & Services:			
			Variance \$'000	Variance %
	Flood Response Repairs (operational expenditure)	↑	492	100%
	Contingency	↓	1870	100%
	Waste Management Strategy	↓	255	75%
	Unbudgeted expenditure relating to the May 2018 floods has been incurred. The budget allowed for several contingencies that fortunately have not eventuated during the 2018/19 year. Work on the Waste Management Strategy will continue into the 2019/20 year.			

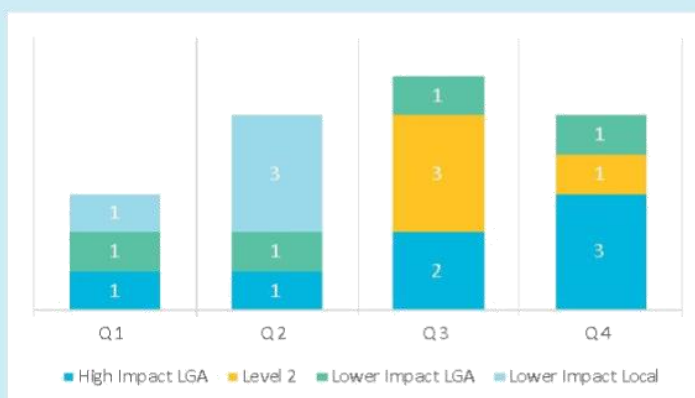
Key Performance Indicators



Making Lives Better

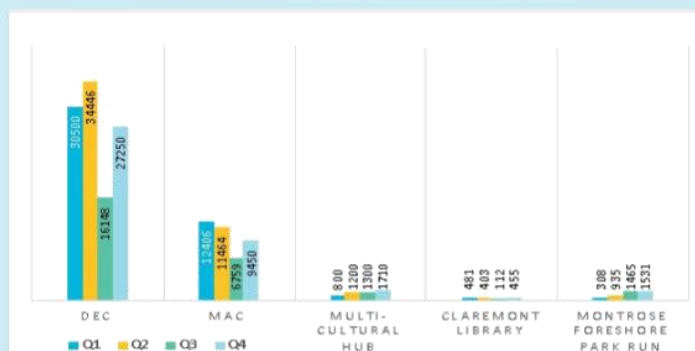
Number of Engagements

Engagements undertaken during the final quarter were the CBD Flood Study, Budget Information Program, Waste Management Strategy Information Session, Telecommunications Tower Information Session and CBD Revitalisation Public Art Project.



Community Participation

This quarter highlights the strong numbers continuing to use the MAC in its third year. DEC numbers are strong again in this quarter and notably the Claremont Library usage has grown since the summer period.

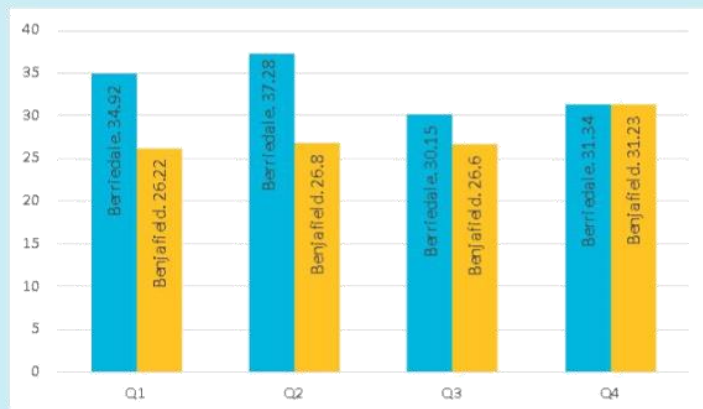


Making Lives Better

Service Delivery – Childcare

Children Enrolled/Day (average)

The final quarter of the year has seen consistent growth at Benjafield throughout 2019 and a consolidation of numbers at Berriedale.



Capital Works Completed (\$m)

The capital works program at 30 June 2019 shows actual expenditure of \$11.416 million against a budget of \$13.765 million, representing an underspend of \$2.349m at year end.

Council were successful in delivering the majority of the Capital Works Program with very several projects still in progress that will be completed in the next financial year.



These projects include:

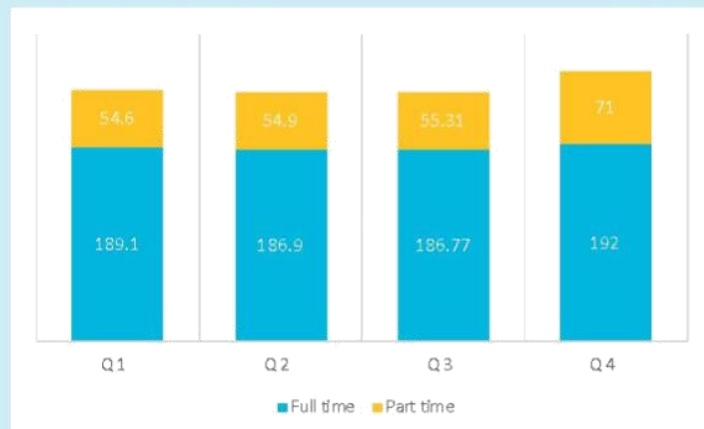
- \$600,000 for the Moss Park Drive bridge and retaining wall replacement (construction to commence early in the 2019/20 financial year)
- \$250,000 for work on the Glenorchy CBD Revitalisation project (works ongoing), and
- \$350,000 in various ICT projects including upgrades, mobility and fleet tracking (projects to be completed in 2019/20).

Council was able to save in the order of \$1m as part of the efficient delivery of the Program. This saving will be put back into cash reserves improving Council's sustainability.

Open for Business

Full Time Equivalent

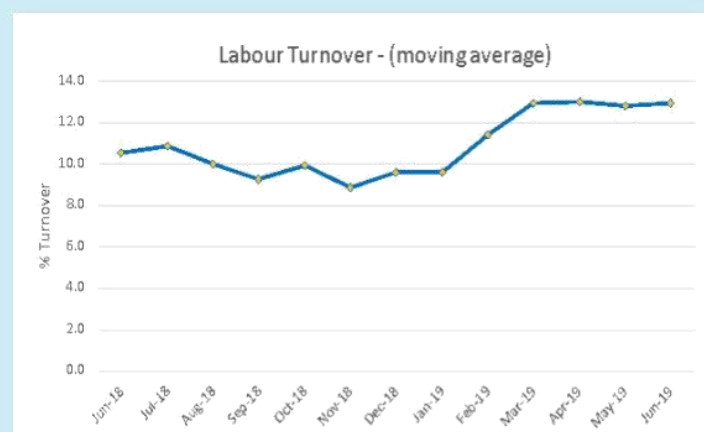
There has been a slight increase in the number of Full-time Equivalent (FTE) positions caused by the filling of a number of vacancies during the quarter and the establishment of several new positions which were budgeted for during the financial year.



Labour Turnover – 12 Month Moving Average

There has been a favourable reduction in the number of departures turnover during the quarter. However, the number of departures during February and March 2019 (11 in total) means that the moving average has remained steady despite an improving trend.

https://www.ahri.com.au/media/1222/turnover-and-retention-report_final.pdf



All Employees – Unplanned Leave (Personal Leave)

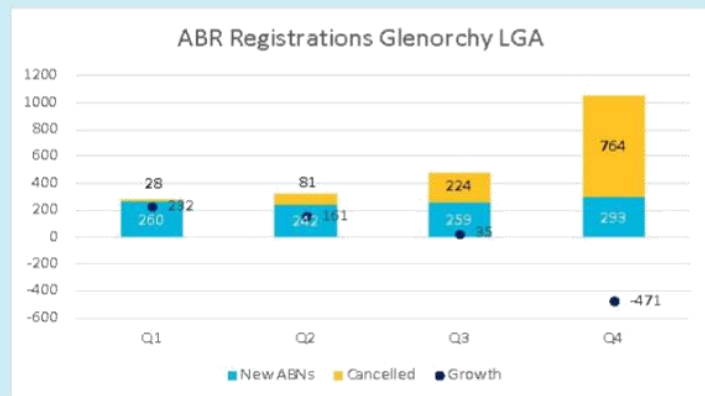
There was a spike in unplanned absences in May, which is attributable to the annual influenza season (which has also been widely reported in the media).



Open for Business

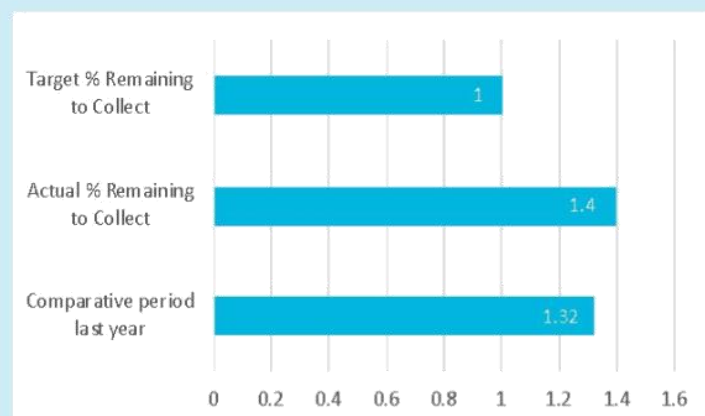
ABR New Registrations Glenorchy LGA

Net growth in business registrations was recorded as significantly lower in the final quarter of 2018/19. This is largely due to the ATO's bulk Australian business number (ABN) cancellation program, which aims to remove superfluous or unused ABNs from the register. This helps to ensure the integrity of information on the Australian Business Register (ABR) is accurate.



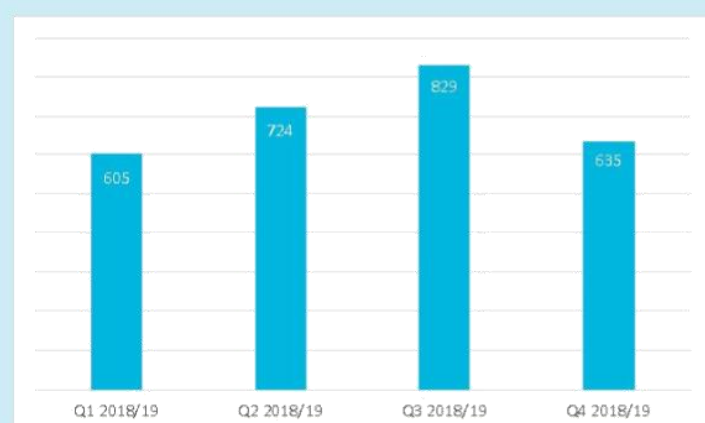
Outstanding Rates Debt Percentage

Collection of rates debt continued strongly throughout the financial year, with the final outstanding percentage at the end of the year at 1.4%. This result is comparable with the prior financial year and is a strong result for Council.



Work Centre Customer Service Requests

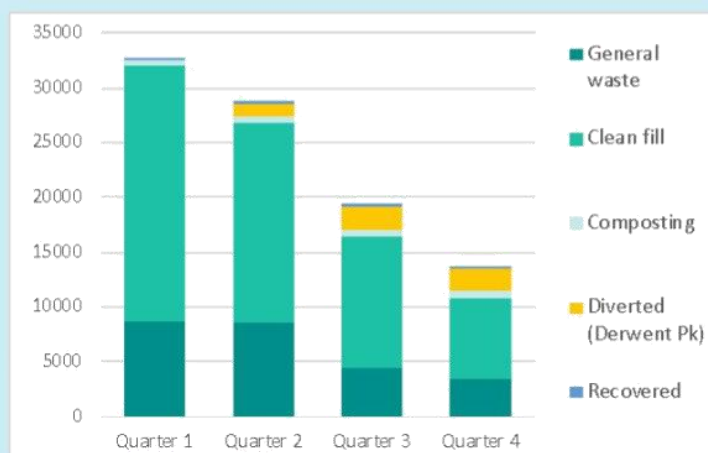
The final quarter of the year has seen request numbers decline with the season, however still above 600 requests per quarter.



Valuing our Environment

Waste Received By Council By Quarter (Tonnes)

Council has continued to implement waste reduction measures at the Jackson Street Landfill, resulting in further decrease of waste to the landfill site. Immediate results have been seen with reduction in litter and gull activity. In addition, the new weighbridge was successfully installed in the last quarter and is now fully operational. This will assist with providing more accurate data in the future.

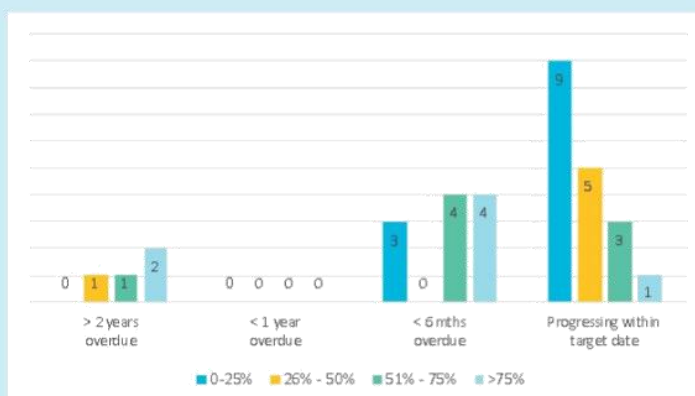


Leading our Community

Outstanding Audit Items - Percentage Complete

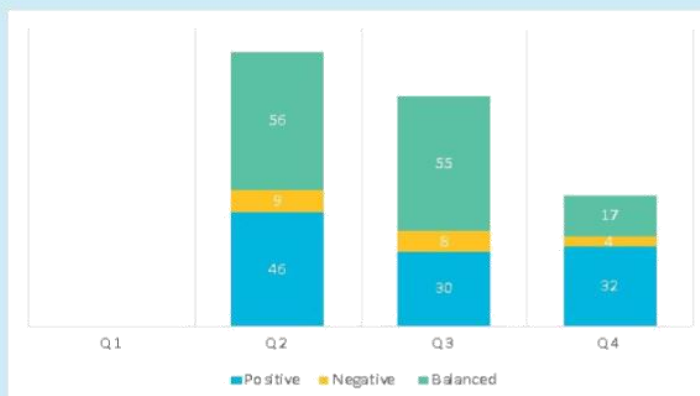
These KPIs represent an improvement over the previous quarter with a reduction from 4 to 2 items overdue for greater than 2 years (Motor Vehicle Acquisition & Allocation and Fraud Control Planning) and an overall reduction from 11 to 5 items overdue for greater than 1 year.

This is also more significant given an additional 15 new recommendations have been added to the audit action register in the last quarter (Privacy and Payroll).



Media Mentions

The number of overall media mentions has reduced, which is largely the result of a reduced number of articles in the Glenorchy Gazette (due to the temporary absence of a full-time communications officer). However, this has been accompanied by an increase in the overall percentage of positive stories (from 32% to 60%). There was a large amount of positive press generated by Council's decision to sell Wilkinsons Point and subsequent dealings with LK Group, and also interest stories like the Chapel Street Dog Park opening, Tolosa Park and revised Waste Management Strategy.

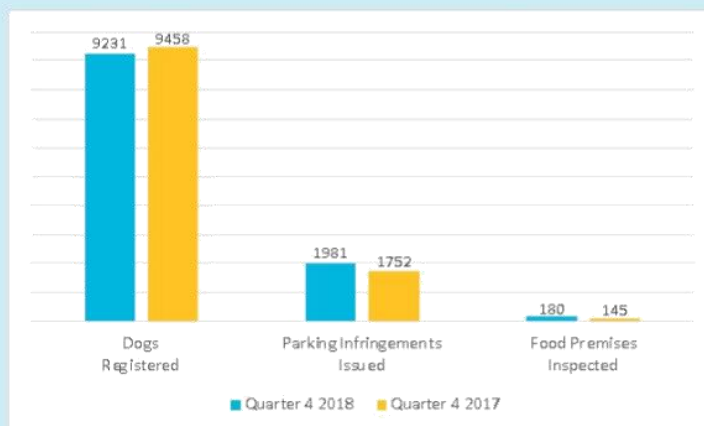


Leading our Community

Delivering Services for our Community

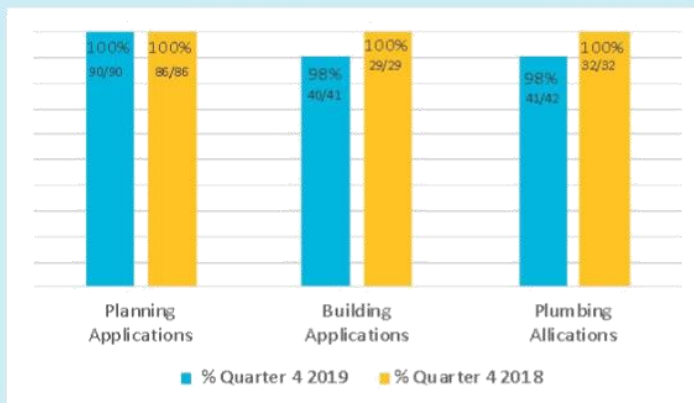
Although there has been a slight decrease in the number of dogs registered this financial year, Glenorchy continues to have one of the highest rates of dog ownership in Australia.

An increase in the number of parking infringements this quarter continues the seasonal trend that has been seen in previous years.



Development, Building and Plumbing Applications Assessed on Time

Glenorchy is open for businesses. To help grow our City, Council's Development Department works hard to assess applications for development, building and plumbing works in a timely and efficient manner. The number of applications being assessed is above last quarter and above the same time last year, reflecting a greater level of development in the municipality.

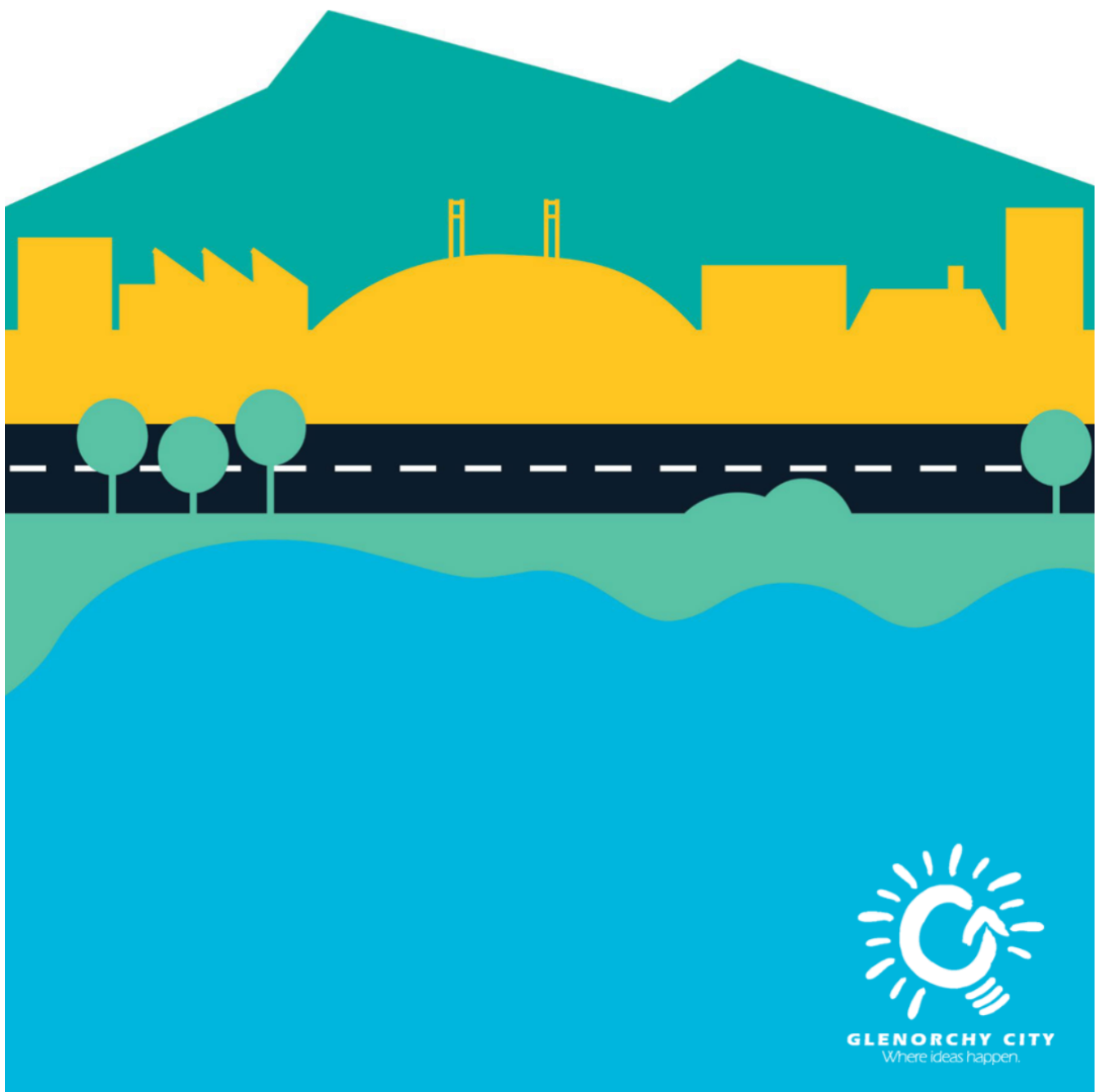


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Annual Plan Progress Report 2018/19 – 2021/22

For the quarter ending 30 June 2019



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Introduction

This report provides information on Glenorchy City Council's Annual Plan performance for the quarter ending 30 June 2019, the final for 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

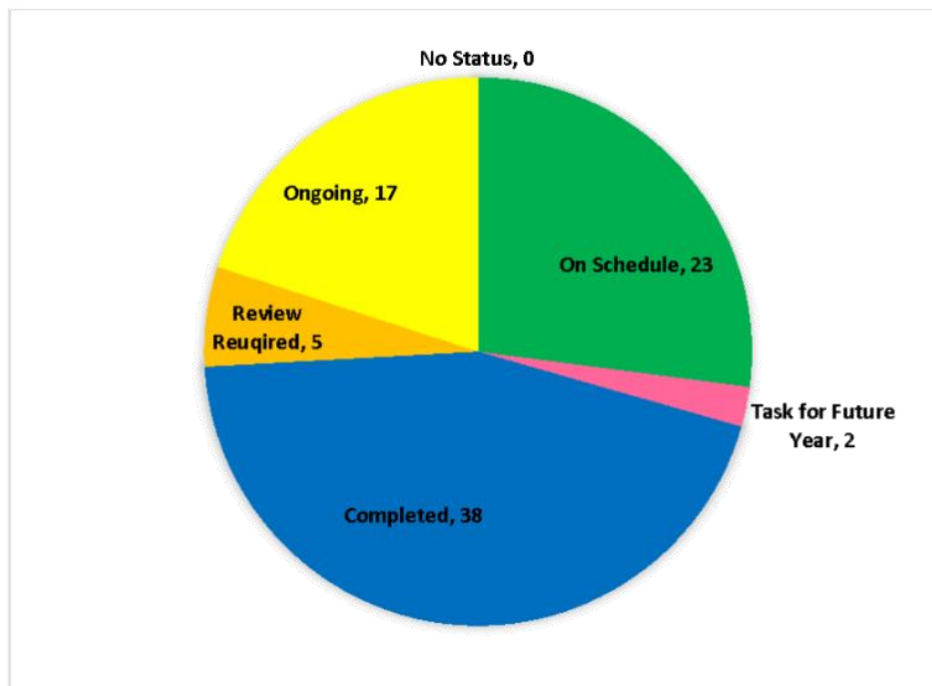
Action Status	Business rule for application of descriptor
Ongoing 	For business as usual tasks (not for use with project tasks).
On schedule 	The task is on track to meet the target set in the Annual Plan.
Review required 	There are internal or external factors that present a foreseeable risk to project 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

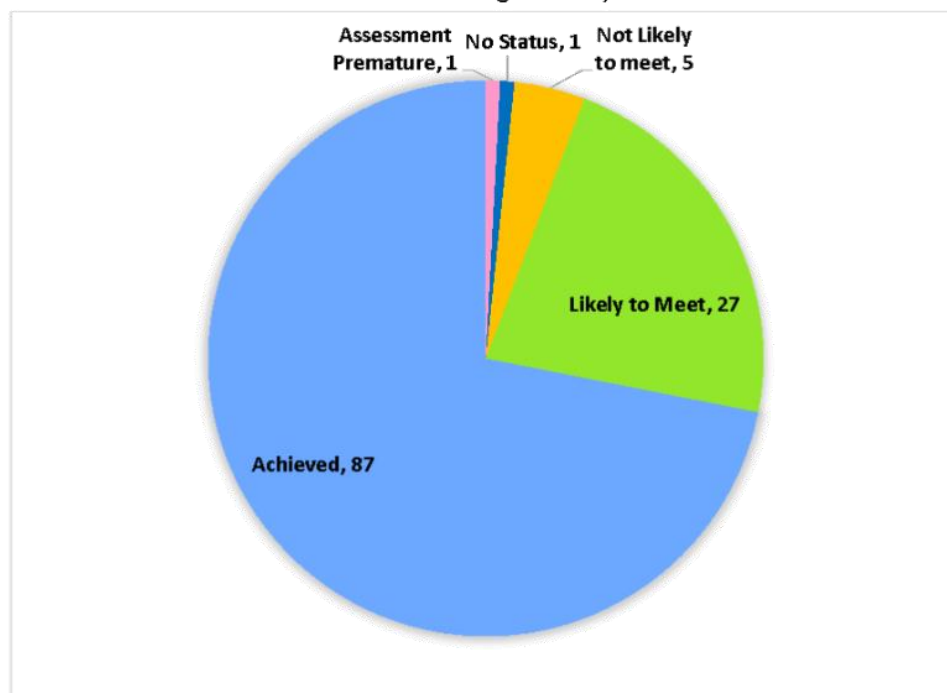
Measure Status	Business rule for application of descriptor
Achieved 	The measure has been met.
Likely to meet 	Task performance is on track to meet the measure and target in the Annual Plan.
Not likely to meet 	Task performance is not likely to meet the measure and target in the Annual Plan due to internal 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.

GOAL: MAKING LIVES BETTER

OBJECTIVE: 1.1 Know our communities and what they value.

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

Code	Description	Lead	Target Date	Status	Comment
1.1.1.02	Participate in the Local Government Association Tasmania community satisfaction survey	COMM & STRAT	30-Jun-2019		Q1. Staff have liaised with Local Government Association Tasmania (LGAT) to discuss survey development, collaboration and scheduling. At this time LGAT expect the survey to run in early 2019. Q2. LGAT have developed the initial state-wide survey and the survey will commence early in December and will run through the early part of the new year until around 1200 completed surveys (across Tasmania) are returned LGAT expect the final State-wide report to be available late February 2019, data will be available down to a regional (S, N, N/W) and city, urban, rural level. Q3. LGAT has informed Councils that the draft State-Wide Community Satisfaction Survey Report is being reviewed and finalised, an expected date of circulation is unknown at this point. LGAT will commence individual Council surveys in May. Q4. State-wide Survey has been released, additional municipal level research was undertaken in mid-June and a draft report has been issued for review by Manager City Strategy & Economic Development. A full report will be presented to

Aldermen in early August at a Council workshop.

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	COMM & STRAT	30-Jun-2019		Q1 Attended the NAIDOC Week celebrations and Flag Raising Ceremony at Karadi. Meeting with MCOT Welcoming Cities Project Officer to explore the potential for a Harmony Day and awareness raising activity. Also exploring opportunities with MCOT for a cultural awareness and employment project with the multicultural community. Supporting local community group, the Chigwell Orchard Relocation Project (CORP), with other Council Officers to develop a community orchard project in Chigwell. Provided support letter for Joining the Dots Tasmania - Welcome Dinner Project to apply for a grant be able to offer some community dinners in Glenorchy. Provided support letter for the Salvation Army to apply for funds to increase their work in the youth area. Q2 Supported MCOT funding submission for additional internal works and solar panels at the Multicultural Hub. Meeting held with State Government and MCOT to review year 2 Multicultural Hub milestones and identify actions. Council won National 'best community engagement award' for Garage Sale trail. Funding submission for Hear Our Voices Multicultural Women's Gathering, March 2019. Bystander Intervention 'Peace Project' with 136 local primary school students.

Q3 Attended the Welcoming Cities Symposium in Brisbane to gather best practice ideas from local government nationally and internationally. Held the Hear Our Voices Multicultural Women's Gathering at Leprena in March. Participated in the Moonah Taste of the World event March 2019.

Q4 Fortnightly meetings with new CEO MCoT, since commencing in March, to address the expected Milestones for the Multicultural Hub. Friday fortnightly attendance at the Hub to support MCoT staff with programming for the Hub. Assisted Muslim Association to find space for their Friday worship in Glenorchy. Worked with GCC Property department to develop plans for commercial kitchen at Hub in preparation for TCF grant. Promoted Migrant Resource Centre Catering (Social enterprise).

Code	Description	Lead	Target Date	Status	Comment
1.1.2.01	Deliver the annual Moonah Taste of the World Festival	COMM & STRAT	30-Jun-2019		Q1: Planning for the 2019 event has commenced, including development of a workplan, updating the Festival website and exploring options for activity and food providers. Q2 Expressions of interest have been advertised for both food and activity providers for the festival. During the quarter staffing of the festival changed due to a resignation. Officers have developed a plan to work around the loss of this resource. Q3: Very successful Moonah Taste of the World Festival held in March with a record amount of patrons attending. The Festival program

including workshops, musical performances and food stalls was very well received. Q4: Evaluation of this year's event conducted, which included feedback from participants, patrons, contractors and staff. Consideration given to the 2020 Festival, which will be the event's 10th year.

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
1.3.1.06	Administer kerbside waste collection and landfill services	INFRA WORKS	30- Jun- 2019		Q1. Landfill - total waste tonnages received 32,796 with a total of 24,726.6 tonnes or 75.4% diverted. No of light vehicle transactions 17,472. 80 days out of the 92 fully open with a total of 36.9 hours closed for the period - no full days closed. Kerbside - total number of waste and recycling collections for the period was 254,382 with a total of 179 missed bin collections or 0.07%. Q2. Landfill - total waste tonnages received 27,781 with a total of 19,208 tonnes or 69.14% diverted. No of light vehicle transactions 22,399. 81 days out of the 92 fully open with a total of 43.42 hours closed for the period - no full days closed. Kerbside - total number of waste and recycling collections for the period was 255,078 with a total of 245 missed bin collections or 0.09%. Q3. Landfill - total waste tonnages received 17,302.8 with a total of 12,769.3 tonnes or

73.8% diverted. No of light vehicle transactions 16,156. 63 days out of the 89 fully open with a total of 133.17 hours closed for the period - 4 full days closed. Kerbside - total number of waste and recycling collections for the period was 255,078 with a total of 317 missed bin collections or 0.12%.

Q4. Landfill - total waste tonnages received 11,709 with a total of 8,256 tonnes or 70.5% diverted. No of light vehicle transactions 5044, 70 days out of the 91 fully open with a total of 81.91 hours closed for the period - 3 full days closed. Kerbside - total number of waste and recycling collections for the period was 258,400 with a total of 238 missed bin collections or 0.09%.

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	COMM & STRAT	30-Jun-2019		Q1 Both centres continue to focus on complying with the National Quality Standard and providing high quality education and care for all children. During the last quarter Berriedale CCC has averaged 34.92 enrolled children per day of a possible 53 and Benjafield CCC has averaged 26.22 enrolled children per day of a possible 43 in the first quarter. Both service have had an increase to utilisation in this quarter. Q2: Both centres remain compliant with the National Quality Standard, Benjafield has a Meeting NQS rating, Berriedale underwent Assessment & Rating in October and has now received

a DRAFT A & R report of 'Meeting' all 7 standards.

Q2 Berriedale averaged 37.28 enrolled children per day of a possible 53 and Benjafield CCC has averaged 26.80 enrolled children per day of a possible 43 in this quarter.

Q3 Both Centres remain compliant with the NQS, both services maintain a quality rating of 'Meeting' National Quality Standard. Berriedale averaged 30.15 enrolled children per day of a possible 53 and Benjafield averaged 26.60 enrolled children per day of a possible 43 for this quarter. During this quarter there has been a small decrease to utilisation across both centres this is due to children leaving to commence Kindergarten, however utilisation is currently stable and higher than predicted.

Q4 Both Centres remain compliant with the NQS, both services maintain a quality rating of 'Meeting' National Quality Standard. Berriedale averaged 31.34 enrolled children per day of a possible 53 and Benjafield averaged 31.23 enrolled children per day of a possible 43 for this quarter. Both services have had an increase to utilisation, Benjafield has increased by nearly 5 children per day for this quarter. Benjafield is taking part in the State Government Pilot program Working Together for 3 Year Olds (WT3) this has contributed to the increase to utilisation.

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	Target Date	Status	Comment
2.1.1.05	Develop an economic development strategy for Glenorchy	COMM & STRAT	30-Jun-2019		Q1. Preliminary work is underway; including identification of stakeholders, economic participants, available data sources, knowledge gaps and opportunity for collaboration. The information gathered as part of this PESTEL style analysis is to ensure the limited funds allocated to the development of the strategy is utilised carefully; forming the basis for both the project plan and independent consultancy requirements. Officers continue to seek funding/matched funding opportunities for development of the strategy. Q2. At an Aldermanic workshop (3 Dec) officers presented an overview of the project and identified high level expectations of Council and undertook stakeholder mapping. The next step will be procurement of economic analysis consultancy services. Q3. In collaboration with Clarence, Brighton, Kingborough and Hobart Council economic development officers, Glenorchy officers undertook joint procurement of an Economic Development Gaps and Opportunities study. Eight consultancies provided quotes for service, and the Councils jointly identified a successful consultancy in late March. This consultancy study will provide the launch point for collaborative

development of the draft economic development strategy.

Q4. Research is underway for the Economic Development Gaps and Opportunities study; literature review and desktop analysis are complete. Consultation has commenced, and a business survey is underway, and a series of workshops is scheduled for early July. A draft economic development strategy has not been completed in accordance with the forecast target date, this is due to the additional time required to jointly procure the consultancy services. This collaborative approach has leveraged additional funding (5 x GCC allocated budget for the project) and the resultant output will be more rigorous and comprehensive than if GCC had undertaken procurement in isolation.

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

Code	Description	Lead	Target Date	Status	Comment
2.2.1.02	Develop a Leasing Policy	INFRA WORKS	1- Mar- 2019		Q1/Q2 Initial draft Leasing Policy has been completed. Work will continue with internal stakeholders in preparation for March 2019 due date. Q3. Initial draft Leasing Policy has been completed. Legal review completed and next step to bring key stakeholders together to finalise the policy to take to Council. To be completed prior to the EOFY. Q4. Draft policy to go to up to Council for review at the July meeting

Code	Description	Lead	Target Date	Status	Comment
2.2.1.03	Implement the Leasing Policy	INFRA WORKS	30- Jun- 2019		Q1. Council have commenced the renewal of leases. To date 7 leases have been renewed resulting in an increase of lease revenue of \$13k above CPI. Q2. 10 leases have been renewed to date. Of these 10 leases an increase of \$14K has be realised. In addition, 2 new leases have been granted with an additional income of \$4K. However, Council's rental property at 1 Grove Road has been vacated and is now not suitable for tenancy. This property will be sold and the \$10K in rental income will not be realised. In addition, due to the delay in the completion of the KGV project, there is an expected net reduction in the rental income. Q3. 11 leases have been renewed in total. The total increase in rental revenue is \$18,100. Property section is transitioning to administering all lease and licence's within Tech One operating system, this will allow for efficient monitoring and prompt actions relating to leases and licences. Q4.

GOAL: VALUING OUR ENVIRONMENT

OBJECTIVE: 3.1 Create a liveable and desirable City.

STRATEGY: 3.1.1 Review the draft Glenorchy CBD Strategic Framework and develop an action plan for the Glenorchy CBD

Code	Description	Lead	Target Date	Status	Comment
3.1.1.01	Review the draft Glenorchy CBD Strategic Framework and develop an action plan for the Glenorchy CBD	INFRA WORKS	1-Apr-2019		Q1: The first workshop of the project, involving council senior management and aldermen representative, suggested that the project name and its scope need to be reviewed. Q2: Two additional workshops have occurred that undertook a visioning and needs analysis. This analysis has led to a discussion in regards to a change in focus from the CBD framework to a broader strategic focus using spatial analysis. Q3: Q4: Nothing further to report at this stage.

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
3.1.3.03	Develop a traffic calming policy	INFRA WORKS	30-Jun-2019		Q1: The approval for traffic calming devices is currently sitting with the Department of State Growth. Council is waiting for the legislation change to be tabled in Parliament in November 2018. Council can then legally develop/adopt the Policy. Q2: The approval for traffic calming devices is currently sitting with the Department of State Growth. Council is waiting for the legislation change in 2019. The first draft of the Policy is completed and going through internal consultation process.

Q3: Legislation change has been made by the Parliament. A draft policy is going to be finalised and presented to Council.

Q4: Policy was adopted by Council in April 2019.

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

Code	Description	Lead	Target Date	Status	Comment
3.1.4.10	Implement the Waste Management Strategy	INFRA WORKS	30-Jun-2019		Q1 Project Manager has been engaged to undertake the following projects: 1.Landfill Extension Investigation 2.Landfill Optimisation Investigation 3.Waste Transfer Station Investigation 4.Food Organic Green Organic FOGO Investigation 5.Review and update the Waste Management Strategy Q2 Above Project works continue to be undertaken. 1. Design drawings completed & EPA guidelines received 2. Diversion of kerbside waste and public litter to Lutana 3. 4. FOGO Survey Completed & results compiled Q3 Project works undertaken: 1.Landfill Extension & Final Surface - Community consultation conducted & engaged consultant for environmental works and redesign

2.Waste Strategy Business case completed and approved by Council

3.FOGO Business case completed and approved by Council

Q4 Project works undertaken:

1.Landfill Extension - Business case completed and approved by Council

2.Landfill Optimisation - Weighbridge works completed

3.FOGO - Project Officer Engaged

Code	Description	Lead	Target Date	Status	Comment
3.1.4.07	Review the 10-year capital program for Council owned property	INFRA WORKS	30-Jun-2019		Q1. Review of program has yet to commence. Current focus of the unit is on project delivery. Program to be reviewed as part of annual planning and budget process. Q2. Property area has commenced the development programs as part of the development of 2019/20 capital. Q3. Property area has completed the development of 2019/20 capital expenditure with a four-year outlook plan. Q4. Property area has completed the development of 2019/20 capital expenditure with a four-year outlook plan. A 10-year capital plan will be progressively developed over the next 12 months.

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	COMM & STRAT	30-Sep-2018		Council adopted its Communications Strategy at its October 2018 Council meeting (during Q2). The focus turned to implementation of the strategy during Q3 and Q4. The Strategy will be reviewed during the next FY to ensure it is current and provides adequate media and communications support for Council.
4.1.1.03	Implement the communications strategy	COMM & STRAT	30-Jun-2019		Council's Facebook page (which was the highest year 1 priority in the Communications Strategy) went live on 7 April 2019. A team of internal Facebook administrators has been working with Timmins Ray Public Relations to administer the page, which has been successful in that it has achieved its objective of providing an active engagement tool and has been administered professionally without any significant issues. The communications strategy year 1 actions were completed with the launch of the Facebook page. Council's Communications and Marketing officer left Council in early March 2019. Recruitment remains ongoing for a Senior Communications Officer. The first process was abandoned, and the position reassessed and readvertised. Applications for the readvertised position close on 7 July 2019 (early in the next reporting period). The new position will be required to implement a whole of Council

communications plan by 30 September 2019.

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
4.1.2.03	Maintain, renew and replace Council's infrastructure in accordance with Council's asset management framework	INFRA WORKS	30-Jun-2019		Q1: Stormwater and transport 10-year capital plan will be reviewed in May 2019. 2019/2020 capital work program is under development and plan to have its draft presented to IMG in Feb 2019. The asset management strategy is currently under review and revision. Q2: Stormwater and transport 10-year capital plan will be reviewed in May 2019. 2019/2020 capital work program is under development and plan to have its draft presented to IMG in Feb 2019. The asset management strategy has its first draft completed and consulted with all the key internal stakeholders. Q3: Stormwater and transport 10-year capital plan will be reviewed in May 2019. 2019/2020 capital work program is under development and plan to have its draft presented to IMG in March 2019. The asset management strategy has revised after consulting with all the key internal stakeholders and will be presented to Council in May/June for endorsement. Q4: 2019/2020 capital work program for stormwater and transport has been approved by Council in June 2019. Asset Management Strategy was presented to and adopted by Council in May 2019.

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

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

Code	Description	Lead	Target Date	Status	Comment
4.2.2.01	Implement the People and Safety Strategy	CORP SERV	30-Jun-2019		Q2. The intranet page has been developed and the next stage involves attaching the supporting documentation. Key documents already completed include; Code of Conduct, Fitness for Work and an annotated Enterprise Agreement. Work is underway to complete all required directives and supporting documentation. Q3. As per Q2.

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
4.3.1.05	Participate in the Development of the Hobart City Deal	GM	31-Dec-2018		Q1 The General Manager has been involved over the period in the Senior Officials Group for the Hobart City Deal, as well as active involvement in the Working Groups on Transport and on the Greater Hobart Act. The Acting Director Community Economic Development and Business has been actively involved in the Affordable Housing Working Group. The change of Prime Minister may affect the timing of a City Deal. However, the new Prime Minister has affirmed his commitment to the Hobart City Deal. Q2 The working parties concluded their work during this period to firm up a proposal that was presented to Council in Dec 2018. Q3 The 4 inner metropolitan councils, State and Federal Governments signed the Hobart City Deal on 24 February 2019.

Work is underway between the parties to develop an Implementation Plan, with a target date of August 2019.

Q4 The General Manager has been participating in Implementation Board, Steering Committee and Working Group meetings as the City Deal Implementation Plan is developed.

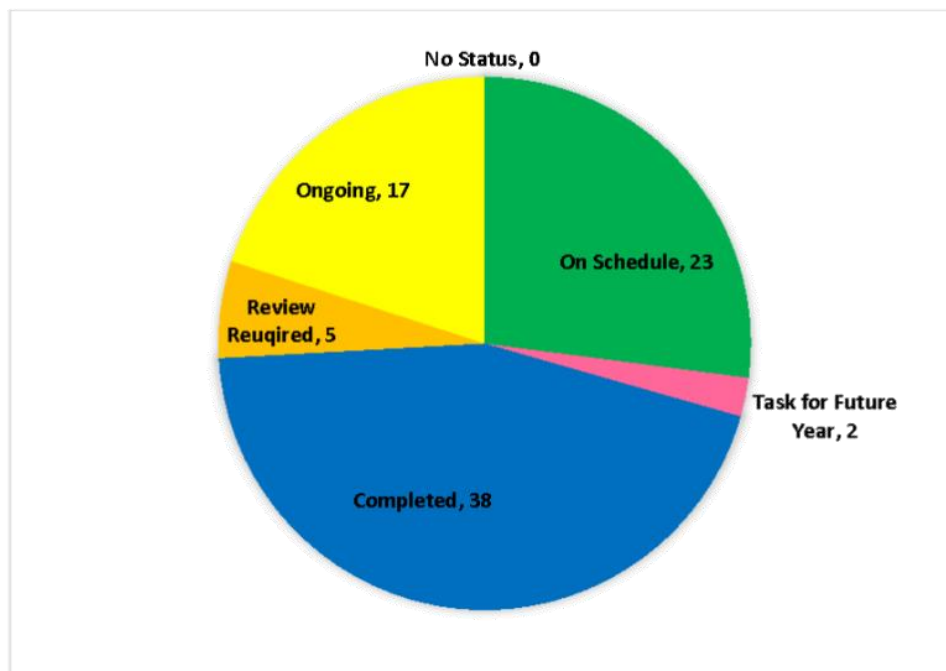
Code	Description	Lead	Target Date	Status	Comment
4.3.1.01	Liaise with the State Government as appropriate on matters of strategic priority	GM	30-Jun-2019		Q1 Major points of liaison with the State Government over the period have included the ongoing monitoring of progress on Ministerial Directions, the Hobart City Deal process, the proposed sale of the Derwent Entertainment Centre and comment on the draft terms of reference for a review of the Local Government Act. Council resolved to support the Tasmanian Government's part ownership proposal for TasWater at its meeting on 24 September 2018. The State Government's TasWater proposal was supported by the majority of local government owners at a special meeting in Launceston on 27 September 2018. Q2 The state government continue to be liaised with in relation to the following items, achievement of Ministerial Directions, Hobart City Deal process, proposed sale of the DEC, and review of Local Government Legislation Framework. Q3 During the quarter, the Council liaised with the State government in relation to: achievement of Ministerial directions (progress reporting), Hobart City Deal process (Implementation Working

Group and Greater Hobart Act Working Group), disposal of the Derwent Entertainment Centre (ongoing status communication) and Local Government Act review (formal submission made).

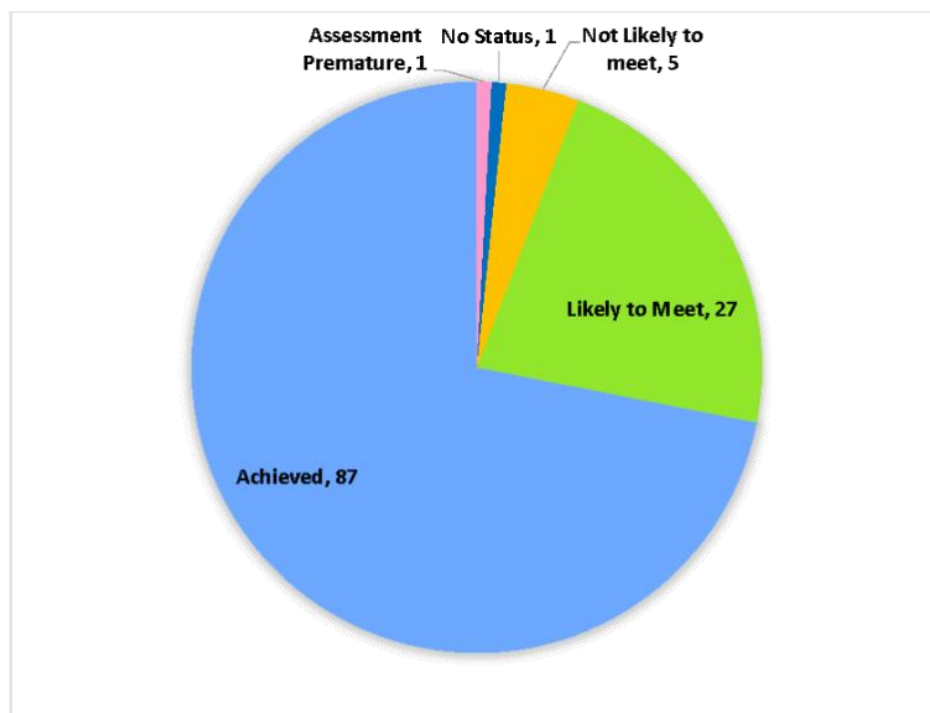
Q4 Major interactions with the State government over the period include City Deal implementation, Greater Hobart Act (including Mayor and GM participating in local government briefing to Legislative Council) and disposal of the DEC (ongoing status communication). There have also been discussions with Tasmanian Audit Office over parabolic depreciation for stormwater assets. The local provisions schedule for Glenorchy has been lodged with the Tasmanian Planning Commission.

ALL ANNUAL PLAN ACTIONS -Status Report

Status Chart of All Annual Plan Actions



Measure Chart of All Annual Plan Actions



ALL ANNUAL PLAN ACTIONS - *Dashboard*

GOAL: MAKING LIVES BETTER

OBJECTIVE: 1.1 Know our communities and what they value.

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

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	COMM & STRAT	M	30-Jun-2019	
1.1.1.02	Participate in the Local Government Association Tasmania community satisfaction survey	COMM & STRAT	H	30-Jun-2019	

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	COMM & STRAT	H	30-Jun-2019	
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	COMM & STRAT	H	30-Jun-2019	

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	COMM & STRAT	M	30-Jun-2019	
1.2.1.02	Implement the Positive Ageing Strategy	COMM & STRAT	L	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	COMM & STRAT	L	30-Jun-2019	

1.2.2.02	Promote volunteerism through the Glenorchy Volunteer Program and the Annual Volunteer Awards	COMM & STRAT	L	30-Jun-2019	
1.2.2.03	Implement the Healthy Communities Plan	COMM & STRAT	L	30-Jun-2019	
1.2.2.04	Implement Council's Youth Strategy	COMM & STRAT	L	1-Jul-2019	
1.2.2.05	Implement the Community Safety Framework and Action Plan	COMM & STRAT	L	30-Jun-2019	
1.2.2.06	Partner with other stakeholders to support priority initiatives which address social disadvantage	COMM & STRAT	L	30-Jun-2019	
1.2.2.07	Convene inter-agency groups to address gaps in services for children under 12 (GAIN*), Youth 12 - 25 (YANG*) and older adults (Linkages)	COMM & STRAT	L	30-Jun-2019	

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	COMM & STRAT	L	28-Jun-2019	
1.2.3.02	Review the Arts & Cultural Plan	COMM & STRAT	M	29-Jun-2019	
1.2.3.03	Plan, promote and present an annual program of arts and cultural exhibitions, workshops, concerts and events	COMM & STRAT	M	30-Jun-2019	

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	COMM & STRAT	H	30-Jun-2019	
1.3.1.02	Deliver the maintenance program for Council in accordance with agreed service levels	INFRA WORKS	M	30-Jun-2019	

1.3.1.03	Deliver Customer Service Charter commitments	DEV & CUST SERV	M	30-Jun- 2019	
1.3.1.04	Review current maintenance service levels	INFRA WORKS	M	30-Jun- 2019	
1.3.1.05	Conduct waste education and promotion	INFRA WORKS	L	30-Jun- 2019	
1.3.1.06	Administer kerbside waste collection and landfill services	INFRA WORKS	H	30-Jun- 2019	

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 a strategic review of services to ensure services are value for money and meet the expectations of the community	GM	M	30-Jun- 2019	

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	DEV & CUST SERV	M	27-Aug- 2018	
2.1.1.02	Deliver a program of events at the Derwent Entertainment Centre	COMM & STRAT	M	30-Jun- 2019	
2.1.1.03	Review the business & marketing plan for the Derwent Entertainment Centre	COMM & STRAT	M	30-Nov- 2018	
2.1.1.04	Partner with the Glenorchy Arts and Sculpture Partnership	COMM & STRAT	L	30-Jun- 2019	
2.1.1.05	Develop an economic development strategy for Glenorchy	COMM & STRAT	H	30-Jun- 2019	

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	COMM & STRAT	M	30-Jun-2019	
2.2.1.02	Develop a Leasing Policy	INFRA WORKS	H	1-Mar-2019	
2.2.1.03	Implement the Leasing Policy	INFRA WORKS	H	30-Jun-2019	
2.2.1.04	Develop a list of property for consideration for disposal	INFRA WORKS	M	1-Dec-2019	
2.2.1.05	Dispose of property	INFRA WORKS	M	30-Jun-2020	

GOAL: VALUING OUR ENVIRONMENT

OBJECTIVE: 3.1 Create a liveable and desirable City.

STRATEGY: 3.1.1 Review the draft Glenorchy CBD Strategic Framework and develop an action plan for the Glenorchy CBD

Code	Description	Lead	Priority	Target Date	Status
3.1.1.01	Review the draft Glenorchy CBD Strategic Framework and develop an action plan for the Glenorchy CBD	INFRA WORKS	H	1-Apr-2019	

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	Work with TasWater to decommission Tolosa Reservoir	INFRA WORKS	L	1-Sep-2019	
3.1.2.02	Facilitate development and approval on the Berriedale Peninsula through working with all stakeholders	DEV & CUST SERV	L	30-Jun-2021	

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 external grant funding in relation to transport infrastructure	INFRA WORKS	L	30-Jun-2019	

3.1.3.02	Review the strategic pedestrian and cycle network to link open space, CBD, activity centres, and the intercity cycleway	INFRA WORKS	L	30-Nov-2019	
3.1.3.03	Develop a traffic calming policy	INFRA WORKS	H	30-Jun-2019	
3.1.3.04	Cooperatively pursue opportunities to progress the Hobart/Glenorchy public transit (former rail) corridor	COMM & STRAT	L	30-Jun-2019	

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	Implement the Access Action Plan 2016-2021	COMM & STRAT	L	30-Jun-2018	
3.1.4.02	Ensure the construction and maintenance of safe and healthy buildings through compliance with the National Construction Code	DEV & CUST SERV	M	30-Jun-2019	
3.1.4.03	Plan for the sustainable development of the City, ensuring compliance with the planning scheme and community involvement in the planning process	DEV & CUST SERV	M	30-Jun-2019	
3.1.4.04	Protect the City's heritage through planning scheme listing and assessment processes	DEV & CUST SERV	M	30-Jun-2019	
3.1.4.05	Implement the Council's Graffiti Action Plan	INFRA WORKS	L	30-Jun-2019	
3.1.4.06	Deliver the capital works program for roads and stormwater	INFRA WORKS	M	30-Jun-2019	
3.1.4.07	Review the 10 year capital program for Council owned property	INFRA WORKS	H	30-Jun-2019	
3.1.4.08	Deliver the annual capital program for property	INFRA WORKS	M	30-Jun-2019	
3.1.4.09	Promote, implement and monitor public health standards	DEV & CUST SERV	M	30-Sep-2018	
3.1.4.10	Implement the Waste Management Strategy	INFRA WORKS	H	30-Jun-2019	

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	Manage the fire risk in the city's bushland reserves	INFRA WORKS	M	30-Jun-2019	
3.2.1.02	Protect the City's natural values through planning processes, enforcement, on-ground activities and community National Resource Management support	INFRA WORKS	M	30-Jun-2019	

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	INFRA WORKS	L	30-Jun-2019	

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	INFRA WORKS	L	30-Jun-2019	
3.2.3.02	Monitor recreational water quality	DEV & CUST SERV	M	30-Sep-2018	

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	CORP SERV	M	30-Jun-2019	
4.1.1.02	Develop a communications strategy	COMM & STRAT	H	30-Sep-2018	
4.1.1.03	Implement the communications strategy	COMM & STRAT	H	30-Jun-2019	

4.1.1.04	Comply with the Ministerial Directions issued on 23 January 2018	CORP SERV	M	30-Jun-2019	
4.1.1.05	Implement priority actions arising from the Audit process	GM	M	30-Jun-2019	

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	Decommission and dispose the stormwater reuse component of the Derwent Park Stormwater Harvesting and Reuse Scheme	INFRA WORKS	M	30-Jun-2019	
4.1.2.02	Review Council's accommodation needs	INFRA WORKS	M	30-Jun-2020	
4.1.2.03	Maintain, renew and replace Council's infrastructure in accordance with Council's asset management framework	INFRA WORKS	H	30-Jun-2019	
4.1.2.04	Implement the Plant and Fleet Review recommendations	INFRA WORKS	L	30-Jun-2019	
4.1.2.05	Ensure preparedness for disaster by maintaining and continually reviewing the City's Emergency Management Strategies	INFRA WORKS	M	30-Jun-2019	

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	DEV & CUST SERV	M	30-Jun-2019	
4.1.3.02	Ensure community compliance with legislative requirements on matters of material importance within Council's jurisdiction	DEV & CUST SERV	M	30-Jun-2019	
4.1.3.03	Facilitate Council compliance with Commonwealth and State legislative requirements on matters of material importance	CORP SERV	M	30-Jun-2019	
4.1.3.04	Implement the Governance Framework compliance Action Plan	CORP SERV	M	30-Jun-2019	

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 2019/20 - 2022/23 Annual Plan	COMM & STRAT	M	30-Jun-2019	
4.2.1.02	Review the information and communications technology (ICT) Strategy	CORP SERV	M	31-Jul-2018	
4.2.1.03	Implement the information and communications technology (ICT) strategy	CORP SERV	M	30-Jun-2019	
4.2.1.04	Investigate & scope My Data & GPS Tracking project for improved service efficiency	INFRA WORKS		31-Dec-2018	
4.2.1.05	Complete the Annual Financial Report compliant with Australian Accounting Standards	CORP SERV	M	31-Oct-2018	
4.2.1.06	Implement the Corporate Risk Management Action Plan	CORP SERV	M	30-Jun-2019	
4.2.1.07	Develop the annual budget estimates in line with the Financial Management Strategy and provide regular reporting of actuals to budget	CORP SERV	M	30-Jun-2019	
4.2.1.08	Scope GCC Project Management coordination	INFRA WORKS	M	30-Jun-2019	
4.2.1.09	Implement Procurement Strategy action plan	CORP SERV	M	30-Jun-2019	

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	CORP SERV	H	30-Jun-2019	
4.2.2.02	Implement the enterprise agreement	CORP SERV	M	30-Jun-2019	
4.2.2.03	Implement the organisational repair project	CORP SERV	M	30-Nov-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	GM	H	30-Jun-2019	
4.3.1.02	Continue to contribute to the local government reform process in accordance with Council's guiding principles	GM	M	30-Jun-2019	
4.3.1.03	Partner and, where feasible, share resources with other Councils	GM	M	30-Jun-2019	
4.3.1.04	Actively participate in peak local government bodies (LGAT & the STCA) to advance community priorities	GM	M	30-Jun-2019	
4.3.1.05	Participate in the Development of the Hobart City Deal	GM	H	31-Dec-2018	

'REVIEW REQUIRED' ACTIONS – Report detail

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

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

Action: 2.2.1.01 Partner with Destination Southern Tasmania				
Lead: COMM & STRAT	Priority: M	Target Date: 30-Jun-2019		
Q1. Council staff continuing development of an MOU with Destination Southern Tasmania (DST); DEC and Economic Development staff attended a DST/Tourism Tas networking meeting.	YEAR	2018/19	2019/20	2020/21
		Y	Y	Y
Q2. Council officers undertook a tour of the municipality with the CEO of DST (Alex Heroys); some potential opportunities for destination marketing were identified. Further revision of the Greater Hobart Destination Action Plan was scheduled for early 2019.				
Q3. Council officers are seeking agreement with Destination Southern Tasmania as to the details of a draft MOU in preparation for the new financial year. DST and Council are in the process of identifying appropriate KPIs.				
Q4. Council officers continue to seek an agreement with Destination Southern Tasmania (DST) as to the details of a formal agreement between themselves and Council. Whilst the Destination Action Plan for Greater Hobart has been considered jointly by member Councils and DST, no further actions have been identified.				

MEASURE		Status	Comments
	Proportion of target sector of total businesses in municipality (target is steady or increasing)	 Assessment premature	Staff are seeking more robust data to confirm sector representation
	Target sector municipal businesses attending industry and professional development DST events (target is an average of five businesses per event)	 Assessment premature	DST are unable to provide this data. Council officers are seeking an agreement with DST to identify KPIs for reporting.

Action: 2.2.1.03 Implement the Leasing Policy				
Lead: INFRA WORKS	Priority: H	Target Date: 30-Jun-2019		
Q1. Council have commenced the renewal of leases. To date 7 leases have been renewed resulting in an increase of lease revenue of \$13k above CPI.	YEAR	2018/19	2019/20	2020/21
		Y	Y	Y
Q2. 10 leases have been renewed to date. Of these 10 leases an increase of \$14K has been realised. In addition, 2 new leases have been granted with an additional income of \$4K. However, Council's rental property at 1 Grove Road has been vacated and is now not suitable for tenancy. This property will be sold and the \$10K in rental income will not be realised. In addition, due to the delay in the completion of the KGV project, there is an expected net reduction in the rental income.				
Q3. 11 leases have been renewed in total. The total increase in rental revenue is \$18,100. Property section is transitioning to administering all lease and licence's within Tech One operating system, this will allow for efficient monitoring and prompt actions relating to leases and licences.				
Q4.				

MEASURE		Status	Comments
	Increase lease revenue by \$10,000 or 1%	 Not likely to meet	current forecast is a reduction of approximately \$50K.

GOAL: VALUING OUR ENVIRONMENT

OBJECTIVE: 3.1 Create a liveable and desirable City.

STRATEGY: 3.1.1 Review the draft Glenorchy CBD Strategic Framework and develop an action plan for the Glenorchy CBD

Action:	3.1.1.01 Review the draft Glenorchy CBD Strategic Framework and develop an action plan for the Glenorchy CBD			
Lead: INFRA WORKS	Priority: H	Target Date: 1-Apr-2019		
Q1: The first workshop of the project, involving council senior management and aldermen representative, suggested that the project name and its scope need to be reviewed.		YEAR	2018/19	2019/20
			Y	Y
Q2: Two additional workshops have occurred that undertook a visioning and needs analysis. This analysis has led to a discussion in regards to a change in focus from the CBD framework to a broader strategic focus using spatial analysis.				
Q3:				
Q4: Nothing further to report at this stage.				

MEASURE		Status	Comments
	Present action plan to Council for adoption	 Not likely to meet	Nothing further to report at this stage.

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

Action:	3.1.2.01 Work with TasWater to decommission Tolosa Reservoir					
Lead:	INFRA WORKS	Priority:	L	Target Date:	1-Sep-2019	
Q2. Business Case and Council Report developed and presented at the September Council meeting for two options for the site. A representation was received from MONA for a possible third "hybrid" option and the decision was deferred by Council for one month. Meetings were held with Council, TasWater and MONA to discuss viability of the "hybrid" option. TasWater have since provided Council with a formal letter advising that the it is their intention to not have responsibility for the Dam after March 2019, or have the Dam decommissioned by December 2019. A revised report and business case will be presented to Council at a future meeting.		YEAR	2018/19	2019/20	2020/21	2021/22
			Y	Y		
Q3. A Business Case and Council Report is currently being prepared for the April Council meeting. This business case will include the latest costings for the options and provide recommendations on the preferred option.						
Q4. A report was presented to Council at the May meeting to support proceeding with the investigation into option 3 (MONA fill). This was endorsed, and a strategic business case is being developed with a target of the August Council meeting. Further meetings have been held with TasWater and MONA.						

MEASURE		Status	Comments
	Business plan presented to Council for consideration	 Likely to meet	Business case to be presented to Council at a future meeting
	On-site works for decommissioning underway.	 Assessment premature	

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

Action: 4.1.1.05 Implement priority actions arising from the Audit process					
Lead: GM	Priority: M	Target Date: 30-Jun-2019			
Q1: Progress of the implementation of priority actions arising from the Audit process was reported to the Audit Panel at their 19 July and 13 September 2018 meetings.	YEAR	2018/19	2019/20	2020/21	2021/22
		Y	Y	Y	Y
Q2: Progress of the implementation of priority actions arising from the Audit process was reported to the Audit Panel at their 26 October and 10 December 2018 meeting. The full register of outstanding audit issues was tabled at their December meeting at which date: 22 items are outstanding in the Top Three Risk Ranking, and another six (6) are on hold					
Q3: Progress of implementation of priority actions arising from the Audit process was reported to the Audit Panel meeting on 7 March 2019. In the Top Three Risks category, 4 more items have progressed to the 75% to < 100% band bringing the number to 9. However, the total number of high, significant or notable risk items has remained unchanged at 28. The Audit Panel emphasised to Management the need to see greater progress in relation to these matters, with a further review at the Audit Panel's May meeting. Progress of the action items was discussed at the March 2019 Audit Panel meeting. Limited progress has been made since the last update, but all Directors have been requested to prioritise actioning these items with any overdue items requiring the Director to present their action plan at the May 2019 Audit Panel meeting. A number of the items with lengthy due dates have been brought forward for more immediate attention.					
Q4: 26 completed items were reported to the Audit Panel meeting on 10 May 2019, including 5 arising from External Audits, 8 in budget management, 6 in information security, 5 in infringements, leases & licences, 1 in WHS and 1 in accounts payable.					

MEASURE		Status	Comments
	Number of high priority actions completed	 Achieved	Satisfactory progress achieved with large reduction in outstanding audit actions.

Annual Plan Progress Report – as at Q4 30 June 2019.

Compiled using Cambron corporate reporting software.



Title	Privacy Policy
Council Resolution	Item # (#/# 2019) as per Council Minutes
Responsible Directorate	Corporate Governance
Due for Review	Four (4) years from Council Resolution Date
Strategic Plan Reference	Leading Our Community Objective 4.1 Govern in the best interests of our community Strategy 4.1.1 Manage Council for maximum efficiency, accountability and transparency Strategy 4.1.3 Maximise regulatory compliance in Council and the community through our systems and processes
ECM	Council Policy Document Set ID: #####

PURPOSE

This policy sets out Glenorchy City Council's approach to managing personal information, and how Council responds to privacy complaints and requests for access to/amendment of personal information.

SCOPE

This policy applies to all Aldermen, Council employees, contractors, consultants and other people acting for or on behalf of Council.

STATUTORY REQUIREMENTS

Acts	<i>Personal Information Protection Act 2004</i> <i>Archives Act 1983</i> <i>Listening Devices Act 1991</i>
Other relevant documents	Employee Code of Conduct Payment Card Industry Data Security Standard

The *Personal Information Protection Act 2004* (the PIP Act) regulates how public authorities in Tasmania handle personal information relating to individuals. In particular, Section 17(1) requires councils to comply with ten personal information protection principles. These relate to the collection, use and disclosure of personal information, data quality and security, access to information and correction of information, use of unique identifiers and the option of anonymity.

DEFINITIONS

De-identification	De-identification is a process that involves the removal or alteration of information that identifies a person or is reasonably likely to identify them, as well as the application of any additional protections required to prevent identification.
Employee	Employee includes all waged or salaried staff, employment contractors and volunteers.
Health information	As defined in the PIP Act (including personal information or opinion about an individual's health, disability, health service, genetic information, results of medical tests, etc.)
Listening device	A listening device is any instrument, apparatus, equipment or device capable of being used to record or listen to a private conversation simultaneously with it taking place.



Personal information	Personal information means any information or opinion in any recorded format about an individual – (a) whose identity is apparent or is reasonably ascertainable from the information or opinion; and (b) who is alive or has not been dead for more than 25 years.
Sensitive information	Personal information or opinion about personal information about a person's racial or ethnic origin, political opinion, membership of a political or professional association, membership of a trade union, religious beliefs or affiliations, philosophical beliefs, sexual preferences or practices, criminal record or health information.
Unique identifier	A unique identifier is a number or string of characters that is associated with a specific individual, and that differentiates them from other individuals within the dataset.

POLICY STATEMENT

Commitment and general approach to privacy

1. Council recognises and is committed to protecting the right of individuals to privacy of their personal information.
2. At all stages of handling personal information, Council will comply with the PIP Act and other relevant laws, e.g. *Listening Devices Act 1991* (audio recordings) and the Payment Card Industry Data Security Standards (credit card details).
3. Council takes a risk-based approach to managing personal information, including adopting stronger controls for more sensitive information. Risk mitigation strategies will be identified and monitored in accordance with Council's Risk Management Policy and directive.
4. This policy will be available for viewing or download on the Council website and will be available to anyone on request. Changes to this policy will be notified on the Council website.

Collection of personal information

5. Council only collects and holds information that it needs to perform its functions, including to provide services to the community, or as otherwise authorised by law.
6. We collect sensitive information, including health information, only with the consent of the individual concerned or as required or permitted by law.
7. We endeavour to collect personal information directly from the individual concerned where it is reasonable and practicable to do so, but may collect it from other parties such as contractors, service providers or other organisations (State/Commonwealth government agencies).
8. If Council does not receive all of the personal information we request, we may not be able to adequately respond to correspondence, process applications, provide services or facilities that have been requested or process payments. In some circumstances, failure to provide information when requested may result in legal consequences.

Disclosure of personal information to others

9. We may disclose personal information to our contractors, service providers or other organisations (e.g. State/Commonwealth government agencies) but only as required to undertake Council functions, or as otherwise authorised by law.
10. Council will not sell, trade or rent personal information.

Personal information protection



11. Council will take all reasonable steps to ensure personal information is protected against loss, damage, misuse and unauthorised access, including:
 - limiting electronic and/or physical access to those persons who need to use the information for the purpose for which it was collected or other purposes permitted by law;
 - ensuring personal information is disclosed only by or with the approval of an authorised staff member;
 - contractual agreements with third parties to ensure compliance with relevant legislation;
 - requiring proof of identity where appropriate to ensure security of personal information;
 - adopting and implementing staff directives, procedures, staff training, code of conduct;
 - secure methods of communication; and
 - back-up and recovery systems to protect information.
12. The Council website may contain links or features connected to other websites. Council is not responsible for the content and privacy practices of other websites or third party providers.

Retention and disposal of personal information

13. Council will hold personal information only for as long as is necessary to achieve the purpose for which the information was collected or to comply with other laws.
14. Subject to the Archives Act 1983 and any other relevant law or court/tribunal order, personal information that is no longer required will be destroyed or permanently de-identified.
15. Council uses secure disposal methods for all personal information, regardless of the format of the information.

Requests for access or amendments to personal information

16. Anyone has a right to request access to the personal information we hold about them to or request amendments to the information if they think it is inaccurate, out-of-date, incomplete, irrelevant or misleading. Requests can be made through our website or by contacting us, and will be subject to identity verification.

Complaints

17. Anyone believing that there has been a breach of this policy may raise the issue with Council informally (e.g. face to face over the counter or by telephone) or may request a formal internal review online through our website or by contacting us.
18. Information on procedures for submitting requests or complaints can be obtained from Council's website or from Customer Services.
19. Council is committed to fair resolution of any complaints. Employees are prohibited from any act of victimisation or negative treatment of anyone raising a concern or complaint.

Contact details

20. The address for queries, requests or complaints relating to privacy is:

The Privacy Officer
Glenorchy City Council
PO Box 103
Glenorchy Tas 7010

Email gccmail@gcc.tas.gov.au
Ph (03) 6216 6800

Title	Project Management Policy
Council Resolution	Item XX (DD MMM YYYY) as per Council Minutes
Responsible Directorate	Infrastructure and Works
Due for Review	Two (2) years from Council Resolution Date
Strategic Plan Reference	<u>Leading our community</u> Objective 4.2 Prioritise resources to achieve our communities' goals. Strategy 4.2.1 Deploy the Council's resources effectively to deliver value
ECM	Council Policy Document Set ID: ####

PURPOSE

This policy sets out Glenorchy City Council's approach to the successful management and delivery of projects.

SCOPE

This policy applies to all Aldermen, Council employees, contractors, consultants and other people acting for or on behalf of Council.

STATUTORY REQUIREMENTS

Australian/International Standards	AS/NZS ISO 9001:2015 Quality Management System AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines AS/NZS ISO 21500:2016 Guidance on Project Management
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DEFINITIONS

Term	Definition
Project Management Framework	The Framework includes policies, processes, tasks, and tools used to take a project from start to finish. It encompasses all the critical components required for planning, managing, and governing projects.
Project Management	Application of processes, methods, knowledge, skills and experience to achieve the project objectives.
Project	Temporary endeavour undertaken to create a unique product, service, or result.
Project Scope	Documented list of specific project objectives, deliverables, tasks, costs, and deadlines.
Project Deliverables	Tangible things that the project will produce to enable the project objectives to be achieved. Also called project outputs.
Project Objectives	A statement of the overarching rationale for why the project is being conducted.
Project Outcomes	The measurable benefits or disbenefits that will be realised from the utilisation of the outputs delivered by the project.

RELATIONSHIP WITH OTHER POLICIES AND GROUPS

Policy/Group	Description
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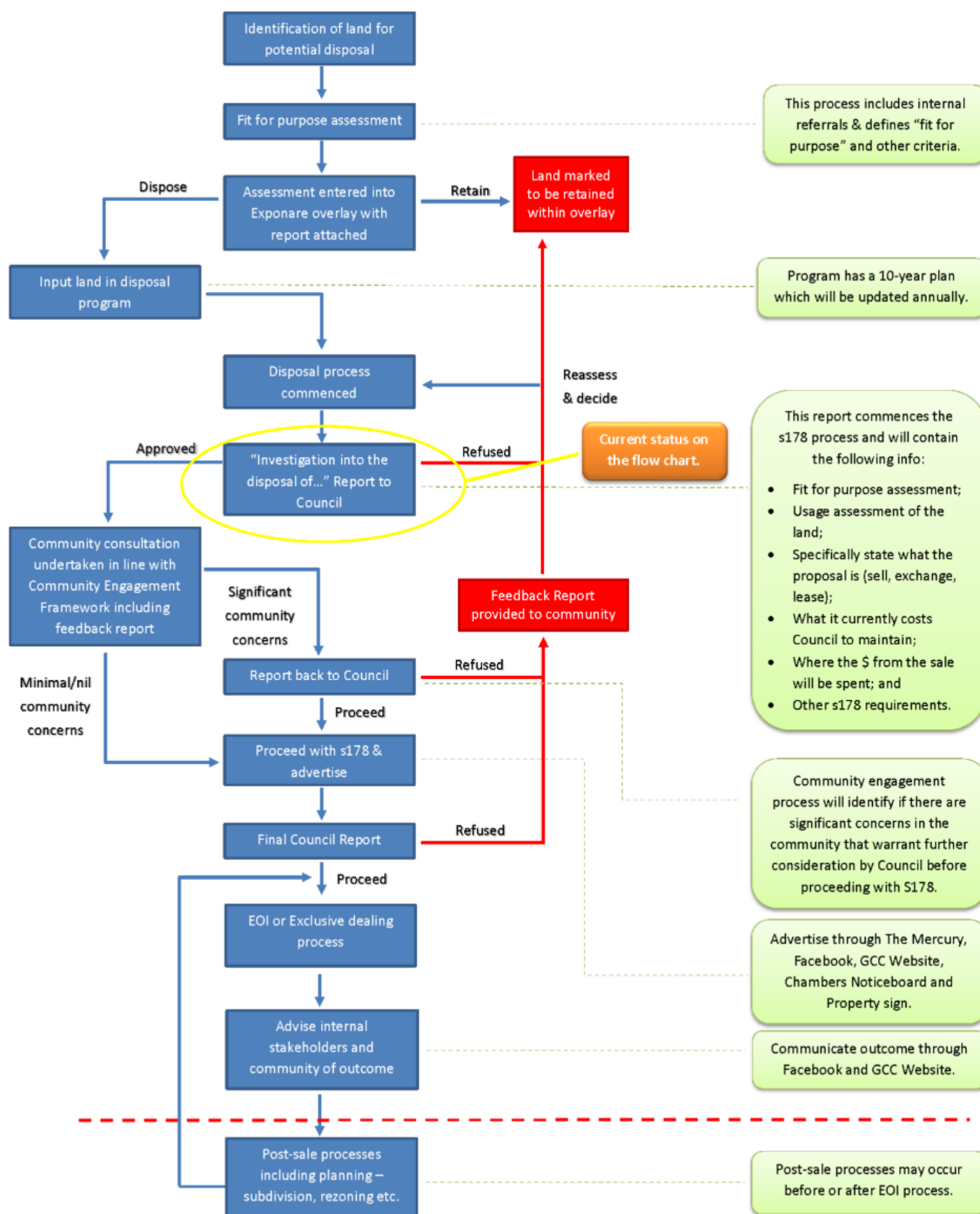
Community Engagement Policy	Direction on how to engage with the community and stakeholders when making decisions that impact on the community.
Code for Tendering and Contracts	Framework for best practice tendering and procurement requirements in line with the legislative requirements.
Risk Management Policy	Framework to minimise exposure to risk.
Information Management Policy	Guidance and direction on the management of information.
Privacy Policy	Management of personal information.

POLICY STATEMENT

1. Council will provide a fit-for-purpose and effective Project Management Framework for the initiation, setup, management and finalisation of projects throughout Council. The framework will have a scalable approach for managing projects based on value, risk and complexity.
2. Council supports a virtual Project Management Office (PMO) that will define and maintain standards and resources for project management. The PMO will provide tools, training, resources and knowledge sharing within Council.
3. The preliminary proposal or business case must be approved, prior to proceeding with a project. It will examine the business needs and cost-benefit analysis of a project to justify the approval of the project and to set its scope.
4. Council will have project governance in place for each project which will provide an oversight function. Project governance will be aligned to the organisation's governance model and be in place for the entire lifecycle. The governance will ensure there is a management framework by which decisions are made, and projects are monitored and controlled.
5. Any project delivered by the Council will have its objectives, outcomes, and deliverables clearly identified, documented, and be aligned with Council's strategic goals, objectives, and risk appetite.
6. Each project will have a Project Manager allocated, who is responsible for delivering the project, and a Project Sponsor providing the financial resources and championing the project within Council.
7. All Council projects will have a Project Management Plan agreed between the Project Manager and the Project Sponsor. The plan will guide the delivery of the project and will document planning assumptions and decisions, facilitate communication amongst project stakeholders, and document approved scope, cost, and schedule baselines.
8. Council will allocate and sustain an appropriate level of resource to ensure the delivery of projects. Project team members will be selected to ensure they have suitable levels of skills, knowledge, and experience.
9. Roles and responsibilities for those involved in projects will be clearly identified and agreed between the relevant persons and groups.
10. All Council projects will maintain a current project-specific 'Risk and Issues Register' and have quality control and assurance measures in place.
11. All Council projects will be communicated clearly and regularly to all stakeholders who are involved in the project.

12. An appropriate level of stakeholder and/or community engagement will be part of delivering the project, which ensures that Council understands and considers any/all issues and the impact of those issues on the project.
13. The status of projects will be tracked at a program level (based on related projects), and progress reported against the annual plan on a quarterly basis to Council. The Project Manager will ensure that documentation and record keeping is accurate and up to date for each project.
14. In finalising projects, the Project Manager will ensure that all processes are completed, and any learnings are captured and communicated to the Project Management Office.

Disposal of Council Land Workflow



3 DELWOOD DRIVE LUTANA



LAND EVALUATION

3 DELWOOD DRIVE LUTANA

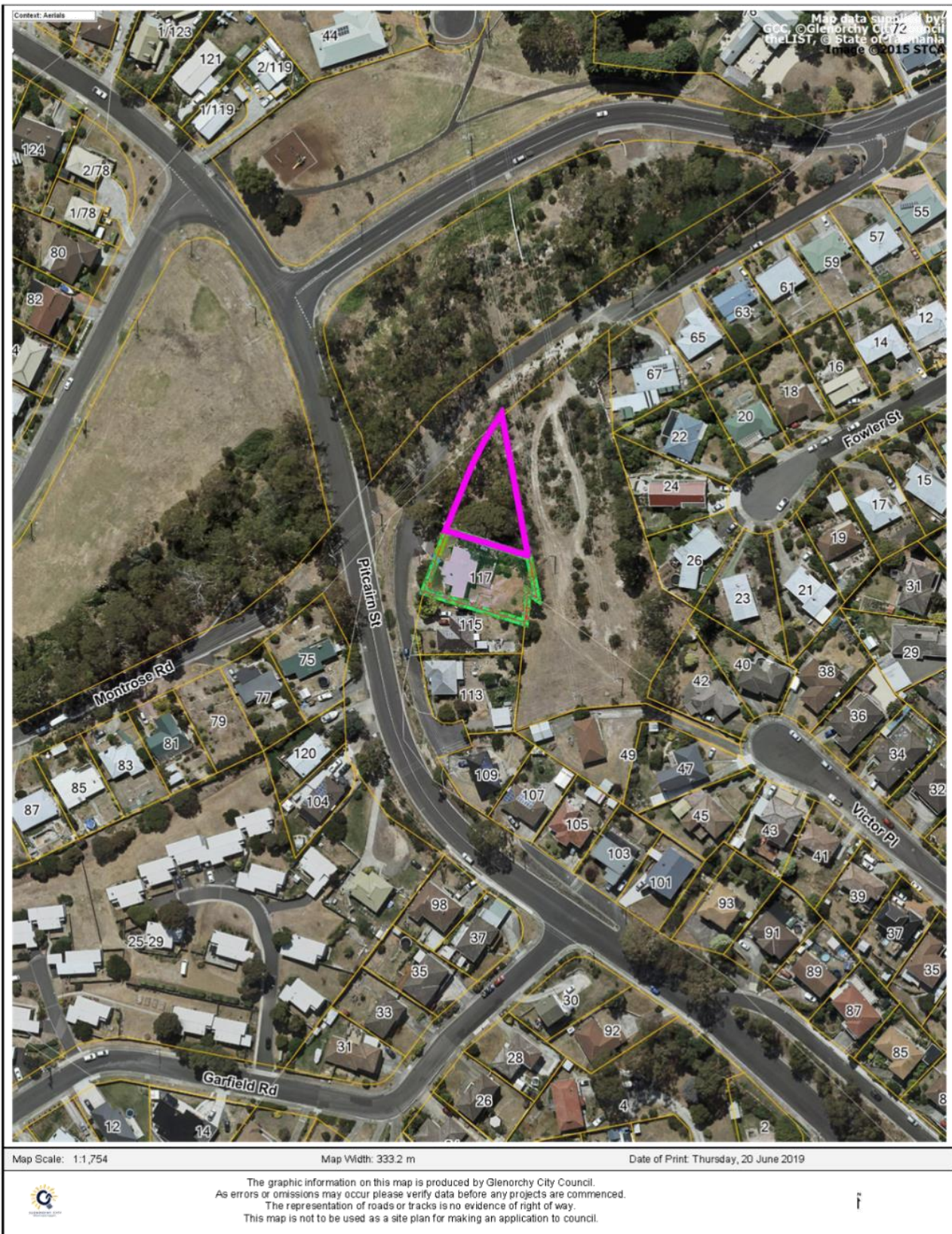
History	The land was acquired in 1970, as the result of a subdivision.
Title reference	CT 64192 Folio 2
Current zoning	General Residential
Area	827 m2
Maintenance costs	The cost to maintain this property is estimated to cost \$2000.00 annually.
Annual Outgoings	Exempt from any government charges
Evaluation	The Public Open Space Strategy adopted in 2015 identified that in many cases local open spaces taken in the 1960's, 70's and 80's were not fit for purpose for the functions of open space. required today. This property was identified as fitting into this category.
	Because this allotment is a "battle axe" lot it has a small and not very prominent entry and relatively limited good public surveillance.

PUBLIC LAND – FIT FOR PURPOSE ASSESSMENT

3 DELWOOD DRIVE LUTANA

<i>Is the land identified in the Public Open Space Strategy</i>	YES	Recommended for disposal.
<i>Is the land Conveniently located for use by surrounding residents</i>	NO	Internal lot, with limited access and public surveillance
<i>Is the land of a size, shape and gradient suited to the proposed use.</i>	NO	Steep, limited in area for recreational pursuits.
<i>Does the land allow for a reasonable level of safety and security for users adjoining owners.</i>	NO	Internal lots are a security risk due to their limited surveillance capabilities.
<i>Can the land be developed and maintained within Council's resources</i>	NO	The surface area limits any development opportunities.
<i>Will disposal affect public open space opportunities in the local area.</i>	NO	The land has never been utilised for any community activity.
<i>Can the land support a diversity of recreational activities.</i>	NO	Insufficient area
<i>Are there any incumbrances associated with the land.</i>	YES	Stormwater main needs relocating
<i>Can the land be rezoned to be compatible with adjacent land uses.</i>	NA	The land is currently zoned General Residential and accords with the adjacent properties.
<i>Are there any historical and cultural values of significance.</i>	NO	No historical evidence documented.
<i>Is there a presence of environmental and/or visual values.</i>	NO	
<i>Is there a potential for connection to other open spaces or a connection to the recreational system</i>	NO	There are no neighbourhood areas in close proximity, but the Aneer Court and Depp Parade parks are within easy walking distance.

119 PITCAIRN STREET GLENORCHY



PUBLIC LAND – FIT FOR PURPOSE ASSESSMENT

119 PITCAIRN STREET GLENORCHY

<i>Is the land identified in the Public Open Space Strategy</i>	NO	Recommended for disposal
<i>Is the land Conveniently located for use by surrounding residents</i>	YES	Not suitable for development, more suitable land available in Montrose Road
<i>Is the land of a size, shape and gradient suited to the proposed use.</i>	YES	Residential building
<i>Does the land allow for a reasonable level of safety and security for users adjoining owners.</i>	NO	Some previous evidence of illegal camping.
<i>Can the land be developed and maintained within Council's resources</i>	NO	Not suitable for development for recreational pursuits.
<i>Will disposal affect public open space opportunities in the local area.</i>	NA	Neighbourhood well serviced with Montrose Road Reserve
<i>Can the land support a diversity of recreational activities.</i>	NO	
<i>Are there any incumbrances associated with the land.</i>	YES	Taswater Easement
<i>Can the land be rezoned to be compatible with adjacent land uses.</i>	NA	Currently zoned for residential use
<i>Are there any historical and cultural values of significance.</i>	NO	No evidence documented
<i>Is there a presence of environmental and/or visual values.</i>	NO	
<i>Is there a potential for connection to other open spaces or a connection to the recreational system</i>	YES	The balance land can still be utilised as a connection between Victor Place and Montrose Road.
<i>Will the benefits of disposal outweigh the costs of retaining the land.</i>	YES	Reduce maintenance costs
<i>Is the nett market return on the land sufficient to fund improvements to the public open space network.</i>	YES	Funds could be allocated to fund facilities on the Montrose Road reserve.

LAND EVALUATION

119 Pitcairn Street Glenorchy

History	The land was a part of a utilities zone that accommodates a wayleave easement for the Tasnetworks Infrastructure
Title reference	CT 43742 Folio 1
Current zoning	General Residential, rezoned from Utilities in 2012
Area	827 m2
Maintenance costs	The cost to maintain this property is estimated to cost \$1500.00 annually
Annual Outgoings	The property is exempt from any government charges.
Evaluation	The proposed Planning Scheme amendment to zone was undertaken in order to facilitate a one lot subdivision. It had no environmental impacts of any significance and is consistent with the need to undertake urban consolidation and to utilise available serviced land for residential purposes where feasible. The proposal is consistent with the Objectives of the Act, State Policies, Directives and Strategies. It is also a subdivision that meets all the numerical and qualitative standards of the Scheme for an Urban Residential subdivision. The only impact of the proposal is that the owner of No. 117 Pitcairn Street will have the potential to have an additional residential neighbour. The design of any future house cannot be predicted but compliance with Council standards and Planning Directive 4 can be easily achieved.

11-13 NIELSON DRIVE MONTROSE



PUBLIC LAND – FIT FOR PURPOSE ASSESSMENT

11-13 NIELSON DRIVE MONTROSE

<i>Is the land identified in the Public Open Space Strategy</i>	YES	Recommended for disposal.
<i>Is the land Conveniently located for use by surrounding residents</i>	YES	Location is nearby residential area, but not suitable for recreational use due to gradient.
<i>Is the land of a size, shape and gradient suited to the proposed use.</i>	NO	Land exceeds acceptable gradient for playground etc.
<i>Does the land allow for a reasonable level of safety and security for users</i>	NO	Land exceeds acceptable gradient and could be a potential hazard if used for recreational purposes.
<i>Can the land be developed and maintained within Council's resources</i>	NO	Restricted by gradient (1:5).
<i>Will disposal affect public open space opportunities in the local area.</i>	NO	There are other parcels of land nearby that are more suitable.
<i>Can the land support a diversity of recreational activities.</i>	NO	Restricted by gradient (1:5).
<i>Are there any incumbrances associated with the land.</i>	NO	
<i>Can the land be rezoned to be compatible with adjacent land uses.</i>	NA	Existing zoning compatible with adjacent properties.
<i>Are there any historical and cultural values of significance.</i>	NO	No evidence documented.
<i>Is there a presence of environmental and/or visual values.</i>	NO	
<i>Is there a potential for connection to other open spaces or a connection to the recreational system</i>	NO	Balance property provides link through to Fosbrook Court.
<i>Will the benefits of disposal outweigh the costs of retaining the land.</i>	YES	Reduce asset management costs which could be expended in nearby open space.
<i>Is the nett market return on the land sufficient to fund improvements to the public open space network.</i>	YES	Fund development of Montrose Road Reserve.

LAND EVALUATION

11-13 Nielson Drive Montrose.

History	The land was transferred to Council as part of a subdivision development in May 1991
Title reference	Part of CT 46375 Folio 1
Current zoning	General Residential
Area	721m ²
Maintenance costs	The cost to maintain this property is estimated to cost \$2000.00 annually.
Annual Outgoings	Exempt from government charges.
Evaluation	The property was recommended for possible disposal in the Public Open Space Strategy 2015. An inspection of the site identified the potential for development as a recreational facility was limited due to the cross-fall on the site (1:5) A proposed subdivision of two (2) and a balance lot was approved for this site (PLN 19-049) in June of this year. The two (2) lots of approx. 600m² each will require an extension of the existing pipe works to service the two (2) new lots. There were no representations from the community consultation process associated with the development application.

53 SPRINGFIELD AVENUE WEST MOONAH



LAND EVALUATION

53 Springfield Avenue West Moonah

History	The land was acquired prior to July 1982.
Title reference	CT 113316 Folio 11
Current zoning	Zoned General Residential, no record of the land taken for public open space
Area	450 m2
Maintenance costs	The cost to maintain this property is estimated to cost \$2500.00 annually.
Annual Outgoings	Exempt from any government charges.
Evaluation	The parcel of land could have been acquired for road widening due to the current width of Third Avenue (10.06m).
	A Development Application has been lodged with the Planning Department (PLN 19-149) for a boundary adjustment to subdivide the property to complete the road widening process commenced in 1978. The balance property (309m2) will create a sub-minimal lot that is proposed to be added to an adjacent property. There has been an interest subject to an agreeable sale price.

PUBLIC LAND – FIT FOR PURPOSE ASSESSMENT

53 Springfield Avenue West Moonah

<i>Is the land identified in the Public Open Space Strategy</i>	YES	Recommended for disposal.
<i>Is the land Conveniently located for use by surrounding residents</i>	NO	Area and gradient of the site limits its use for community activities.
<i>Is the land of a size, shape and gradient suited to the proposed use.</i>	NO	Very steep (1:3).
<i>Does the land allow for a reasonable level of safety and security for users adjoining owners.</i>	NO	Unsafe for recreation pursuits due to gradient.
<i>Can the land be developed and maintained within Council's resources</i>	NO	Insufficient area for development.
<i>Will disposal affect public open space opportunities in the local area.</i>	NO	There are various site within a 200m. radius of the site.
<i>Can the land support a diversity of recreational activities.</i>	NO	Limited by slope and area.
<i>Are there any incumbrances associated with the land.</i>	NO	
<i>Can the land be rezoned to be compatible with adjacent land uses.</i>	NA	The existing zoning is compatible with surrounding properties.
<i>Are there any historical and cultural values of significance.</i>	NO	No documented evidence found.
<i>Is there a presence of environmental and/or visual values.</i>	NO	
<i>Is there a potential for connection to other open spaces or a connection to the recreational system</i>	NO	
<i>Will the benefits of disposal outweigh the costs of retaining the land.</i>	YES	The allotment is a high maintenance area because of the expanse of trees adjacent to the road and overhanging the footpaths.
<i>Is the nett market return on the land sufficient to fund improvements to the public open space network.</i>	YES	Funding of improvements within the neighbourhood will be investigated.

36 ELWICK ROAD GLENORCHY



PUBLIC LAND – FIT FOR PURPOSE ASSESSMENT

36 ELWICK ROAD GLENORCHY

<i>Is the land identified in the Public Open Space Strategy</i>	NO	Zoned Inner Residential
<i>Is the land Conveniently located for use by surrounding residents</i>	NA	Residential land
<i>Is the land of a size, shape and gradient suited to the proposed use.</i>	NA	Not suitable for open space.
<i>Does the land allow for a reasonable level of safety and security for users adjoining owners.</i>	NA	In the current condition it poses a risk of vandalism.
<i>Can the land be developed and maintained within Council's resources</i>	NO	Surplus to requirements and would cost Council to bring property up to a standard that is acceptable for leasing.
<i>Will disposal affect public open space opportunities in the local area.</i>	NA	
<i>Can the land support a diversity of recreational activities.</i>	NA	Not suitable for open space.
<i>Are there any incumbrances associated with the land.</i>	NO	
<i>Can the land be rezoned to be compatible with adjacent land uses.</i>	NO	The zoning is compatible with adjacent properties.
<i>Are there any historical and cultural values of significance.</i>	NO	No evidence documented.
<i>Is there a presence of environmental and/or visual values.</i>	NO	
<i>Is there a potential for connection to other open spaces or a connection to the recreational system</i>	NA	Not suitable for open space.
<i>Will the benefits of disposal outweigh the costs of retaining the land.</i>	YES	High maintenance and refurbishment costs./
<i>Is the nett market return on the land sufficient to fund improvements to the public open space network.</i>	YES	

LAND EVALUATION

36 Elwick Road Glenorchy

History	The land was acquired in September 2012 for a possible roundabout construction to alleviate congestion at the Grove Road/Elwick Road junction.
Title reference	CT 220338 Folio 2
Current zoning	Zoned Inner Residential.
Area	647 m2
Maintenance costs	The property contains a house which is currently vacant and in need of substantial maintenance to make habitable. In the financial year 2018/2019 \$5,755.68 was expended on essential maintenance.
Annual Outgoings	Annual Land Tax \$1,441.23, Taswater Costs \$1,001.12 annually.
Evaluation	With the recent major works undertaken at the Brooker Highway / Elwick Road junction and a recent reassessment by our Engineering Department, the roundabout proposed is now found not to be a viable option due to potential impacts on the Brooker Hwy.

11 NEWMAN COURT BERRIDALE



PUBLIC LAND – FIT FOR PURPOSE ASSESSMENT

11 NEWMAN COURT BERRIDALE

<i>Is the land identified in the Public Open Space Strategy</i>	NO	Not identified within the Strategy.
<i>Is the land Conveniently located for use by surrounding residents</i>	YES	Yes for residents in Newman Court, however no direct connections through to Main Road.
<i>Is the land of a size, shape and gradient suited to the proposed use.</i>	NO	Insufficient area to support recreational pursuits.
<i>Does the land allow for a reasonable level of safety and security for users adjoining owners.</i>	NO	Insufficient attenuation distance
<i>Can the land be developed and maintained within Council's resources</i>	NO	
<i>Will disposal affect public open space opportunities in the local area.</i>	NO	Currently not utilised.
<i>Can the land support a diversity of recreational activities.</i>	NO	Insufficient area and no linkages.
<i>Are there any incumbrances associated with the land.</i>	NO	
<i>Can the land be rezoned to be compatible with adjacent land uses.</i>	NA	More suited to a residential development.
<i>Are there any historical and cultural values of significance.</i>	NO	
<i>Is there a presence of environmental and/or visual values.</i>	NO	
<i>Is there a potential for connection to other open spaces or a connection to the recreational system</i>	NO	
<i>Will the benefits of disposal outweigh the costs of retaining the land.</i>	YES	
<i>Is the nett market return on the land sufficient to fund improvements to the public open space network.</i>	YES	Possible upgrade of Knights Point

LAND EVALUATION

11 Newman Court Berridale.

History	The land was transferred to Council as part of a subdivision development in May 1991
Title reference	Part of CT 46375 Folio 1
Current zoning	General Residential
Area	721m2
Maintenance costs	The cost to maintain this property are estimated to cost \$2000.00 annually.
Annual Outgoings	Exempt from government charges
Evaluation	The property although not identified in the Open Space Strategy 2015 as an allotment for disposal, it has been identified as "not fit for purpose" because of its area and dimensions. An inspection of the site revealed that the site is not being utilised for any recreational activities. Prior to the approval of the boundary adjustment the land provided a link between Newman Court and Main Road Berridale. Sale of this land could provide funds to either provide an incentive to the Education Department to share its facilities at the Windermere Primary School site or the development of Knights Point.

Date of Print: Tuesday, 9 July 2019

The graphic information on this map is produced by Glenorchy City Council.
As errors or omissions may occur please verify data before any projects are commenced.
The representation of roads or tracks is no evidence of right of way.
This map is not to be used as a site plan for making an application to council.

PUBLIC LAND – FIT FOR PURPOSE ASSESSMENT

19a Clydesdale Avenue Glenorchy

<i>Is the land identified in the Public Open Space Strategy</i>	NO	Although not identified it does not meet the criteria documented in the strategy.
<i>Is the land Conveniently located for use by surrounding residents</i>	YES	Does not meet fit for purpose guidelines because of area.
<i>Is the land of a size, shape and gradient suited to the proposed use.</i>	NO	Width of Six (6) metres limits any development
<i>Does the land allow for a reasonable level of safety and security for users</i>	NO	Width of six (6) metres restricts use
<i>Can the land be developed and maintained within Council's resources</i>	NO	Width of six (6) metres restricts development
<i>Will disposal affect public open space opportunities in the local area.</i>	NO	Land cannot be utilised for recreational pursuits.
<i>Can the land support a diversity of recreational activities.</i>	NO	Restricted by gradient (1:5)
<i>Are there any incumbrances associated with the land.</i>	YES	The strip of land is flood prone.
<i>Can the land be rezoned to be compatible with adjacent land uses.</i>	NA	Existing zoning compatible with adjacent properties.
<i>Are there any historical and cultural values of significance.</i>	NO	No evidence documented
<i>Is there a presence of environmental and/or visual values.</i>	NO	No evidence documented.
<i>Is there a potential for connection to other open spaces or a connection to the recreational system</i>	NO	
<i>Will the benefits of disposal outweigh the costs of retaining the land.</i>	YES	Reduce asset management costs.
<i>Is the nett market return on the land sufficient to fund improvements to the public open space network.</i>	YES	Funding option to be investigated

LAND EVALUATION

19a Clydesdale Avenue Glenorchy.

History	The land was transferred to Council as part of a subdivision development in October 1996 by Housing Services
Title reference	Part of CT 124973 Folio 3
Current zoning	Inner Residential
Area	420m2
Maintenance costs	The cost to maintain this property are estimated to cost \$1000.00 annually.
Annual Outgoings	Exempt from government charges
Evaluation	The narrow strip of land is currently leased to R and H Constructions who are the owners of an early child care centre on the adjacent property (No.19) managed by OneCare Pty. Ltd. R and H Constructions have requested that Council consider selling the land to his company. The land is adjacent to a piped section of Barossa Creek and forms part of an identified flood path. It is understood that the prospective purchaser intends to refigure the existing carpark servicing the early childhood centre. If the land was to be sold a covenant would need to be place on the title to restrict the construction of any buildings on the site.

IP Project No 19-16

300

L20 Paving / Surfaces Plan and Surfaces

L21 Paving / Surfaces Plan and Surfaces

140 **Plotinus** **Dis**

L60 Detail Sheet



Refer to L20 Paving and Surfaces Plan for paving arrangement and detail.
Refer to L40 Planting Plan and Schedule for planting detail.

REGINA STREET

PORTHGAITE
ENTRY

WALKER ROAD

3A STREET

This clearly must be tied in together with the other contract documents covering the profits deduction and any expenses listed during the course of the contract.

Contractual staff will, of course, be on site before completion of work.

Do not look at it wrong.

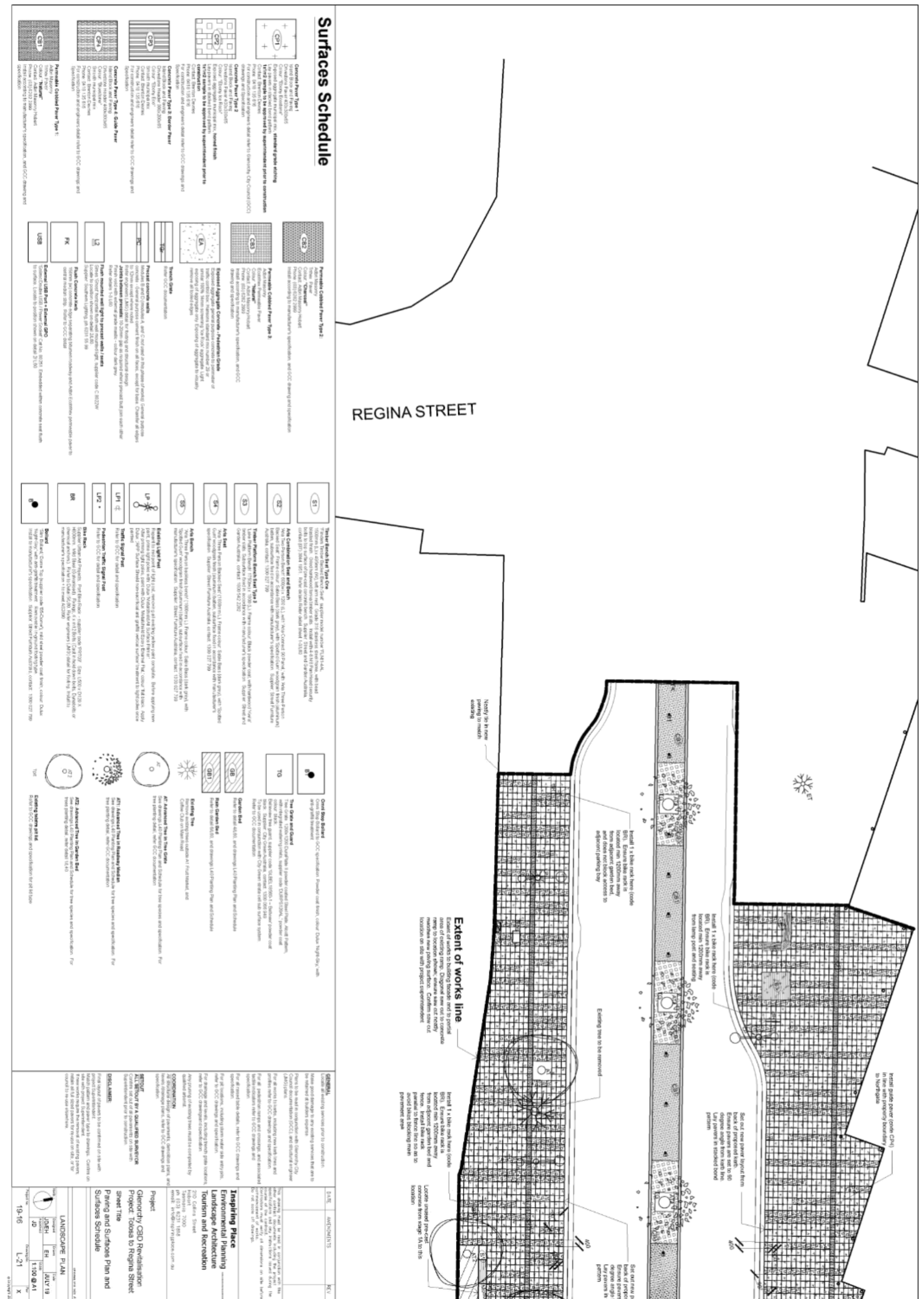
Inspiring Place

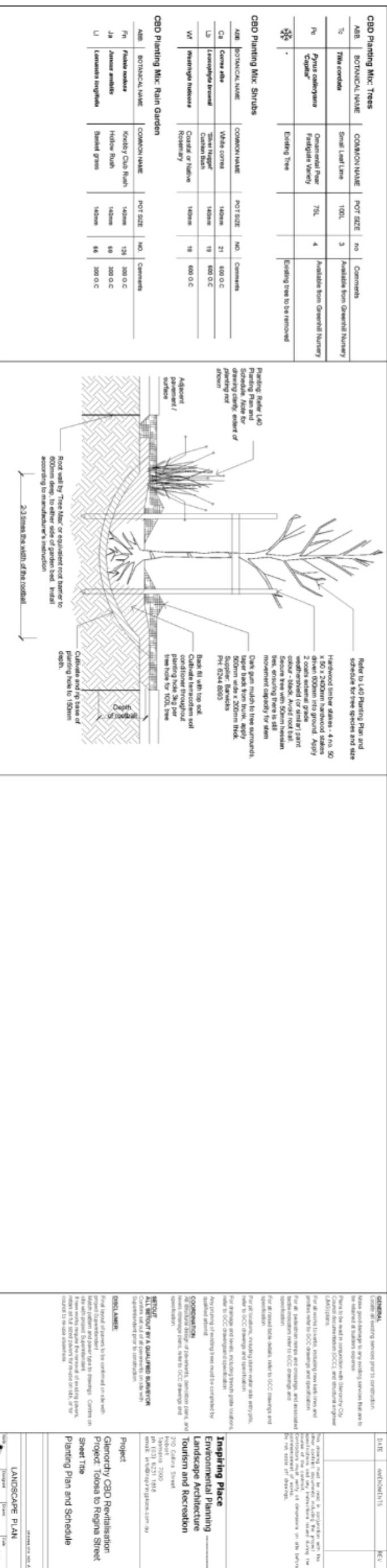
Environmental Planning
Landscape Architecture
Tourism and Recreation[illegible]

Project:
Glenncohy CBD Revitalisation
Project: Tolosa to Regina Street
Sheet Title
Cover Sheet

LANDSCAPE PLAN

AFT JULY 2019





5 Typical Bike Rack Data
L60 1:20

Technical drawing of a pile cap showing dimensions and labels. The drawing includes a cross-section of a pile cap with a diameter of 610mm. Labels include: "Adjacent pavement", "Concrete pile", "Pile and sandpile", "Borehole depth to OGC detail", "Compacted aggregate / natural ground, refer GOC details and documentation", "Biller Peak Jacobs (BtB) Refer L20", "surfaces schedule for product types", "200mm dia pile", "radius", "excavated", "1500mm O.C", "Bite Back", "anchoring", "engineers", "program", "(A/E/C) detail".

[illegible]

Timber Bench Seat (grade S1) Router to details TL, SO, and SL SO and L20 / Surfaces Plain and Schedule. Timber bench seat to be set down 48mm into pre-cast concrete wall, so top of seal runs with adjacent concrete surface.

Pre-cast Concrete wall (code Fc)

Recessed Light (code L2) and USB / Power Outlet (code USB)

Note: light and usb port only specified on pre-cast concrete seating modules B

12mm Filler
Filled to exposed edges

External USB / ORB (Code USB)
Fitted to pre-cast concrete with various across profiled ribs, ensure holes cast for recessed lighting code L2 and external ORB and USB sockets (code USB) are located on pre-cast concrete slab. To be applied and used / 200 ports only, applicable to pre-cast concrete slab module B. Ensure all sealing faces all towards pavements

Anti-Slide Board Blades:
Fitted to main grade 316 stainless steel plate board different slab inserts, 100mm (L) x 800mm (W) x 4mm (T). Cast into concrete with main grade 316 stainless steel plate board. Ulsen Australia, contact 1300 889 821, 10000 code: 42-500-BH

Recessed Light (code L2)
Flush mounted wall light to pre-cast modules B only. Series 'Glow' horizontal flush mounted light, code C 80225, 1000mm (L) x 100mm (W) x 4mm (T). To future electrical engineer detail. Locate light to location shown on above drawing

Lifting Lugs:
Block out surround to lifting lugs to provide neat finished surface, suitable to be left without further finishing post installation.

Timber Bench Seat (code ST)
Funders Timber Based Bench Seat model number T101-4L. We are using Grade 316 stainless steel frame, with laser blasted finish. Other hardwood tones timber slats. Supplier Street and Garden Australia, contact 07 3544 1951

Insulation Guide (from manufacturer)
Conductor the Primers Timber Bench within the set down area of the pre-cast concrete wall.

Once the desired location is set, mark out drilling hole location on the concrete using the supplied strips attached to the Timber Bench Bench and dig holes in marked locations.

Once holes are drilled insert 1/10 Drop-In Anchor in the locations.

Mount Timber Module back over Drop-In Anchor and locations and secure to the Timber Bench Bench Screws (Supplied by manufacturer).

Refer to manufacturer for specification

[illegible]



Title	Bushfire Mitigation Policy
Council Resolution	Item ##### (##### June 2017)
Responsible Directorate	Infrastructure and Works
Due for Review	1 July 2020
Strategic Plan Reference	<u>Valuing our Environment</u> 3.2 Manage our natural environments now and for future 3.2.1 Identify and protect areas of high natural values <u>Leading our Community</u> 4.3 Build strong relationships to deliver our communities' goals 4.3.1 Foster productive relationships with other levels of government, other Councils and peak bodies to achieve community outcomes
ECM	Council Policy
Version	1.1

PURPOSE

This policy provides direction how Council will mitigate associated risks for low probability but high impact bushfire events to Greater Hobart area.

SCOPE

This policy provides guidance and framework for the development of Council's Bushfire Mitigation Strategy and Bushfire Mitigation Plans. It will assist in mitigating the impact of bushfire to human settlements and loss of life within the Greater Hobart community, and where possible promote and maintain natural and cultural values.

The underpinning principle is the protection of life.

This policy applies to any bushfire-prone area that is subject to, or likely to be subject to, bushfire attack.

It does not apply to:

- land which is not owned and managed by Council (including privately owned land, or land which is owned by Council but managed by a separate authority);
- Fire Hazard Nuisances under Section 199 of the *Local Government Act 1993*; or
- 'responses' to bushfires which is responsibility of the Tasmania Fire Service (TFS) and other emergency services.

STATUTORY REQUIREMENTS

Fire Service Act 1979

Council's powers, responsibilities and obligations under this *Act* include:

- to take all reasonable precautions to prevent any fire lit on their property from spreading to adjoining land (Section 63).
- to take diligent steps to extinguish or control any unauthorised fire on their property during a fire permit period, and to report that fire to the TFS, or the Police (Section 64).
- to "cause the formation in its municipal area of such fire breaks as it considers necessary or desirable to arrest the spread, or to facilitate the suppression of, fires" (Section 56).
- to contribute towards the operating costs of fire brigades (Sections 79 to 95).



- to deal with a fire danger which Council has been notified of under section 49 within such reasonable period of not less than 30 days as is specified in the notice, as if that fire danger were a nuisance under the Local Government Act, 1993.

Local Government Act 1993

Under section 93(a) of the *Local Government Act 1993*, Council can make a service rate on rateable land for the purpose of 'fire protection'.

Council may also have obligations under the legislation listed in the following table when conducting bushfire mitigation activities

Acts	<i>Aboriginal Relics Act 1975</i> <i>Environmental Management and Pollution Control Act 1994</i> <i>Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act)</i> <i>Environment Protection Policy (Air Quality) 2004</i> <i>Fire Service Act 1979</i> <i>Forest Practices Act 1985</i> <i>Historical Cultural Heritage Act 1995</i> <i>Local Government Act 1993</i> <i>Mineral Resources Development Act 1995</i> <i>Nature Conservation Act 2002</i> <i>Tasmanian Threatened Species Protection Act 1995</i> <i>Tasmanian Weed Management Act 1999</i> <i>Wellington Park Act 1993</i>
Regulations	Not applicable
Australian/International Standards	ISO 31000:2018 Risk management — Guidelines AS 3959-2018 Construction of buildings in bushfire-prone areas

DEFINITIONS

Asset	Anything valued by people which includes houses, crops, forests and, in many cases, the environment.
Bushfire	An unplanned fire burning in vegetation; also referred to as wildfire.
Bushfire Attack Level (BAL)	A means of measuring the severity of a building's potential exposure to ember attack, radiant heat and direct flame contact, using increments of radiant heat expressed in kilowatts per metre squared, and the basis for establishing the requirements for construction to improve protection of building elements from attack by bushfire.
Bushfire-prone area	An area that is subject to, or likely to be subject to, bushfire attack.
Bushfire-prone vegetation	Contiguous vegetation including grasses and shrubs but not including maintained lawns, parks and gardens, nature strips, plant nurseries, golf courses, vineyards, orchards or vegetation on land that is used for horticultural purposes.



Defendable space	An area around an asset where vegetation is modified, and most flammable material has been removed to reduce the fire's radiant heat intensity.
Fire Danger Rating (FDR)	A system to warn of the potential impact of a bushfire on any given day, based on forecast weather conditions.
Planned burning	The process of planning and applying fire to a predetermined area, under specific environmental conditions, to achieve a desired outcome.
Strategic planned burning	The utilisation of prescribed fire in key areas of the landscape, having significant potential to influence bushfire intensity and rate of spread.
Tolerable risk	The lowest level of likely risk from the relevant hazard: a) to secure the benefits of a use or development in a relevant hazard area; and b) which can be managed through: i) routine regulatory measures, or ii) by specific hazard management measures for the intended life of each use or development.

POLICY STATEMENT

Objectives

The two primary objectives of this policy are:

1. To minimise the impact of major bushfires on human life, communities, essential and community infrastructure, industries, the economy and the environment. Human life will be afforded priority over all other considerations, and
2. To maintain or improve the resilience of natural ecosystems and their ability to deliver services such as biodiversity, water, carbon storage and forest products.

The following means objectives will be used to achieve two primary objectives:

- continuously improving bushfire risk mitigation treatments
- delivering a tenure-blind, integrated approach to mitigating bushfire risk
- promoting a 'no-blame, lessons learnt' approach to planned burning, and
- complying with legislative requirements.

Bushfire Mitigation

Council has a dedicated Coordinator, Bushfire Management who develops and implement Council's bushfire mitigation activities.

All actions carried out under this policy, including the development of supporting plans, strategies and other documents, and the review of this policy, are the responsibility, of the Coordinator Bushfire Management.

Measures to Mitigate Bushfire Risk

Council will make informed decisions, and improve the management of risk by working jointly with other fire agencies, land owners, land managers and neighbouring Councils within the Hobart Fire Management Area to contribute to a tenure-blind, integrated approach to mitigating bushfire risk by:



Bushfire Mitigation Policy

- maintaining defensible spaces on Council managed bushland to the most current TFS guidelines;
- maintaining fire trails on Council managed bushland to the most current Tasmanian Parks and Wildlife Service Managed Vehicular Fire Trail categories;
- supporting the provision of appropriate resources to carry out effective bushfire mitigation treatments;
- developing, coordinating, implementing and maintaining a five-year planned burning program;
- minimising smoke impact to communities resulting from bushfires and planned burning;
- maintaining an annual planned burning vegetation monitoring program;
- providing an annual report to Alderman and other stakeholders on bushfire mitigation treatments undertaken on Council managed bushland;
- regularly investing in developing and expanding Council's knowledge base, and ability to mitigate bushfire risk;
- regularly educating Council and the local community on bushfire mitigation treatments and biodiversity values;
- involving local communities in decision making, and capturing local knowledge and expertise;
- strengthening understandings of relationships between fire and sensitive environments;
- acknowledging the potential effects of climate change and the likelihood that they will increase the risk of bushfire in Glenorchy; and
- ensuring compliance with statutory responsibilities.

Bushfire Mitigation Procedures

Council will implement the objectives of this policy by developing a Bushfire Mitigation Strategy, Bushfire Mitigation Plans, and Council Bushfire Mitigation Common Operating Procedures. These documents will set out the detailed procedures to be undertaken to implement Council's bushfire mitigation activities.

Council's bushfire mitigation procedures will contribute to a 'tenure-blind' approach, reflecting the approach of neighbouring Councils, land managers and fire agencies within the Hobart Fire Management Area. These will provide a level of assurance that bushfire risks faced by Councils are mitigated holistically, and that firefighting agencies are put in levels of tolerable risk.

Planned Burning Approval

Operational Planned Burn Plans are to be prepared and reviewed by separate parties. Those parties must hold the nationally recognised competency *Develop Prescribed Burning Plans*, and *Conduct Prescribed Burning*, or equivalent.

Council's Coordinator Bushfire Management is responsible for approving Council's Operational Planned Burn Plans.

Policy Review and Monitoring

This policy must be reviewed annually after the end of each bushfire season or as required to facilitate:

- a change in legislation that has a bearing on the document
- a change in Council's position on a particular subject area
- a recommendation from a governance body (e.g. TFS, State Fire Management Council, Tasmanian Parks and Wildlife Service)
- where quality assurance guidelines change due to continuous improvement initiatives, or
- changes in Council's agreed service levels.



Background

Bushfire mitigation is critical to Glenorchy given that a third of the Glenorchy municipality is bushland located in the Wellington Park Ranges. Fire is the most significant issue for this area of bushland, in the form of the threat of bushfire.

This policy was developed to delineate Council's perceived bushfire risks to human settlements and loss of life against the actual high risks that Council is responsible to manage. It is reflective of Council's increased commitment to actively and adaptively mitigate bushfire risks to Glenorchy and the Greater Hobart area.

VERSION CONTROL

Date	Version	Details of Change	Responsible Person	Date Manager Sign-off	Adopted by Council
June 2017	1.0	First complete version adopted by Council.	Rob Whittle	Name: Paul Garnsey Date: May 2017	13 June 2017
16 July 2019	1.1	Amendments to objectives. Amendments to terminology to reflect updated International & Australian standards, Codes of Practice.	Rob Whittle	Name: Ross Frankcombe Date: 16 July 2019	#####



Title	Bushfire Mitigation Policy
Council Resolution	Item 13 (13 June 2017)
Responsible Directorate	City Services and Infrastructure
Due for Review	One (1) year from Council Resolution Date, and annually thereafter
Strategic Plan Reference	<u>Valuing our Environment</u> 3.2 Manage our natural environments now and for future 3.2.1 Identify and protect areas of high natural values <u>Leading our Community</u> 4.3 Build strong relationships to deliver our communities' goals 4.3.1 Foster productive relationships with other levels of government, other Councils and peak bodies to achieve community outcomes
ECM	Council Policy

PURPOSE

This policy provides direction on how Council will prescribe mitigation treatments for low probability but high impact bushfire events which impact the Greater Hobart area.

SCOPE

This Bushfire Mitigation Policy provides guidance and a framework for the development of Council's Bushfire Mitigation Strategy and Bushfire Mitigation Plans. It will assist in mitigating the impact of bushfire to human settlements and loss of life within the Greater Hobart community, and where possible promote and maintain natural and cultural values.

The underpinning principle is the protection of life.

This policy applies to any bushland which is owned and managed by Council which is:

- mapped as being 'bushfire-prone' on a planning scheme overlay map, or
- not mapped as being 'bushfire-prone', but which meets the definition of a 'bushfire-prone area' under the Bushfire-Prone Areas Code.

It does not apply to:

- land which is not owned and managed by Council (including privately owned land, or land which is owned by Council but managed by a separate authority);
- Fire Hazard Nuisances under Section 199 of the *Local Government Act 1993*; or
- 'responses' to bushfires which is responsibility of the Tasmania Fire Service (TFS) and other emergency services.

STATUTORY REQUIREMENTS

Fire Service Act 1979

Council's powers, responsibilities and obligations under this *Act* include:

- to take all reasonable precautions to prevent any fire lit on their property from spreading to adjoining land (Section 63).
- to take diligent steps to extinguish or control any unauthorised fire on their property during a fire permit period, and to report that fire to the TFS, or the Police (Section 64).



- to “cause the formation in its municipal area of such fire breaks as it considers necessary or desirable to arrest the spread, or to facilitate the suppression of, fires” (Section 56).
- to contribute towards the operating costs of fire brigades (Sections 79 to 95).
- to deal with a fire danger which Council has been notified of under section 49 within such reasonable period of not less than 30 days as is specified in the notice, as if that fire danger were a nuisance under the Local Government Act, 1993.

Local Government Act 1993

Under section 93(a) of the *Local Government Act 1993*, Council can make a service rate on rateable land for the purpose of ‘fire protection’.

Council may also have obligations under the legislation listed in the following table when conducting bushfire mitigation activities

Acts	<i>Aboriginal Relics Act 1975</i> <i>Environmental Management and Pollution Control Act 1994</i> <i>Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act)</i> <i>Environment Protection Policy (Air Quality) 2004</i> <i>Fire Service Act 1979</i> <i>Local Government Act 1993</i> <i>Nature Conservation Act 2002</i> <i>Tasmanian Threatened Species Protection Act 1995</i> <i>Tasmanian Weed Management Act 1999</i> <i>Wellington Park Act 1993</i>
Regulations	Not applicable
Australian/International Standards	AS/NZS ISO 31000:2009 Risk management – Principles and guidelines AS 3959-2009 Construction of buildings in bushfire-prone areas (incorporating Amendments Nos 1, 2 and 3) (AS3959)

DEFINITIONS

Asset	Anything valued by people which includes houses, crops, forests and, in many cases, the environment.
Bushfire	An unplanned vegetation fire. A generic term which includes grass fires, forest fires and scrub fires both with and without a suppression objective.
Bushfire Attack Level (BAL)	the ‘bushfire attack level’ as defined in AS3959
Bushfire-prone area	a) land that is within the boundary of a bushfire-prone area shown on an overlay on a planning scheme map; or b) where there is no overlay on a planning scheme map, land that is within 100m of an area of bushfire-prone vegetation equal to or greater than 1 hectare.
Bushfire-Prone Areas Code	<i>Draft Planning Directive No. 5.1 Bushfire-Prone Areas Code (issued as Interim Planning Directive No. 1.1)</i> issued by the Minister for Planning and Local Government under section 12A(2) of the former provisions of the <i>Land Use Planning and Approvals Act 1993</i> , which came into effect on 23 February 2017.



Bushfire-prone vegetation	contiguous vegetation including grasses and shrubs but not including maintained lawns, parks and gardens, nature strips, plant nurseries, golf courses, vineyards, orchards or vegetation on land that is used for horticultural purposes.
Defendable space	an area around an asset where vegetation is modified and most flammable material has been removed to reduce the fire's radiant heat intensity.
Fire Danger Rating (FDR)	a system to warn of the potential impact of a bushfire on any given day, based on forecast weather conditions.
Planned burning	the process of planning and applying fire to a predetermined area, under specific environmental conditions, to achieve a desired outcome.
Strategic planned burning	the utilisation of prescribed fire in key areas of the landscape not within an urban interface, having significant potential to influence bushfire intensity and rate of spread. Generally deriving from a holistic planned burning approach throughout a broad mosaic of bushland.
Tolerable risk	the lowest level of likely risk from the relevant hazard: a) to secure the benefits of a use or development in a relevant hazard area; and b) which can be managed through: i. routine regulatory measures; or ii. by specific hazard management measures for the intended life of each use or development.

POLICY STATEMENT

Objectives

The key objectives of this policy are to mitigate the risks to Glenorchy and the Greater Hobart area by bushfires by:

- mitigating the impact to human settlements, and loss of life deriving from bushfire;
- continuously improving bushfire risk mitigation treatments;
- delivering a tenure-blind, integrated approach to mitigating bushfire risk;
- promoting a 'no-blame, lessons learnt' approach to planned burning; and
- complying with legislative requirements.

Bushfire Mitigation

Council has employed a dedicated Coordinator, Bushfire Management to develop and implement Council's bushfire mitigation activities.

All actions carried out under this policy, including the development of supporting plans, strategies and other documents, and the review of this policy, are the responsibility, of the Coordinator, Bushfire Management.

Measures to Mitigate Bushfire Risk

Council will make informed decisions, and improve the management of risk by working jointly with other fire agencies, land owners, land managers and neighbouring Councils to contribute to a tenure-blind, integrated approach to mitigating bushfire risk by:

- maintaining defendable spaces on Council managed bushland to the most current TFS guidelines;



- maintaining fire trails on Council managed bushland to the most current Tasmanian Parks and Wildlife Service Managed Vehicular Fire Trail categories;
- supporting the provision of appropriate resources to carry out effective bushfire mitigation treatments;
- developing, coordinating, implementing and maintaining a five-year planned burning program;
- minimising smoke impact to communities resulting from bushfires and planned burning;
- maintaining an annual planned burning vegetation monitoring program;
- providing an annual report to Alderman and other stakeholders on bushfire mitigation treatments undertaken on Council managed bushland;
- regularly investing in developing and expanding Council's knowledge base, and ability to mitigate bushfire risk;
- regularly educating Council and the local community on bushfire mitigation treatments and biodiversity values;
- involving local communities in decision making, and capturing local knowledge and expertise;
- strengthening understandings of relationships between fire and sensitive environments;
- acknowledging the potential effects of climate change and the likelihood that they will increase the risk of bushfire in Glenorchy; and
- ensuring compliance with statutory responsibilities.

Bushfire Mitigation Procedures

Council will implement the objectives of this policy by developing a Bushfire Mitigation Strategy, Bushfire Mitigation Plans, and Council Bushfire Mitigation Guidelines. These documents will set out the detailed procedures to be undertaken to implement Council's bushfire mitigation activities.

Council's bushfire mitigation procedures will contribute to a 'tenure-blind' approach, reflecting the approach of neighbouring Councils, land managers and fire agencies. These will provide a level of assurance that bushfire risks faced by Councils are mitigated holistically, and that firefighting agencies are put in levels of tolerable risk.

Planned Burning Approval

Operational Planned Burn Plans are to be prepared and reviewed by separate parties. Those parties must hold the nationally recognised competency *Develop Prescribed Burning Plans*, and *Conduct Prescribed Burning*, or equivalent.

Council's Coordinator, Bushfire Management is responsible for approving Council's Operational Planned Burn Plans.

Policy Review and Monitoring

This policy must be initially reviewed twelve (12) months after its initial adoption by Council. The policy is thereafter to be reviewed annually after the end of each bushfire season or as required to facilitate:

- a change in legislation that has a bearing on the document;
- a change in Council's position on a particular subject area;
- a recommendation from a governance body (e.g. TFS, State Fire Management Council, Tasmanian Parks and Wildlife Service);
- where quality assurance guidelines change due to continuous improvement initiatives, or
- changes in Council's agreed service levels.



BACKGROUND

Bushfire mitigation is critical to Glenorchy given that a third of the Glenorchy municipality is bushland located in the Wellington Park Ranges. Fire is the most significant issue for this area of bushland, in the form of the threat of bushfire.

This policy was developed to delineate Council's perceived bushfire risks to human settlements and loss of life against the actual high risks that Council is responsible to manage. It is reflective of Council's increased commitment to actively and adaptively mitigate bushfire risks to Glenorchy and the Greater Hobart area.