

**GLENORCHY CITY COUNCIL
ATTACHMENTS
MONDAY, 30 OCTOBER 2023**



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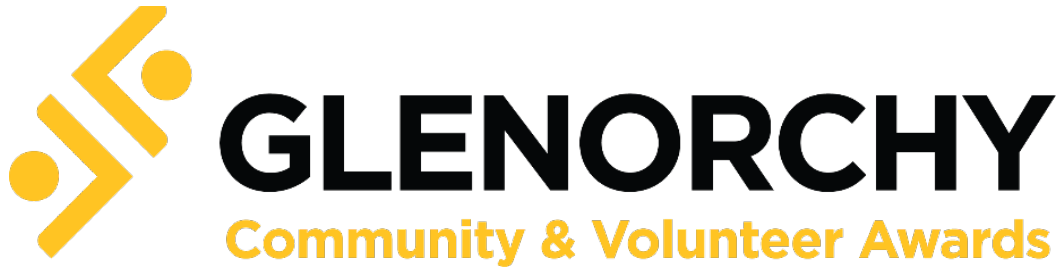
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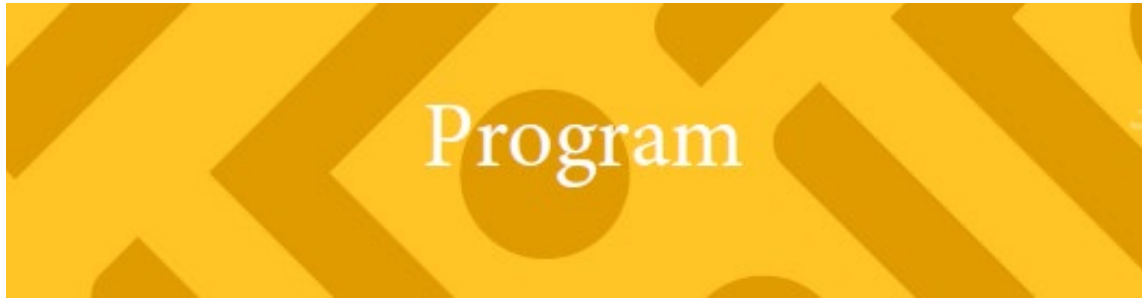
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2023 Glenorchy Community and Volunteer Awards

**Thursday 18 May
5:30pm**





5:30pm **Welcome** – Mayor of Glenorchy, Bec Thomas

Welcome to Country - Charles Wolf, Chairperson First Tasmanians Aboriginal Corporation

5:40pm **Opening address** – Mayor of Glenorchy, Bec Thomas

5:45pm **Volunteer Recognition**

Recipients in our Volunteer Recognition categories are invited to go onto stage as your name is called to collect your certificate

Awards Ceremony

- Glenorchy Sports Achievement Award
- Glenorchy Business Person of the Year Award
- Glenorchy Local Hero Award
- Glenorchy Senior Citizen of the Year Award
- Glenorchy Young Citizen of the Year Award
- Glenorchy Citizen of the Year Award

Nominees in our Community Awards are invited to go onto the stage as your name is announced to collect your certificate.

Winners will be announced for each category after each nominee is recognised.

6:30pm **Refreshments**

7pm **Close**

Our Amazing Volunteers

Kay Allport

Kirsten Bailey

Sarah Briggs

Mark Brittain

Kristina Brown

Ben Cunningham

Kane Elliott

Glenorchy City Lions Club

Richard Kimber

Tania King

Vincenzo Merlo

Kishor Nepal

Mavis Sayer

Thank you for making the City of Glenorchy a better place, every day

**Glenorchy Sports Achievement Award:**

- Arielle Cannell
- Claremont Cricket Club

Glenorchy Business Person of the Year:

- Lucy Baker
- Bao Nguyen
- Belle Parker

Glenorchy Local Hero:

- Wendy Ladaniwskyj
- Belle Parker
- John Shoobridge

Glenorchy Senior Citizen of the Year

- Corrie Bartle
- Amanda Elliott
- Patricia Tomkinson

Glenorchy Young Citizen of the Year

- Aleira Chalker
- Emily Gamez

Glenorchy Citizen of the Year

- Lucy Baker
- Amanda Elliott

Congratulations on your achievements, and all that you do for the City of Glenorchy

AFL High Performance Centre

Site Assessment Process

26 September 2023



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I Synopsis

The Tasmanian Government recognises that selecting a site for the AFL High Performance Centre is about more than the technical merits of the land on which Centre would be located; it is also about the surrounding community and the level of support such a facility would have at any chosen location. As such, we are seeking to undertake a site selection process that includes working collaboratively with councils to explore site options.

The project proposes \$60 million to \$70 million of capital investment in the chosen municipality, offers long term employment opportunities for many people at the facility, and many other potential benefits for the local community.

The High Performance Centre will become the home to the Tasmania's AFL, AFLW, VFL and VFLW teams and when required, will become the Southern Hub for underage pathway development.

The vision for the facility is to provide the players (men and women), coaches and administrators with every opportunity to be successful, both on and off the field.

In addition to the delivery of the high performance outcomes, it is imperative that the facility has the ability to further develop and foster community partnerships and programs.

The indicative timeframes for the Site Assessment Process are as follows:

Milestone or Activity	Timeframe
Confidential discussions between the State and Greater Hobart councils	August/September 2023
Development of options with Council(s) including public consultation	October/November 2023
Comparative assessment of sites supported 'in principle' by councils	December 2023
Negotiate, finalise and formalise an agreement for the preferred site	January/February/March 2024

2 Introduction

2.1 Project Background

On 3 May 2023, the Tasmanian Government signed a Club Funding and Development Agreement with the Australian Football League (AFL) for the establishment of a Tasmanian-based AFL and AFLW Club.

A High Performance Centre has been identified as a key requirement to support the Tasmanian AFL licence and to underpin the attraction and retention of high-quality players, coaches, support staff and administrators.

The establishment of a high performance centre forms part of the Tasmanian Government's agreement with the AFL and the AFL Licence Agreement states that the Tasmanian Government will:

- Determine the location of the facility at a location in close proximity to Hobart central business district; and
- Use best endeavours to achieve practical completion of the facility on or before 31 December 2025.

On 27 June 2023, the Tasmanian Government allocated up to \$60 million for the delivery of the project, with a further \$10 million to be contributed by the AFL.

The Tasmanian Government has worked closely with the AFL Taskforce to undertake an options analysis of potential sites in the Greater Hobart area and to develop a preliminary masterplan and cost estimates. This work undertaken in mid-2022, informed the decision on a licence for a Tasmanian AFL team.

2.2 Expected Outcomes

The expected outcomes from the successful delivery of a High Performance Centre are:

1. A facility that enables the recruitment and retention of high-quality players, coaches, support staff and administrators.
2. Includes external and internal training facilities as well as office spaces and facilities for football and administrative staff.
3. Becomes the home to Tasmania's AFL, AFLW, VFL and VFLW teams and when required, will become the Southern Hub for underage pathway development.

In addition to the delivery of the high performance outcomes, it is imperative that the facility has the ability to further develop and foster community partnerships and programs.

2.3 Vision for the High Performance Centre

The vision for the facility is to provide the players (men and women), coaches and administrators with every opportunity to be successful, both on and off the field. In addition, the facility is anticipated to be accessed for community use purposes.

2.3.1 Community Use

The ability to further develop community partnerships and programs is a crucial element of the vision for the facility.

The new facility will create opportunities to provide for multiuse sports training and development that is accessible to the community and other Tasmanian sportspersons, whilst meeting the specific requirements of the AFL club.

The new facility will be planned and designed in a manner to ensure that “elite” use and “community use” can be achieved in harmony.

The functions and extent of community use will be evaluated during the project’s planning phase.

2.4 Site Requirements

From a technical perspective, the AFL Licence Agreement outlines a range of requirements for a site. This together with the State’s understanding of the AFLs requirements, indicates that a site must be chosen that:

- is in close proximity to Hobart central business district
- can accommodate a 9,000 m² facility (in a footprint of approximately 7,000 m²) as well as a full sized MCG sized oval (162 m x 139 m or approximately 22,000 m²)
- provides access to an additional grassed training area (preferably an oval) adjacent or close by to the main oval
- provides parking for approximately 150 cars
- allows for a north/south orientation of the main field
- should not be unduly influenced by weather (e.g. wind).

2.4.1 Functional Relationships

- The proximity of the Training and Administration Facility to the full sized, MCG dimension fenced oval is of high importance, and proximity of the Training and Administration Facility to the secondary oval / grassed training area is desirable but of lesser importance.
- The location of the car park (some if not all) in proximity to the Training and Administration Facility is also important.

2.5 Site Selection Objectives

The objectives of the site selection process are:

- To secure a site to build the High Performance Centre that meets the technical requirements of the AFL Licence Agreement.
- To secure a site that has broad support from the Council / Local Government in which the site is located.
- To secure a site that minimises the disbenefits to the community (noting that any site chosen is likely to have ‘impacts’ but these may be able to be offset).
- To secure a site that maximises the benefits to the local community that a national scale and quality facility will bring.
- To select a preferred site by December 2023 and secure this site by March 2024.

2.6 Site Selection Principles

A site has not yet been selected for the High Performance Centre. While prior studies were undertaken to examine potential locations, this was done confidentially and without extensive consultation due to the commercial nature of discussions taking place at the time.

The Tasmanian Government recognises that selecting a site is about more than the technical merits of the land on which the High Performance Centre would be located; it is also about the surrounding community and the level of support such a facility would have at any chosen location.

As such, the State is seeking to undertake a site selection process that includes working collaboratively with councils to explore site options.

The site selection principles to be adopted are as follows:

- Voluntary – Councils are given the opportunity to opt-in to the process by providing their support to explore options within their municipality.
- Flexible – the site selection process needs to be able to adapt to the feedback from local communities and their representatives.
- Commercial – the site selection process needs to be considerate of the commercial aspects of the facility and thus while transparency will be aimed for, in some cases this will not be possible.
- Equal – the State wishes to give councils equal opportunity to put forward sites within their municipality to host the High Performance Centre. Each site will have its own advantages and disadvantages to be considered. The State recognises that the development of the High Performance Centre in any municipality would be a significant boost to that municipality's economy.

3 Site Selection Strategy

The State is seeking to partner with a local government council that wants to be the home of the Tasmanian AFL/AFLW Club.

In addition to the benefits offered broadly to the communities throughout Tasmania, the High Performance Centre will offer substantial benefits for the local community that it is located in.

The site selection strategy is broken into five elements:

1. **Initial Technical Appraisal of Sites** – a process was undertaken, with minimal stakeholder engagement, to explore potential technically viable sites across the greater Hobart area with 13 locations explored as part of this assessment. This process was not deemed to be site selection; rather it provided an indication of opportunities for siting of the facility and enabled identification of sites considered to have a high potential of meeting the needs of the Tasmanian AFL/AFLW Club.
2. **Council Approach** – each of the councils within the greater Hobart area (Glenorchy, Hobart, Clarence, and Kingborough) were approached by the State to determine their interest in exploring options for sites to host the High Performance Centre in their municipality. The sites considered to have a high potential of meeting the needs of the Tasmanian AFL/AFLW Club were identified to these councils but the invitation was left for councils to identify any alternative sites. In advance of these meetings, Brighton Council had already proactively approached the State regarding a potential site within its municipality.
3. **Development of Options** – for any council that indicated interest in exploring site options, the State would work with that council to detail up the option for further engagement and to explore the benefits and disbenefits the option(s) present. It is anticipated that this phase would include public consultation lead by council to determine the level of community support for the option being considered. Final ‘in principle’ support would need to be provided by council for any option that was to be taken forward to the next phase.
4. **Comparative Assessment** – a comparative assessment against a set of assessment criteria would be undertaken to identify the preferred site for the High Performance Centre.
5. **Finalise Site Selection** – confirming and formalising the selection to enable the progression of the development on that site.

This strategy has been developed to enable the State to work collaboratively with councils to explore options and is informed by the Principles outlined in Section 2.6.

The following sections provide more detail on each of these steps.

3.1 Initial Technical Appraisal of Sites

In the period leading to June 2022, the State (through its consultants) completed a process to identify and assess potential sites based on their technical merit.

Thirteen sites were identified across the Greater Hobart area and these sites were assessed and a short-list of sites that had high potential of meeting the needs of the Tasmanian AFL/AFLW Club were identified. No selection of a preferred site was undertaken at this time.

3.2 Council Approach

Confidential discussions between the State and Greater Hobart councils commenced in mid-August 2023.

The State is committed to working with a council to explore options for a site if a council identifies a site that:

1. the project considers has a high potential of meeting the needs of the Tasmanian AFL/AFLW Club; and
2. may be acceptable to the community if associated impacts are carefully considered and managed.

Discussions have been held with Greater Hobart councils (Glenorchy, Hobart, Clarence, Kingborough) and with Brighton Council to date.

The discussions have outlined to each council any sites within their municipality considered to have a high potential of meeting the needs of the Tasmanian AFL/AFLW Club, but these discussions left the option for councils to present alternative options for consideration.

The intention at this stage is for each council to consider their views on potential sites, discuss associated impacts and potential mitigations and consider what the site's stakeholders and local community opinions may be, without the time, expense and potential community angst that may result from undertaking formal engagement at this early stage.

3.3 Development of Options

If an option is identified that shows promise of good outcomes for the community and AFL, the council may choose to develop and explore that option further in consultation with any impacted stakeholders and the broader community, and with the support of the Department of State Growth's High Performance Centre project team.

If a council requires the assistance of an external consultant to develop a concept plan for the site and/or concept plan for mitigation of an impact (e.g. relocation of an existing use), then the State may be prepared to fund associated consultancy costs, reasonably incurred by the council. Alternatively, the State may be prepared to procure a suitable consultant to perform the services with direction from both the project and council representatives. However, in both cases, the scope and cost of such services would need to be discussed and agreed in advance of the services being procured and delivered.

Through this process, options to manage and mitigate community impacts or compromises may be developed, along with opportunities to maximise the benefits resulting from the proposed site becoming the new home of the Tasmanian AFL/AFLW Club.

With a sound understanding of benefits and disbenefits of the option(s) explored, the council may reach a final determination as to whether it wishes to support 'in-principle' the use of the proposed site, and would be in an informed position to identify to the State the general terms and conditions that would apply to the use of the site.

3.4 Comparative Assessment

For each of the options that have 'in-principle' support from an associated council, a comparative assessment will be undertaken by the State, in consultation with AFL and the Tasmanian AFL/AFLW Club.

This assessment will be undertaken against a set of assessment criteria. A set of indicative criteria are included in Section 4.

This will allow for the selection of the optimum option that meets the needs of the AFL, the AFL/AFLW Club and the community and takes into consideration the actions required to manage impacts, deliver the desired benefits and comply with the applicable terms and conditions.

3.5 Finalise Site Selection

Once a preferred site is identified through the prior process, the State will then seek to negotiate, finalise and formalise the agreement regarding the preferred option with the council.

4 Indicative Assessment Criteria

The State's assessment criteria may include:

Criteria	FINANCIAL AND COMMERCIAL
1	Base Capital Cost
2	Funding Opportunities
3	Ongoing Costs
4	Commercial Revenue Streams and Sponsorship Opportunities
Criteria	CONNECTION TO STAKEHOLDERS
5	Proximity to Key infrastructure
6	Potential Community Partnerships
7	Access to supporter and membership base
8	Access to Transport Infrastructure
Criteria	ACCESS & FACILITIES
9	Priority access to state-of-the-art training facilities
10	Priority access to two training field(s) and potential impact on existing tenants
11	Quality of facilities located within the precinct
12	Potential to grow
13	Ability to locate all facilities (buildings and two fields) at one site
14	Ability to accommodate for pathway programs
Criteria	GOVERNMENT & PLANNING
15	Level of Landholder Support
16	Planning Process
Criteria	RETENTION & RECRUITMENT
17	Player Retention and Recruitment
18	Staff Retention and Recruitment
Criteria	SITE DETAILS
19	Land Tenure - Buildings
20	Site Features
21	Strategic Implications

5 Site Selection Timeframe

The table, below outlines the indicative timeframes leading to an agreement for a site being in place.

Milestone or Activity	Timeframe
Initial identification and technical appraisal of sites	June 2022
Confidential discussions between the State and Greater Hobart councils	August/September 2023
Development of options with Council(s) including public consultation	October/November 2023
Comparative assessment of sites supported 'in principle' by councils	December 2023
Negotiate, finalise and formalise an agreement for the preferred site	January/February/March 2024

6 Assessment Team

The State will undertake the assessment against the assessment criteria indicated in Section 4 with input from its consultant team, in particular:

- Planning – Ireneinc Planning
- Cost – WT Partnerships
- Specialist Sports Facilities – Waypoint

Recommendations for endorsement will be made to the project's Steering Committee, which contains representation from the AFL and the Tasmanian AFL/AFLW Club.

If endorsed by the Steering Committee, the Chair of the Steering Committee will refer the recommendation to the Tasmanian Minister for Stadia and Events for approval.

7 Consultation

It is acknowledged that councils will need to carefully plan and implement appropriate stakeholder and community consultation when identifying and evaluating potential sites, including assessing potential impacts and strategies for their management. While the State's project team will support councils in this regard, it is anticipated that councils will lead the site-specific consultation as councils are likely to have the more direct relationship with potentially impacted stakeholders and local community.

7.1 Confidentiality

The State and its project team will maintain appropriate confidentiality when dealing with information acquired by them in the performance of their duties when working with councils regarding sites and options.

For example, the State does not intend to identify the councils participating in this process, unless and until a council publicly identifies itself as participating in the process. Furthermore, the State does not intend to identify the potential site(s) that a council may be evaluating, unless and until a council publicly identifies the site(s) it is evaluating.

Information is confidential if it is gained while carrying out the associated duties, and:

- (i) it is marked "Cabinet in Confidence", "Commercial in Confidence", "confidential" or "strictly confidential" or conveyed with a statement by the person conveying it, that it is secret or conveyed in confidence; or
- (ii) is known to be confidential; or
- (iii) if the State might reasonably consider that the disclosure of the information to, or the use of the information by or in the interests of, any person other than itself or council (whether a particular person or other persons generally) would affect or prejudice the State's or council's commercial or financial interests.

The State and its project team are not obliged to keep confidential information:

- (iv) which is in the public domain through no default of the State and its project team (e.g. information that a council chooses to release as part of its community consultation); or
- (v) the disclosure of which is:
 - (A) required by Law;
 - (B) necessary or advisable to get a consent, authorisation, approval or licence from an Authority;
 - (C) necessary or advisable to disclose the confidential provision to a taxation or fiscal authority;
 - (D) necessary to disclose a confidential provision in answer to a question asked of a Minister in State or Federal Parliament or otherwise to comply with a State or Federal Minister's obligations to Parliament;
 - (E) given to a court in the course of proceedings to which the State or council is a party;
 - (F) given to a person for the purpose of obtaining professional advice, subject to that person being bound by confidentiality undertakings no less favourable than those stated above; or
 - (G) the State and council otherwise agree in writing can be disclosed.

8 Site Identification and Proposal Submission

While the State initially identified sites as part of prior work and sites that had high potential of meeting the needs of the Tasmanian AFL/AFLW Club were identified councils when meeting with them, the opportunity has been left open to individual councils to come forward with land that they think would be suitable to host the High Performance Centre.

As such, the identification of land rests with the councils themselves, as the landowners. To that end, a process to receive proposals from a council is required, which is outlined, below.

8.1 Receipt of proposals from councils

The site identification process is not intended to be a design competition.

Some sites will, by their nature, offer different benefits and disbenefits than other sites. The State will exercise reasonable endeavours to ensure that all participating councils have a fair opportunity to develop and understand suitable option(s) for proposed sites in cases where the site proposed has a high potential of meeting the needs of the Tasmanian AFL/AFLW Club.

However, it is important to note that the project proposes \$60 million to \$70 million of capital investment in the chosen municipality, offers long term employment opportunities for many people at the facility, and many other potential benefits for the local community.

Therefore, a council may choose to exercise its discretion to improve the attractiveness of its proposal to increase its likelihood of securing the High Performance Centre within its municipality, by:

1. accepting greater responsibility for implementing actions to manage associated impacts; and
2. offering terms and conditions that are more favourable than it would otherwise require.

Therefore, to protect the commercial interests of participating councils and to ensure the process is fair in this regard, written proposals are required to be submitted via email to

highperformancecentre@stategrowth.tas.gov.au by 2.00pm on Thursday, 30 November 2023 (unless the State advises and extended date in writing to all participating councils) containing the following:

1. identification of the site
2. confirmation that the council supports 'in-principle' the use of the site for the purposes of the construction, operation and maintenance of the proposed AFL High Performance Centre, including its potential ancillary uses (e.g. community programs, sports merchandise shop etc.)
3. identified actions the council considers appropriate to mitigate impacts associated with the use of the site for the above purposes, and identification of the party proposed to be responsible for the cost and/or implementation of these action
4. proposed general terms and conditions that council would apply to the use of the site for the above purposes.

8.2 Consideration of expressions of interest from other landowners

While it is not anticipated that other landowners will be interested in offering properties under terms and conditions more favourable than may be offered by councils keen to become the home of the new AFL/AFLW Club, this possibility is not excluded.

The State will be receptive to expressions of interest from other landowners seeking to provide an offer as follows.

- Legal access to and use of property (e.g. by lease or sale) offer by the owner of that property.
- For the purposes of the construction, operation and maintenance of the proposed AFL High Performance Centre, including its potential ancillary uses (e.g. community programs, sports merchandise shop).
- For a period of time no less than 27 years from approximately December 2024.
- With the property offered to be more than five hectares in size and within 20 kilometres by road from the Hobart central business district.

However, the State shall be under no obligation to consider or respond to any or all expressions of interest received.

In the event that the State receives a proposal that the State assesses, at its sole discretion, as warranting further consideration, the State shall inform the participating councils of this unanticipated eventuality and reserves the right to alter the process described in this document to enable fair and equitable consideration of this proposal.



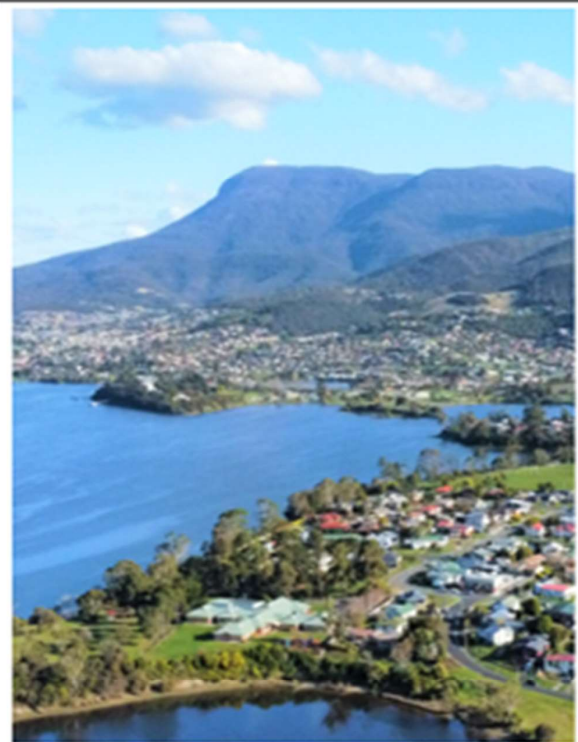
Phone: 1800 030 688

Email: highperformancecentre@stategrowth.tas.gov.au



Financial Management Strategy

2023-2032



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Introduction

The Financial Management Strategy (FMS) provides the Glenorchy City Council (Council) with a strategic framework to guide the development of annual budgets and preparation of long-term financial planning. The FMS has been prepared in accordance with section 70A of the *Local Government Act 1993* supported by section 6 of the *Local Government (Content of Plans and Strategies) Order 2014* which states a financial management strategy of a Council is required to include the following matters:

- a) an overview of the purpose and intent of the strategy;
- b) the financial principles that are to guide the determination of the financial management strategies;
- c) the key financial management strategies that are to be employed;
- d) the financial aims and targets of the council.

The key objective of the FMS is to ensure that Council can sustainably fund the ongoing delivery of services whilst implementing the objectives identified in the Strategic Plan. Financial sustainability can be defined as follows :

‘a Council’s long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards as prioritised through community engagement and consultation are met without unplanned increases in rates and charges or disruptive cuts to services.’

Financial sustainability at Council means that:

‘Glenorchy City Council plans and makes decisions so that appropriate services and infrastructure, as determined through community engagement and consultation, are provided at acceptable service levels – to current and future generations – having regard to the level of rates or other funding required to maintain acceptable service levels.’

The FMS provides the framework from which Council will achieve the aims set out in its Long-Term Financial Management Plan (LTFMP). The key objective of the LTFMP is the achievement of financial sustainability in the medium to long term whilst achieving Council’s strategic objectives and meeting community expectations.

In committing to a financially sustainable future, no policy or other decisions will be made without considering the long-term financial impact of those decisions.

The LTFMP provides a tool for Council to consider the financial impact of its decisions on Council's future financial sustainability. It includes consideration of cost increases: employee related costs, materials and services and other operating costs; and revenue increases: rates, user fees and charges, operating grants and other fees and charges.

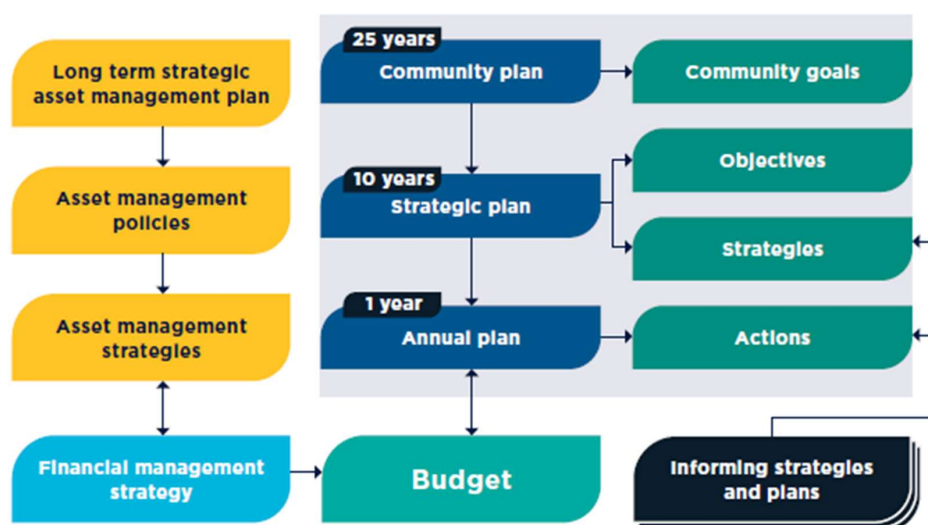
The LTFMP is aimed at:

- moving away from an annual budget focus, towards a long-term financial planning process (and budgetary framework) where the future cost or lost opportunity that may arise from short-term decisions can be identified;
- adopting a 'whole of council' perspective to enable continuous improvement of our asset management and financial management practices, and to set targets for future longer term improvement;
- maintaining stable and predictable rates increases;
- maintaining effective financial governance through the setting of appropriate long-term financial targets that enable the assessment of emerging challenges or opportunities that impact the Council's long-term financial sustainability; and
- establishing accountability through the setting of long-term financial sustainability indicators, and the monitoring of their achievement.
- incorporating changes in strategic and operational risks for the management of financial resources within the Council's Risk Management Framework each year.

Integrated planning and reporting framework

Long term financial planning is a key element of the integrated planning and reporting framework. The LTFMP demonstrates Council's long term financial sustainability, allows early identification of financial issues, shows the linkages between specific plans and strategies and enhances the transparency and accountability of the Council to the community.

Councils strategic planning processes involve a series of plans which help Council to put the Community's vision into action:



Community Plan

The City of Glenorchy Community Plan 2015-2040 was based on extensive consultation with the community and reflects the community's long term vision for the municipality. The Community Plan guides all other plans in the City, and drives the specific actions, details and measures contained within the plans to ensure the community vision is achieved.

Strategic Plan

Council's ten year Strategic Plan contains the objectives and strategies that Council will follow to achieve the community's vision and goals as expressed in the Community Plan. This is a key document for Council to track and report on progress to the community.

Strategic Asset Management Plan

The Strategic Asset Management Plan (SAMP) takes the organisational objectives in the Strategic Plan and develops the asset management objectives, principles, framework and strategies required to achieve our organisational objectives.

Annual Plan and Budget

The strategies identified in the Strategic Plan shape the actions that Council undertakes each year through the Annual Plan. The Annual Plan is used to frame the budget over a four year period so that Council resources are allocated to community priorities.

The annual budget includes the objectives and intent of the projected costings of the Annual Plan actions. This information is input to the LTFMP and projected at a summary level over out-years using a range of assumptions. The data generated through this process is then utilised to update the LTFMP.

Management and Review

The FMS is a guiding document to consider when developing budget estimates, rather than a document that is dictating future decisions of Council. The long-term financial estimates generated by the FMS will be revisited and updated regularly to reflect any strategies that arise from the Council planning process.

Council will manage the FMS through the annual planning process, updating and maintaining the ten year LTFMP and indicators, and the budgeting process. This will ensure that planned long- term service and infrastructure levels and standards are met without a need to unexpectedly increase rates and charges or reduce services.

Financial Management Principles

These principles serve to guide Council in setting the financial management strategies.

Principle 1

The Community's finances will be managed responsibly to enhance the wellbeing of residents

Council will endeavour to only raise needed revenue and will do so in an efficient and equitable manner.

Council will manage community funds according to best practice standards and ensure information regarding its financial management decisions is accessible to the community.

Principle 2

Council will maintain a vision of ongoing sustainability so that the wealth enjoyed today may also be enjoyed by future generations

Council will endeavour to achieve equity across generations by recognising each generation must pay its way.

Council will invest sustainably in community assets to maintain service levels.

Principle 3

Council's financial position will be robust enough to recover from unanticipated events and absorb the volatility inherent in revenues and expenses.

Council will ensure it accumulates and maintains sufficient financial resource and has the borrowing capacity to deal with volatility and unexpected events.

Council's operational budget will be flexible enough to ensure that volatility in revenues and expenses as a result of the changing economic environment can be absorbed.

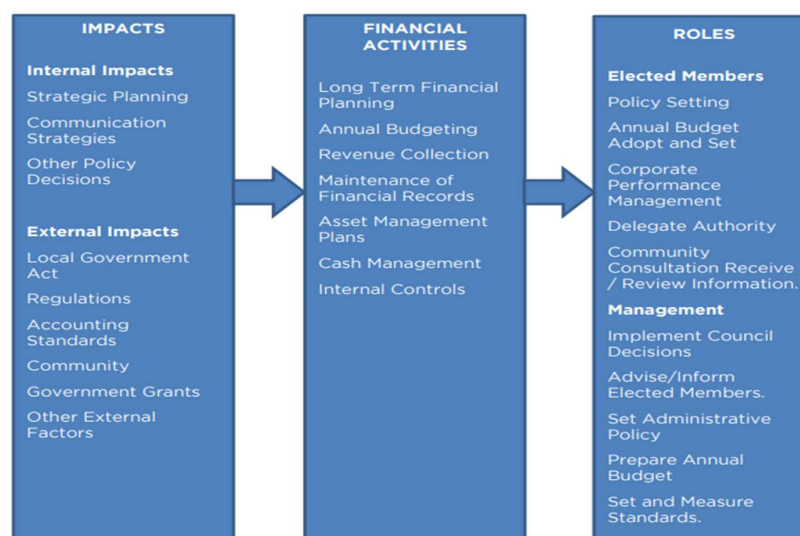
Principle 4

Resources will be allocated in a transparent and equitable manner.

Council will ensure that robust and transparent processes are in place for the allocation and prioritisation of resources through budgetary decision-making, as well as for choosing the most effective methods for delivering specific services and projects. Strategies will include a vigorous cost-benefit analysis in preparing and assessing proposals.

Financial Management Strategies

The FMS is an important part of the overall financial management activities of Council. The following table demonstrates the context within how this document fits into the overall financial management framework of Council.



The following financial strategies portray the strategic direction in which Council's financial decisions are based including borrowing, infrastructure, and service delivery. Specific financial strategies which should be noted include:

Community and Strategic Plan

The community and strategic plans, by their nature, are visionary and are translated into tangible actions through the Annual Plan. As such, the Financial Management Plan does not need to include specific references to the objectives as they are already referenced through the Annual Plan. The nature of the actions required under the community and strategic plans direct where expenditure is targeted rather than materially impacting the total quantum of expenditure.

Rating Strategy

Rates revenue represents the largest share of total income that Council generates each year and therefore is an important component of the financial planning process. Rates represent a property tax levied on the basis of the Assessed Annual Value (AAV) as set by the Valuer-General.

Council will levy a General Rate with a minimum amount payable. A council, by absolute majority, may declare that the general rate varies within the municipal area or within different parts of the municipal area according to any or all, or a combination of any or all, of the following factors:

- a) the use or predominant use of the land;
- b) the non-use of the land;
- c) the locality of the land;
- d) any planning zone;
- e) any other prescribed factor.

Council will have regard to the impact General Rates have on the Long Term Financial Management Plan when setting the level of rates.

Council will administer the Council Rates Concession scheme on behalf of the State Government, which provides a rates remission to eligible ratepayers pursuant to the *Local Government (Rates and Charges Remissions) Regulations 2014*

Council will maintain appropriate and easy to access Financial Hardship assistance measures to assist ratepayers with their rate accounts.

Rating Strategy Fundamentals

- General rates will be levied on basis of AAV
- Differential rates and a minimum rate will be applied
- Concessions and financial hardship relief will be granted to eligible ratepayers
- Administration of General rates will be governed by the Rates and Charges Policy
- Total rates to be levied will have regard to the LTFMP

Fees and Charges Strategy

Council maintains a register of fees and charges in accordance with section 206 of the *Local Government Act 1993*. The fees and charges contained in the register are reviewed each year as part of the annual budget deliberations. Fees and charges will be increased annually by a minimum of the Consumer Price Index (CPI) except those categorised as Legislated, Agency or Council which are set independent of this strategy.

When determining the level of fees and charges, Council will have regard to the user pays principle and where possible recover the full cost of operating or providing the goods and services in accordance with National Competition Policy guidelines.

Fees and Charges Fundamentals

- Minimum increase of CPI for fees and charges
- Exception for fees categorised as Legislated, Agency or Council which are subject to independent approval
- Full cost recovery to be adopted where possible

Other Revenue Strategy

Other significant revenue streams include investment income from dividends and grant revenue.

As at 30 June 2023 Council holds a 9.61% equity investment in Tasmanian Water Corporation (TasWater). As part owner of TasWater, Council aims to ensure that future entitlements are maintained.

The main source of grant revenue is from the State Grants Commission (SGC) in the form of the Financial Assistance Grant (FAG). This is distributed as Base and Road component with the methodology being reviewed every 3 years. Council has little control over how the FAG funding is distributed across Local Government.

Council will continue to review all operational and capital funding opportunities and identify and apply for appropriate grant funding.

Other Revenue Fundamentals

- Proactively engage with TasWater
- Explore external grant funded opportunities

Expenditure and Service Delivery Strategies

Council will consistently review service levels and delivery to ensure they are delivered as efficiently as possible and continue to meet the needs of the community. Council is focussed on developing a cost management culture across the organisation, encouraging all managers to be involved in minimising costs through the budget process and involvement with ongoing monitoring, reporting and forecasting processes.

At each budget cycle Council will consider the feedback received from the community through the various engagement opportunities to assess any potential changes to services. New strategies developed through the year and the corresponding additional expenditure required, will be considered through the budget process.

Council will comply with its Code for Tenders and Contracts to ensure that expenditure is subject to the appropriate controls and represents the best value available.

Expenditure and Service Delivery Fundamentals

- Minimum increase of CPI for day to day operational expenditure
- Agreed service levels to be delivered as efficiently as possible
- Expenditure to be managed through accountability, reporting and monitoring
- Expenditure in accordance with Council's Code for Tenders and Contracts

Investment Strategy

Cash reserves will be managed to achieve optimum investment returns and to ensure that cash is available when needed for planned expenditures. Council will utilise the cash flow projections contained in the LTFMP to assist in the management of cash and investments.

Investment management is undertaken in a manner that seeks to ensure the security of the investment portfolio. The General Manager has the authority to undertake investments up to a limit of 360 days maturity in an authorised investment. Prior Council approval is required for any investments in excess of 360 days maturity. Funds will only be placed with institutions which have a Standard and Poors short term rating of 'A1' or above, or a long term rating of 'A-' or above.

All investments will be in accordance with the Investment of Short Term Funds Policy.

Investment Fundamentals

- LTFMP cash flow projections to be used to manage cash
- General Manager authorises investments less than 360 days maturity
- Council approves investments greater than 360 days maturity
- Funds to be placed with institutions which have a Standard and Poors rating A1 or A-
- All investments are in accordance with the Investment of Short Term Funds Policy

Debt Strategy

Council is dependent on a large investment in infrastructure assets to deliver its service objectives and is mindful of intergenerational equity in generating revenue to offset service costs.

Council will seek to achieve equity across generations by recognising that each generation must pay its way with respect to recurrent expenses being met from recurrent revenue (the full cost of the service it consumes).

Council aims to achieve an operating break even position. This means that on average over time it will generate sufficient funds to offset consumption of existing assets (through its depreciation expense). On average over time it will have sufficient capacity to accommodate asset renewal requirements without the need to raise additional borrowings.

Council will consider the use of debt facilities to fund major new capital expenditure which provides benefits to ratepayers into the future. Where possible, Council will assess the term of the debt in relation to the life of the asset. The use of debt in this manner attempts to address the issue of inter-generational equity.

When considering new debt, Council will evaluate the impact of borrowing costs and future operating expenditure on the sustainability of current and future budgets and its capacity to repay the debt. Thought will be given to the structure of the funding arrangement with the overall aim of minimising interest rate exposure and borrowing and administrative costs. When borrowing, Council will raise all external debt at the most competitive rates and from authorised borrowing institutions with a minimum long term Standard and Poors credit rating of 'A'.

Council will utilise the cash flow projections contained in the LTFMP to assist in the management of debt and cash reserves. When surplus funds exist over and above the finances required to cover Council's normal operations, working capital needs, and cash funded reserves, the General Manager may make a recommendation to Council to redeem borrowings. The decision to redeem borrowings will be made based on the facts available at the time the surplus funds are available, giving due regard to minimising the overall cost to the Council.

Debt Management Fundamentals

- Debt to be considered to fund major new capital expenditure
- Term of debt to be assessed against the life of the asset
- Borrowing costs to be evaluated and the impact on LTFMP to be considered
- Debt to be sourced from borrowing institutions with a minimum long term Standard and Poors credit rating of A
- General Manager may make a recommendation to Council to early repayment where surplus funds exist

Asset Management

To ensure the long-term financial sustainability of Council, it is essential to balance the community's expectations for services with their ability to pay for the infrastructure assets used to provide the services. Maintenance of service levels for infrastructure services requires appropriate investment over the whole of the asset life cycle.

To assist in achieving this balance, Council aspires to develop and maintain asset management governance, skills, process, systems and data in order to provide the level of service the community need at present and into the future, in the most cost-effective and fit for purpose manner.

Broadly, asset management involves the development and delivery of a:

- Strategic Asset Management Plan;
- Asset Management Policy; and
- Asset Management Improvement Plan.

Strategic Asset Management Plan

The Strategic Asset Management Plan (SAMP) takes the organisational objectives in the Strategic Plan and develops the asset management objectives, principles, framework and strategies required to achieve our organisational objectives. The SAMP seeks to ensure the maintenance and sustainability of our infrastructure assets. Our goal is to maintain an average score of 3, indicating a fair condition, for these assets within the next 30 years, utilising our existing financial resources.

Asset Management Policy

This policy sets out the guidelines for implementing consistent asset management processes throughout the Glenorchy City Council. Its aim is to ensure that adequate provision is made for the management of Council's assets at the lowest whole of life costs for the defined level of service by:

- ensuring that Council's services and infrastructure are provided in a sustainable manner with the appropriate levels of service to the community and the environment;
- safeguarding Council assets by implementing appropriate asset management strategies and committing appropriate financial resources for those assets;
- creating an environment where all Council employees play an integral part in overall management of Council assets by creating and sustaining asset management awareness throughout the organisation by way of mentoring, training and development;
- meeting legislative requirements for asset management;
- ensuring resources and operational capabilities are identified and responsibility for asset management is allocated; and
- demonstrating transparent and responsible asset management processes that align with demonstrated best practice.

Asset Management Improvement Plan

The asset management plans demonstrate responsive management of assets (and services provided from assets), compliance with regulatory requirements, and to communicate funding needed to provide the required levels of service.

Individual Asset Management Plans have been created for each asset class. Information from the individual asset management plans are integrated into the LTFMP.

To ensure compliance with relevant legislative requirements and contemporary asset management practices, the Asset Management Strategy along with the Asset Management Policy and Plans, will be reviewed regularly.

LTFMP Assumptions and Methodology

The LTFMP reflects the projected financial position of the Council over the next ten years through the following financial statements:

- Statement of Profit or Loss and Other Comprehensive Income;
- Statement of Financial Position; and
- Statement of Cash Flows.

The LTFMP takes the current budget as a base and utilises various assumptions to forecast the following years of the plan.

The LTFMP reflects all current assumptions and decision making. The LTFMP does not include things that might change, but have not yet been decided at the time of its formulation. The assumptions and variables used to underpin Council's LTFMP are reviewed annually. LTFMP assumptions are made in relation to:

- Consumer price index; and
- Interest rates

Assumptions are applied to the following major revenue segments:

- Rates Revenue
- Rates Growth
- Statutory Charges
- User Charges
- Grant Revenue
- TasWater Distribution

Assumptions are applied to the following major expenditure segments:

- Employee Benefits
- Salary Review
- Contractors & Services
- Materials

The LTFMP is a tool to ensure that the Council achieves financial sustainability while delivering services to its ratepayers.

The plan provides projections of:

- Operating results over the forecast period. It is important that Council generates sufficient revenue to cover all of its cash and non-cash costs so that Council reports both an operating and underlying surplus.
- Cash balances over the projection period. It is important to ensure liquidity so that Council is able to meet its debt obligations as and when they fall due.
- Forecast asset renewal funding requirements which is a key financial sustainability indicator. Renewal forecasts are continually being refined and the funding level continually monitored.

These key outcomes ensure the financial sustainability of Council, thus ensuring the ability to deliver services, at their current levels, into the future.

GLENORCHY CITY COUNCIL LONG TERM FINANCIAL MANAGEMENT PLAN													
	2022 / 2023	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	2029 / 2030	2030 / 2031	2031 / 2032	2032 / 2033	
	Original Budget	Revised Budget	Budget	Year 2 Forecast	Year 3 Forecast	Year 4 Forecast	Year 5 Forecast	Year 6 Forecast	Year 7 Forecast	Year 8 Forecast	Year 9 Forecast	Year 10 Forecast	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Operating Revenue													
Rates	39,424	39,424	43,138	46,028	48,652	50,720	52,875	55,122	57,465	59,907	62,454	65,108	
State Fire Commission Contribution	6,338	6,338	6,521	6,847	7,121	7,370	7,628	7,895	8,171	8,457	8,753	9,060	
Statutory Charges - Development, Building & Health	2,203	2,203	1,676	1,760	1,830	1,894	1,961	2,029	2,100	2,174	2,250	2,329	
User Charges	1,138	1,138	1,193	1,253	1,303	1,349	1,396	1,445	1,495	1,546	1,602	1,658	
Waste Charges	8,844	8,844	9,535	10,012	10,412	10,777	11,154	11,544	11,940	12,366	12,799	13,247	
TasWater Investment	2,172	2,172	2,172	2,172	2,172	2,172	2,172	2,172	2,172	2,172	2,172	2,172	
Grants - Federal Assistance	2,002	2,002	2,840	2,982	3,101	3,210	3,322	3,438	3,559	3,683	3,812	3,946	
Grants - State and Other	2,054	2,054	2,375	2,704	2,812	2,910	3,012	3,118	3,227	3,340	3,457	3,578	
Interest	51	51	1,100	978	917	857	806	756	707	659	611	565	
Childcare	524	524	765	806	839	868	896	924	952	980	1,008	1,037	
Rental	758	758	785	824	857	891	926	961	996	1,031	1,066	1,091	
Other	514	514	510	536	557	578	597	617	639	661	685	709	
Total Operating Revenue	66,022	66,022	72,814	76,963	80,634	83,650	86,789	90,117	93,579	97,179	100,924	104,824	
Operating Expenses													
Employee Costs	27,296	27,296	28,594	30,324	31,344	32,584	33,861	35,177	36,533	37,929	39,366	40,847	
Materials & Services	15,961	16,964	19,188	19,955	19,085	19,327	19,522	20,352	20,524	21,152	22,095	22,379	
State Fire Commission Contribution	6,338	6,338	6,521	6,782	6,985	7,180	7,339	7,522	7,710	7,903	8,101	8,303	
Depreciation	15,225	15,225	17,180	18,617	18,787	18,878	18,969	19,060	19,151	19,241	19,332	19,423	
Amortisation	4	4	0	0	0	0	0	0	0	0	0	0	
Lease Amortisation	1,565	1,565	1,685	1,732	1,784	1,828	1,874	1,921	1,969	2,018	2,068	2,120	
Finance Charges	235	235	62	30	30	10	1	0	0	0	0	0	
Other	1,058	1,058	729	758	781	800	820	841	862	884	906	928	
Total Operating Expenses	67,582	68,705	74,115	77,229	78,795	80,588	82,387	84,904	86,849	89,167	91,868	94,002	
Operating Surplus / (Deficit)	(1,560)	(2,683)	(1,301)	(266)	1,839	3,062	4,402	5,214	6,730	8,012	9,056	10,822	
Non Operating Income / (Expenses)													
Assets Written Off	(2,564)	(2,564)	(1,920)	(1,978)	(2,037)	(2,088)	(2,140)	(2,194)	(2,248)	(2,305)	(2,362)	(2,421)	
Asset Disposal	(402)	(402)	(415)	250	250	0	0	0	0	0	0	0	
Underlying Surplus / (Deficit)	(2,966)	(2,966)	(2,338)	(1,728)	(1,787)	(2,088)	(2,140)	(2,194)	(2,248)	(2,305)	(2,362)	(2,421)	
Capital Income / (Expenses)													
Donated / Gifted / Found	5,300	5,300	3,500	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	
Capital Grants	7,848	7,848	9,198	3,778	578	578	578	578	578	578	578	578	
Result from Continuing Operations	8,622	7,499	9,059	3,884	2,730	3,652	4,940	5,696	7,160	8,386	9,372	11,080	

LTFMP Fundamentals

- To report both an operating and underlying surplus position in the medium term
- Maintain a positive cash ratio of between 3 and 6 months

Measuring Financial Sustainability

Council's ability to remain financially sustainable and to satisfy the purposes of Section 84(2A) of the Act, can be measured using the Key Performance Indicators as outlined in the *Local Government (Management Indicators) Order 2014*.

The primary financial sustainability indicators are the long-term financial rules which guide Council in making financial decisions and the target and acceptable ranges may be varied by Council over time.

The seven measures adopted for the purposes of the FMS are:

- Underlying surplus or deficit
- Underlying surplus ratio
- Net financial liabilities
- Net financial liabilities ratio
- Asset consumption ratio
- Asset renewal funding ratio
- Asset sustainability ratio

The first two are measures of profitability, the next two are measures of indebtedness, and the last three are measures of asset management.

The ranges established for the primary financial sustainability indicators allow for some impact of future uncertainties and contingencies so that ongoing financial sustainability can be maintained. In addition, Council will prudently set aside reserves to fund future expenditure requirements.

However, it is impossible to plan for every eventuality (e.g. natural disasters or major legislative changes impacting on local government), and Council may be required to undertake short-term corrective actions in the future to respond to unexpected events and immediate challenges to financial sustainability.

Indicator 1 – Underlying surplus or (deficit)

This means an amount that is the recurrent income (not including income received specifically for new or upgraded assets, physical resources received free of charge or other income of a capital nature) of a council for a financial year less the recurrent expenses of the council for the financial year

This indicator is seen as a better indicator of sustainable or recurring operations as it excludes capital grants which can be project specific and thus non-recurring, and other non-cash amounts which are recorded as income due to accounting standard requirements.

An operating surplus arises when operating revenue exceeds operating expenses for the period. An operating deficit arises when operating expenses exceed operating revenue for the period. Council's long term financial sustainability is dependent upon ensuring that on average, over time, its expenses are less than associated revenues. This ensures equality between generations of ratepayers in that each generation is responsible for the cost of resources they consume.

Target	2023 (interim)	2022	2021	2020
>0 \$m	(1,261)	2,033	(6,329)	(2,821)

Indicator 2 – Underlying surplus or (deficit) ratio

This means an amount that is the recurrent income (not including income received specifically for new or upgraded assets, physical resources received free of charge or other income of a capital nature) of a council for a financial year less the recurrent expenses of the council for the financial year, divided by recurrent income.

It is a better indicator than the underlying operating result because it expresses that result relative to annual revenue.

Target	2023 (interim)	2022	2021	2020
2.5% - 5.0%	(1.8)	3.1	(10.8)	(4.7)

Indicator 3 – Net financial liabilities

This means an amount that is the amount of the liquid assets of a council for a financial year less the total liabilities of the council for the financial year

In other words, what is owed to others less cash held/invested and receivables and is thus a measure of net indebtedness. It is broader than just loan debt, as it includes amounts owed to creditors, employee provisions, amounts held in trust and all other liabilities.

Target	2023 (interim)	2022	2021	2020
>0 \$m	12,464	9,303	7,132	(529)

Indicator 4 – Net financial liabilities ratio

This means an amount that is the amount of net financial liabilities of a council for a financial year divided by an amount that is the recurrent income (not including income received specifically for new or upgraded assets, physical resources received free of charge or other income of a capital nature) of a council for the financial year

It indicates the extent to which net financial liabilities can be met by the Council's income. Where the ratio is increasing it indicates the Council's capacity to meet its financial obligations from income is strengthening.

Target	2023 (interim)	2022	2021	2020
0% - (25%)	17.9	14.0	12.2	(0.1)

Indicator 5 – Asset consumption ratio

This means, in relation to an asset class required to be included in the long-term strategic asset management plan of a council, an amount that is the depreciated replacement cost of an asset divided by the current replacement cost of the asset.

This indicator expresses asset written down value as a percentage of replacement cost and therefore seeks to measure the proportion of life remaining in assets. A lower measure indicates an older, on average, portfolio of assets and could indicate the potential for large renewal expenditure.

However, a low or declining ratio is not a concern provided assets are being maintained/replaced in accordance with well-prepared asset management plans and the organisation is operating sustainably. The cash generated by operating sustainably funds the renewal of assets when required.

Target	Asset Category	2023 (interim)	2022	2021	2020
>60% Low risk	Buildings	52%	50%	48%	48%
40% - 60% Medium Risk	Transport	50%	51%	52%	53%
<40% High Risk	Drainage	62%	63%	63%	64%

Indicator 6 – Asset renewal funding ratio

This means an amount that is the current value of projected capital funding outlays for an asset identified in the long-term financial plan of a council divided by the value of projected capital expenditure funding for an asset identified in the long-term strategic asset management plan of a council.

This indicator is the ratio of future asset replacement expenditure as per the LTFMP relative to the future asset replacement expenditure requirement sourced from asset management plans. It therefore measures the capacity to fund asset replacement requirements. An inability to fund future requirements will result in revenue or expense or debt consequences, or a reduction in service levels.

Target	Asset Category	2023 (interim)	2022	2021	2020
>60% Low risk	Buildings	105%	145%	117%	100%
40% - 60% Medium Risk	Transport	99%	99%	99%	100%
<40% High Risk	Drainage	100%	100%	99%	100%

Indicator 7 – Asset sustainability ratio

This means an amount that is the amount of capital expenditure by a council in a financial year on the replacement and renewal of existing council plant, equipment and infrastructure assets divided by the annual depreciation expense of the plant, equipment and assets for the financial year.

This ratio is asset replacement capital expenditure expressed as a percentage of depreciation expense. It measures whether assets are being replaced at the rate at which they are wearing out. With a young asset portfolio, the target may be quite low. If old, it may be > 100%. Over time, if it averages at or near 100% the service of the asset portfolio is being maintained.

Target	2023 (interim)	2022	2021	2020
100%	63%	61%	46%	70%

The indicators are reported in Council's Annual Financial Report and are subject to commentary in the Report of the Auditor-General presented each year to State Parliament.

Summary

Financial management and long-term financial planning provides for the optimum allocation of available financial resources to deliver Council's strategic and corporate objectives and delivery of Council's community vision.

Long term financial sustainability can only be achieved when Council is providing expected services at defined levels to its community that is adequately funded, not only on an annual basis, but in the long term. This includes infrastructure asset renewal funding requirements.

The achievement of the outcomes in the FMS, along with employing a continual improvement mindset, will ensure Council's financial sustainability, thus providing the ability to deliver services, at their current levels, into the future while sharing the cost between current and future generations of ratepayers.

Glenorchy City Council			
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Introduction

The Financial Management Strategy (FMS) provides the Glenorchy City Council (Council) with a strategic framework to guide the development of annual budgets and preparation of long-term financial planning. The FMS has been prepared in accordance with section 70A of the *Local Government Act 1993* supported by section 6 of the *Local Government (Content of Plans and Strategies) Order 2014* which states a financial management strategy of a Council is required to include the following matters:

- a) an overview of the purpose and intent of the strategy;
- b) the financial principles that are to guide the determination of the financial management strategies;
- c) the key financial management strategies that are to be employed;
- d) the financial aims and targets of the council.

The key objective of the FMS is to ensure that Council can sustainably fund the ongoing delivery of services whilst implementing the objectives identified in the Strategic Plan. Financial sustainability can be defined as follows:

'a Council's long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards as prioritised through community engagement and consultation are met without unplanned increases in rates and charges or disruptive cuts to services.'

Financial sustainability at Council means that:

'Glenorchy City Council plans and makes decisions so that appropriate services and infrastructure, as determined through community engagement and consultation, are provided at acceptable service levels – to current and future generations – having regard to the level of rates or other funding required to maintain acceptable service levels.

In committing to a financially sustainable future, no policy or other decisions will be made without considering the long-term financial impact of those decisions. The FMS provides the framework from which Council will achieve the aims set out in its Long-Term Financial Management Plan (LTFMP). The key objective of the LTFMP is the achievement of financial sustainability in the medium to long term whilst achieving Council's strategic objectives and meeting community expectations.

Deleted: which states that a long-term financial management plan is to:
 <#>be consistent with the strategic plan;
 <#>refer to the long-term strategic asset management plan; and
 <#>contain at least the matters required by Ministerial Order under section 70F.

Section 70F of the *Local Government Act 1993* has been reviewed and no additional requirements have been identified that need to be included in Council's FMS....

Deleted: The Local Government and Planning Ministers' Council "Criteria for Assessing Financial Sustainability" defines financial sustainability as follows:

Deleted: without a need to unexpectedly increase rates and charges or reduce services...

The LTFMP provides a tool for Council to consider the financial impact of its decisions on Council's future financial sustainability. It includes consideration of cost increases: employee related costs, materials and services and other operating costs; and revenue increases: rates, user fees and charges, operating grants and other fees and charges.

The LTFMP is aimed at:

- moving away from an annual budget focus, towards a long-term financial planning process (and budgetary framework) where the future cost or lost opportunity that may arise from short-term decisions can be identified;
- adopting a 'whole of council' perspective to enable continuous improvement of our asset management and financial management practices, and to set targets for future longer term improvement;
- maintaining stable and predictable rates increases;
- maintaining effective financial governance through the setting of appropriate long-term financial targets that enable the assessment of emerging challenges or opportunities that impact the Council's long-term financial sustainability; and
- establishing accountability through the setting of long-term financial sustainability indicators, and the monitoring of their achievement.
- [incorporating changes in strategic and operational risks for the management of financial resources within the Council's Risk Management Framework each year.](#)

Integrated planning and reporting framework

Long term financial planning is a key element of the integrated planning and reporting framework. The LTFMP demonstrates Council's long term financial sustainability, allows early identification of financial issues, shows the linkages between specific plans and strategies and enhances the transparency and accountability of the Council to the community.

Council's strategic planning processes involve a series of plans which help Council to put the Community's vision into action:

Deleted: The LTFMP includes a Statement of Profit or Loss and Other Comprehensive Income, a Statement of Financial Position and a Statement of Cash Flows for each year of the plan. Council refers to this model when considering financial decisions, for example new capital expenditure and borrowings.¹¹



Community Plan

The City of Glenorchy Community Plan 2015-2040 was based on extensive consultation with the community and reflects the community's long term vision for the municipality. The Community Plan guides all other plans in the City, and drives the specific actions, details and measures contained within the plans to ensure the community vision is achieved.

Strategic Plan

Council's ten year Strategic Plan contains the objectives and strategies that Council will follow to achieve the community's vision and goals as expressed in the Community Plan. This is a key document for Council to track and report on progress to the community.

Strategic Asset Management Plan

The Strategic Asset Management Plan (SAMP) takes the organisational objectives in the Strategic Plan and develops the asset management objectives, principles, framework and strategies required to achieve our organisational objectives.

Annual Plan and Budget

The strategies identified in the Strategic Plan shape the actions that Council undertakes each year through the Annual Plan. The Annual Plan is used to frame

Deleted: Strategy

Deleted: The objective of the Strategic Asset Management Plan is to establish a framework to guide the planning, construction, maintenance and operation of the infrastructure essential for Council to provide services to the community.¶

¶ The Strategic Asset Management Plan enables Council to:¶

<#>show how its asset portfolio will meet the service delivery needs of its community into the future;¶

<#>demonstrate how Council's asset management policies will be achieved; and¶

<#>ensure the integration of Council's asset management with its long-term strategic plan.¶

the budget over a four year period so that Council resources are allocated to community priorities.

The annual budget includes the objectives and intent of the projected costings of the Annual Plan actions. This information is input to the LTFMP and projected at a summary level over out-years using a range of assumptions. The data generated through this process is then utilised to update the LTFMP.

Management and Review

The FMS is a guiding document to consider when developing budget estimates, rather than a document that is dictating future decisions of Council. The long-term financial estimates generated by the FMS will be revisited and updated regularly to reflect any strategies that arise from the Council planning process.

Council will manage the FMS through the annual planning process, updating and maintaining the ten year LTFMP and indicators, and the budgeting process. This will ensure that planned long-term service and infrastructure levels and standards are met without a need to unexpectedly increase rates and charges or reduce services.

Financial Management Principles

These principles serve to guide Council in setting the financial management strategies.

Principle 1

The Community's finances will be managed responsibly to enhance the wellbeing of residents

Council will endeavour to only raise needed revenue and will do so in an efficient and equitable manner.

Council will manage community funds according to best practice standards and ensure information regarding its financial management decisions is accessible to the community.

Principle 2

Council will maintain a vision of ongoing sustainability so that the wealth enjoyed today may also be enjoyed by future generations

Council will endeavour to achieve equity across generations by recognising each generation must pay its way.

Council will invest sustainably in community assets to maintain service levels.

Principle 3

Council's financial position will be robust enough to recover from unanticipated events and absorb the volatility inherent in revenues and expenses.

Council will ensure it accumulates and maintains sufficient financial resource and has the borrowing capacity to deal with volatility and unexpected events.

Council's operational budget will be flexible enough to ensure that volatility in revenues and expenses as a result of the changing economic environment can be absorbed.

Principle 4

Resources will be allocated in a transparent and equitable manner.

Council will ensure that robust and transparent processes are in place for the allocation and prioritisation of resources through budgetary decision-making, as well as for choosing the most effective methods for delivering specific services and projects. Strategies will include a vigorous cost-benefit analysis in preparing and assessing proposals.

Financial Management Strategies

The FMS is an important part of the overall financial management activities of Council. The following table demonstrates the context within how this document fits into the overall financial management framework of Council.



The following financial strategies portray the strategic direction in which Council's financial decisions are based including borrowing, infrastructure, and service delivery. Specific financial strategies which should be noted include:

Community and Strategic Plan

The community and strategic plans, by their nature, are visionary and are translated into tangible actions through the Annual Plan. As such, the Financial Management Plan does not need to include specific references to the objectives as they are already referenced through the Annual Plan. The nature of the actions required under the community and strategic plans direct where expenditure is targeted rather than materially impacting the total quantum of expenditure.

Rating Strategy

Rates revenue represents the largest share of total income that Council generates each year and therefore is an important component of the financial planning process. Rates represent a property tax levied on the basis of the Assessed Annual Value (AAV) as set by the Valuer-General.

Council will levy a General Rate with a minimum amount payable. A council, by absolute majority, may declare that the general rate varies within the municipal area or within different parts of the municipal area according to any or all, or a combination of any or all, of the following factors:

- a) the use or predominant use of the land;
- b) the non-use of the land;
- c) the locality of the land;
- d) any planning zone;
- e) any other prescribed factor.

Council will have regard to the impact General Rates have on the Long Term Financial Management Plan when setting the level of rates.

Council will administer the Council Rates Concession scheme on behalf of the State Government, which provides a rates remission to eligible ratepayers pursuant to the Local Government (Rates and Charges Remissions) Regulations 2014

Council will maintain appropriate and easy to access Financial Hardship assistance measures to assist ratepayers with their rate accounts.

Deleted: general

Deleted: A general rate for commercial and industrial properties, the option of a discounted general rate for residential and other community properties, and a minimum rate, will be applied as a means of raising taxation revenue within the community. In addition to using the AAV, Council has adopted an option that allows a variation to the cents-in-the dollar charge based on certain factors. The variation in the rates is known as Differential Rating. Differential Rating allows Council to set a cents-in-the-dollar charge (General Rate) that can be discounted for the residential and community sectors. Council will levy a General Rate

Deleted: The Council will process concessions to eligible ratepayers who hold either a Pension Concession Card, a Veteran's Affairs T.P.I endorsed card, War Widows, or Health Care Card....

Rating Strategy Fundamentals

- General rates will be levied on basis of AAV
- Differential rates and a minimum rate will be applied
- Concessions and financial hardship relief will be granted to eligible ratepayers
- Administration of General rates will be governed by the Rates and Charges Policy
- Total rates to be levied will have regard to the LTFMP

Deleted: Each year Council will take into account the following factors when setting the level of rates and charges:¶
 <#>level of State and Commonwealth government funding;¶
 <#>current economic climate;¶
 <#>level of services to be delivered; and¶
 <#>the capacity of the community to pay for those services.¶

Deleted: At a Glance

Deleted: Tax

Deleted: A general rate

Deleted: to

Deleted: <#>Option available to adopt more differentiating categories¶

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Fees and Charges Strategy

Council maintains a register of fees and charges in accordance with section 206 of the *Local Government Act 1993*. The fees and charges contained in the register are reviewed each year as part of the annual budget deliberations. Fees and charges will be increased annually by a minimum of the Consumer Price Index (CPI) except those categorised as Legislated, Agency or Council which are set independent of this strategy.

When determining the level of fees and charges, Council will have regard to the user pays principle and where possible recover the full cost of operating or providing the goods and services in accordance with National Competition Policy guidelines.

Fees and Charges Fundamentals

- Minimum increase of CPI for fees and charges
- Exception for fees categorised as Legislated, Agency or Council which are subject to independent approval
- Full cost recovery to be adopted where possible

Deleted: At a Glance

Other Revenue Strategy

Other significant revenue streams include investment income from dividends and grant revenue.

As at 30 June 2023 Council holds a 9.61% equity investment in Tasmanian Water Corporation (TasWater). As part owner of TasWater, Council aims to ensure that future entitlements are maintained.

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The main source of grant revenue is from the State Grants Commission (SGC) in the form of the Financial Assistance Grant (FAG). This is distributed as Base and Road component with the methodology being reviewed every 3 years. Council has little control over how the FAG funding is distributed across Local Government.

Deleted: Grant revenue represents a small percentage of overall operating revenue. ...

Council will continue to review all operational and capital funding opportunities and identify and apply for appropriate grant funding.

Other Revenue Fundamentals

- Proactively engage with TasWater
- Explore external grant funded opportunities

Deleted: At a Glance**Deleted:** Ensure TasWater future entitlements are maintainedProactively engage with TasWater**Deleted:** All operational and capital funding opportunities to be explored...**Expenditure and Service Delivery Strategies**

Council will consistently review service levels and delivery to ensure they are delivered as efficiently as possible and continue to meet the needs of the community. Council is focussed on developing a cost management culture across the organisation, encouraging all managers to be involved in minimising costs through the budget process and involvement with ongoing monitoring, reporting and forecasting processes.

Deleted: by accountability

At each budget cycle Council will consider the feedback received from the community through the various engagement opportunities to assess any potential changes to services. New strategies developed through the year and the corresponding additional expenditure required, will be considered through the budget process.

Council will comply with its Code for Tenders and Contracts to ensure that expenditure is subject to the appropriate controls and represents the best value available.

Expenditure and Service Delivery Fundamentals

- Minimum increase of CPI for day to day operational expenditure
- Agreed service levels to be delivered as efficiently as possible
- Expenditure to be managed through accountability, reporting and monitoring
- Expenditure in accordance with Council's Code for Tenders and Contracts

Deleted: At a Glance**Deleted:** minimised**Deleted:** subject to**Deleted:** ¶**Investment Strategy**

Cash reserves will be managed to achieve optimum investment returns and to ensure that cash is available when needed for planned expenditures. Council will utilise the cash flow projections contained in the LTFMP to assist in the management of cash and investments.

Investment management is undertaken in a manner that seeks to ensure the security of the investment portfolio. The General Manager has the authority to undertake investments up to a limit of 360 days maturity in an authorised investment. Prior Council approval is required for any investments in excess of 360 days maturity. Funds will only be placed with institutions which have a Standard and Poors short term rating of 'A1' or above, or a long term rating of 'A-' or above.

All investments will be in accordance with the Investment of Short Term Funds Policy.

Investment Fundamentals

- LTFMP cash flow projections to be used to manage cash
- General Manager authorises investments less than 360 days maturity
- Council approves investments greater than 360 days maturity
- Funds to be placed with institutions which have a Standard and Poors rating A1 or A-
- All investments are in accordance with the Investment of Short Term Funds Policy

Deleted: Not less than three quotations shall be obtained from authorised deposit-taking institutions whenever an investment is proposed....

Deleted: At a Glance

Deleted: Three quotations required from institutions for investmentAll

Debt Strategy

Council is dependent on a large investment in infrastructure assets to deliver its service objectives and is mindful of intergenerational equity in generating revenue to offset service costs.

Council will seek to achieve equity across generations by recognising that each generation must pay its way with respect to recurrent expenses being met from recurrent revenue (the full cost of the service it consumes).

Council aims to achieve an operating break even position. This means that on average over time it will generate sufficient funds to offset consumption of existing assets (through its depreciation expense). On average over time it will have sufficient capacity to accommodate asset renewal requirements without the need to raise additional borrowings.

Council will consider the use of debt facilities to fund major new capital expenditure which provides benefits to ratepayers into the future. Where possible, Council will assess the term of the debt in relation to the life of the asset. The use of debt in this manner attempts to address the issue of inter-generational equity.

When considering new debt, Council will evaluate the impact of borrowing costs on the sustainability of current and future budgets and its capacity to repay the debt. Thought will be given to the structure of the funding arrangement with the overall aim of minimising interest rate exposure and borrowing and administrative costs. When borrowing, Council will raise all external debt at the most competitive rates and from authorised borrowing institutions with a minimum long term Standard and Poors credit rating of 'A'.

Council will utilise the cash flow projections contained in the LTFMP to assist in the management of debt and cash reserves. When surplus funds exist over and above the finances required to cover Council's normal operations, working capital needs, and cash funded reserves, the General Manager may make a recommendation to Council to redeem borrowings. The decision to redeem borrowings will be made based on the facts available at the time the surplus funds are available, giving due regard to minimising the overall cost to the Council.

Debt Management Fundamentals

- Debt to be considered to fund major new capital expenditure
- Term of debt to be assessed against the life of the asset
- Borrowing costs to be evaluated and the impact on LTFMP to be considered
- Debt to be sourced from borrowing institutions with a minimum long term Standard and Poors credit rating of A
- General Manager may make a recommendation to Council to early repayment where surplus funds exist

Deleted: At a Glance

Deleted: redeem funds

Deleted: No additional borrowings have been included in the Plan. Scheduled principal repayments have been funded over the life of the Plan.¶

Asset Management

To ensure the long-term financial sustainability of Council, it is essential to balance the community's expectations for services with their ability to pay for the infrastructure assets used to provide the services. Maintenance of service levels for infrastructure services requires appropriate investment over the whole of the asset life cycle. To assist in achieving this balance, Council aspires to develop and maintain asset management governance, skills, process, systems and data in order to provide the level of service the community need at present and into the future, in the most cost-effective and fit for purpose manner.

Broadly, asset management involves the development and delivery of a:

- Strategic Asset Management Plan;
- Asset Management Policy; and
- Asset Management Improvement Plan.

Deleted: Asset management strategy

Deleted: Asset management plans

Strategic Asset Management Plan

The Strategic Asset Management Plan (SAMP) takes the organisational objectives in the Strategic Plan and develops the asset management objectives, principles, framework and strategies required to achieve our organisational objectives. The SAMP seeks to ensure the maintenance and sustainability of our infrastructure assets. Our goal is to maintain an average score of 3, indicating a fair condition, for these assets within the next 30 years, utilising our existing financial resources.

Deleted: Asset management strategy

Asset Management Policy

This policy sets out the guidelines for implementing consistent asset management processes throughout the Glenorchy City Council. Its aim is to ensure that adequate provision is made for the management of Council's assets at the lowest whole of life costs for the defined level of service by:

- ensuring that Council's services and infrastructure are provided in a sustainable manner with the appropriate levels of service to the community and the environment;
- safeguarding Council assets by implementing appropriate asset management strategies and committing appropriate financial resources for those assets;
- creating an environment where all Council employees play an integral part in overall management of Council assets by creating and sustaining asset management awareness throughout the organisation by way of mentoring, training and development;
- meeting legislative requirements for asset management;
- ensuring resources and operational capabilities are identified and responsibility for asset management is allocated; and
- demonstrating transparent and responsible asset management processes that align with demonstrated best practice.

Deleted: The strategy outlines an asset management improvement plan detailing a program of tasks to be completed and resources required so that Council has a minimum 'core' level of asset maturity and competence. The objectives of the asset management strategy are to:¶
<#>demonstrate how its asset portfolio will meet the service delivery needs of its community into the future;¶
<#>enable Council's asset management policies to be achieved; and¶
<#>ensure the integration of Council's asset management with its Long-Term Strategic Plan.¶

Asset Management Improvement Plan

The asset management plans demonstrate responsive management of assets (and services provided from assets), compliance with regulatory requirements, and to communicate funding needed to provide the required levels of service.

Individual Asset Management Plans have been created for each asset class. Information from the individual asset management plans are integrated into the LTFMP.

To ensure compliance with relevant legislative requirements and contemporary asset management practices, the Asset Management Strategy along with the Asset Management Policy and Plans, will be reviewed regularly.

Deleted: The purpose of Council's Asset Management Policy is to define the Council's vision and service delivery objectives for asset management in accordance with the Strategic Plan and applicable legislation. The Infrastructure Assets Policy was adopted by Council in March 2006 and is currently under review. The revised policy will enable Council to show:¶
<#>how its asset portfolio will meet the affordable service delivery needs of the community into the future;¶
<#>how Council's asset management policies will be achieved; and¶
ensure the integration of Council's asset management with the strategic plan.¶

Deleted: Asset management plans

LTFMP Assumptions and Methodology

The LTFMP reflects the projected financial position of the Council over the next ten years through the following financial statements:

- Statement of Profit or Loss and Other Comprehensive Income;
- Statement of Financial Position; and
- Statement of Cash Flows.

The LTFMP takes the current budget as a base and utilises various assumptions to forecast the following years of the plan.

The LTFMP reflects all current assumptions and decision making. The LTFMP does not include things that might change, but have not yet been decided at the time of its formulation. The assumptions and variables used to underpin Council's LTFMP are reviewed annually. LTFMP assumptions are made in relation to:

- Consumer price index; and
- Interest rates

Assumptions are applied to the following major revenue segments:

- Rates Revenue
- Rates Growth
- Statutory Charges
- User Charges
- Grant Revenue
- [Tas](#)Water Distribution

Assumptions are applied to the following major expenditure segments:

- Employee Benefits
- Salary Review
- Contractors & Services
- Materials

The LTFMP is a tool to ensure that the Council achieves financial sustainability while delivering services to its ratepayers.

The plan provides projections of:

- Operating results over the forecast period. It is important that Council generates sufficient revenue to cover all of its cash and non-cash costs, so that Council reports both an operating and underlying surplus.
- Cash balances over the projection period. It is important to ensure liquidity so that Council is able to meet its debt obligations as and when they fall due.
- Forecast asset renewal funding requirements which is a key financial sustainability indicator. Renewal forecasts are continually being refined and the funding level continually monitored.

These key outcomes ensure the financial sustainability of Council, thus ensuring the ability to deliver services, at their current levels, into the future.

LTFMP Fundamentals

- To report both an operating and underlying surplus position in the medium term
- Maintain a positive cash ratio of between 3 and 6 months

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Deleted: Ensure TasWater future entitlements are maintained
To report both an o

Deleted: All operational and capital funding opportunities to be explored...

Measuring Financial Sustainability

Council's ability to remain financially sustainable and to satisfy the purposes of Section 84(2A) of the Act, can be measured using the Key Performance Indicators as outlined in the *Local Government (Management Indicators) Order 2014*.

The primary financial sustainability indicators are the long-term financial rules which guide Council in making financial decisions and the target and acceptable ranges may be varied by Council over time.

The seven measures adopted for the purposes of the FMS are:

- Underlying surplus or deficit
- Underlying surplus ratio
- Net financial liabilities
- Net financial liabilities ratio
- Asset consumption ratio
- Asset renewal funding ratio
- Asset sustainability ratio

The first two are measures of profitability, the next two are measures of indebtedness, and the last three are measures of asset management.

Deleted: LTFMP

The ranges established for the primary financial sustainability indicators allow for some impact of future uncertainties and contingencies so that ongoing financial sustainability can be maintained. In addition, Council will prudently set aside reserves to fund future expenditure requirements.

However, it is impossible to plan for every eventuality (e.g. natural disasters or major legislative changes impacting on local government), and Council may be required to undertake short-term corrective actions in the future to respond to unexpected events and immediate challenges to financial sustainability.

Indicator 1 – Underlying surplus or (deficit)

This means an amount that is the recurrent income (not including income received specifically for new or upgraded assets, physical resources received free of charge or other income of a capital nature) of a council for a financial year less the recurrent expenses of the council for the financial year

▼ This indicator is seen as a better indicator of sustainable or recurring operations as it excludes capital grants which can be project specific and thus non-recurring, and other non-cash amounts which are recorded as income due to accounting standard requirements.

An operating surplus arises when operating revenue exceeds operating expenses for the period. An operating deficit arises when operating expenses exceed operating revenue for the period. Council's long term financial sustainability is dependent upon ensuring that on average, over time, its expenses are less than associated revenues. This ensures equality between generations of ratepayers in that each generation is responsible for the cost of resources they consume.

Deleted: The difference between day-to-day income and expenses for the period (excluding contributed assets, asset revaluations and capital grants). ...

Indicator 2 – Underlying surplus or (deficit) ratio

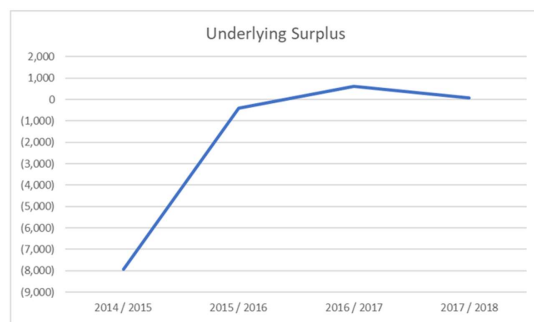
This means an amount that is the recurrent income (not including income received specifically for new or upgraded assets, physical resources received free of charge or other income of a capital nature) of a council for a financial year less the recurrent expenses of the council for the financial year

▼ It is a better indicator than the underlying operating result because it expresses that result relative to annual revenue.

Deleted: Research indicates that there is no clear agreement on what an appropriate target should be. For example, the Victorian Auditor-General recommends generating surpluses consistently, the Tasmanian report "Framework for Long Term Financial and Asset management Planning for all Tasmanian Councils" September 2009 recommends breakeven, or better, on average over medium term, and some state studies recommend sizeable surpluses.¶

Deleted: The operating surplus ratio is the operating surplus (deficit) expressed as a percentage of total revenue (adjusted by excluding capital grants, contributed property, plant and equipment and asset revaluation increments/decrements). ...

Financial Management Indicators	Target
Underlying Surplus or Deficit	Greater than \$0
Underlying Surplus Ratio	Greater than 0%



Deleted: Research indicates a wide range of views on appropriate targets. Reviews indicate targets of 0% to 15%, 2.5% to 7.5%, and greater than 0%. A target of greater than 0% has been selected which is in keeping with the Underlying surplus "Framework for Long Term Financial and Asset management Planning for all Tasmanian Councils" September 2009 recommendation.¶

Indicator 3 – Net financial liabilities

This means an amount that is the amount of the liquid assets of a council for a financial year less the total liabilities of the council for the financial year

In other words, what is owed to others less cash held/invested and receivables and is thus a measure of net indebtedness. It is broader than just loan debt, as it includes amounts owed to creditors, employee provisions, amounts held in trust and all other liabilities.

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Deleted: The Tasmanian Auditor-General suggests a benchmark of greater than zero for this measure.¶

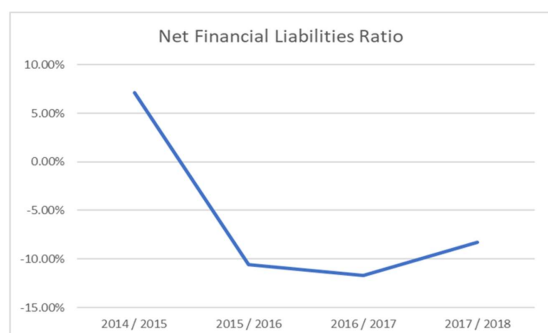
Indicator 4 – Net financial liabilities ratio

This means an amount that is the amount of net financial liabilities of a council for a financial year divided by an amount that is the recurrent income (not including income received specifically for new or upgraded assets, physical resources received free of charge or other income of a capital nature) of a council for the financial year

It indicates the extent to which net financial liabilities can be met by the Council's income. Where the ratio is increasing it indicates the Council's capacity to meet its financial obligations from income is strengthening.

Deleted: This ratio is net financial liabilities expressed as a percentage of income. ...

Financial Management Indicators	Target
Net Financial Liabilities	Greater than \$0
Net Financial Liabilities Ratio	At least 0%



Deleted: The Tasmanian Auditor-General suggests a ratio of 0% to -50% represents low risk, -50% to -100% moderate risk, and greater than -100% high risk.¶

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Indicator 5 – Asset consumption ratio

This means, in relation to an asset class required to be included in the long-term strategic asset management plan of a council, an amount that is the depreciated replacement cost of an asset divided by the current replacement cost of the asset.

This indicator expresses asset written down value as a percentage of replacement cost and therefore seeks to measure the proportion of life remaining in assets. A lower measure indicates an older, on average, portfolio of assets and could indicate the potential for large renewal expenditure. However, a low or declining ratio is not a concern provided assets are being maintained/replaced in accordance with well-prepared asset management plans and the organisation is operating sustainably. The cash generated by operating sustainably funds the renewal of assets when required.

Deleted: An appropriate target is difficult to define and one source suggests a ratio between 40% and 80%. The Tasmanian Auditor-General considers the road asset class in isolation and suggests a ratio of >60% to represent low risk, 40 to 60% moderate risk and less than 40% high risk.¶

Indicator 6 – Asset renewal funding ratio

This means an amount that is the current value of projected capital funding outlays for an asset identified in the long-term financial plan of a council divided by the value of projected capital expenditure funding for an asset identified in the long-term strategic asset management plan of a council

This indicator is the ratio of future asset replacement expenditure as per the LTFMP relative to the future asset replacement expenditure requirement

sourced from asset management plans. It therefore measures the capacity to fund asset replacement requirements. An inability to fund future requirements will result in revenue or expense or debt consequences, or a reduction in service levels.

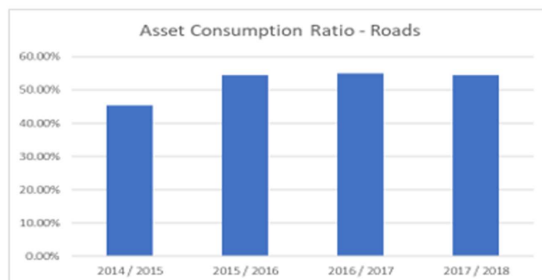
Indicator 7 – Asset sustainability ratio

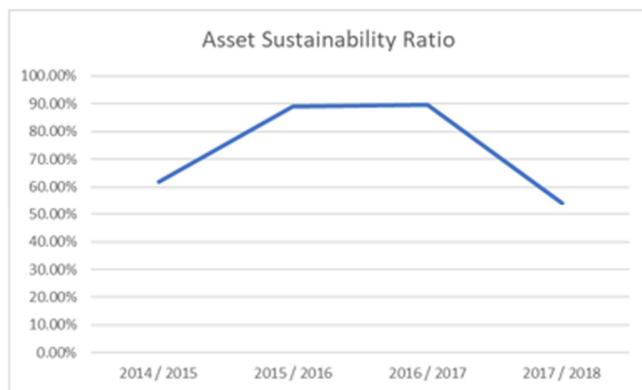
This means an amount that is the amount of capital expenditure by a council in a financial year on the replacement and renewal of existing council plant, equipment and infrastructure assets divided by the annual depreciation expense of the plant, equipment and assets for the financial year

Deleted: To maintain operating capacity, the Tasmanian Auditor-General expects a council to fund 90% of its planned asset requirements....

This ratio is asset replacement capital expenditure expressed as a percentage of depreciation expense. It measures whether assets are being replaced at the rate at which they are wearing out. With a young asset portfolio, the target may be quite low. If old, it may be > 100%. Over time, if it averages at or near 100% the service of the asset portfolio is being maintained.

Asset Management Indicators	Target
Asset Consumption Ratio	At least 60%
Asset Renewal Funding Ratio	At least 90%
Asset Sustainability Ratio	Average of 100%





The indicators are reported in Council's Annual Financial Report and are subject to commentary in the Report of the Auditor-General presented each year to State Parliament.

Deleted: The Tasmanian Auditor-General suggests a benchmark of 100% for this measure.¶

Deleted: scrutinised by the Tasmanian Audit Office and ...

Summary

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Financial management and long-term financial planning provides for the optimum allocation of available financial resources to deliver Council's strategic and corporate objectives and delivery of Council's community vision.

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Long term financial sustainability can only be achieved when Council is providing expected services at defined levels to its community that is adequately funded, not only on an annual basis, but in the long term. This includes infrastructure asset renewal funding requirements.

Deleted: . Long-term financial planning supports the and

The achievement of the outcomes in the FMS, along with employing a continual improvement mindset, will ensure Council's financial sustainability, thus providing the ability to deliver services, at their current levels, into the future while sharing the cost between current and future generations of ratepayers.

COUNCIL POLICY

RECEIPT OF GIFTS AND

Receipt of Gifts and Benefits

PURPOSE

This policy is to:

- (a) outline the obligations and responsibilities of Council officials when dealing with offers of gifts or benefits, and
- (b) assist Council officials to make appropriate judgements in relation to gifts and benefits.

The policy intends to prevent Council officials from becoming vulnerable to undue influence and to minimise any threats to the community's confidence in the fairness, impartiality and integrity of the Council

SCOPE

This policy applies to all Council Officials

STRATEGIC PLAN ALIGNMENT**RELATED DOCUMENTS**

Aldermanic-Elected Member Code of Conduct Leading Our Community

Audit Panel Code of Conduct

Code for Tender and Contracts

Recruitment Directive

Objective 4.1 — Govern in the best interests of our community

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

Strategy 4.1.2 — Maximise regulatory compliance in Council and the community through our systems and processes

STATUTORY REQUIREMENTS

Acts	Local Government Act 1993; <u>Public Information Disclosures Act 2002</u>
Regulations	The Local Government (General Regulations) 2005
Australian/International Standards	N/A

DEFINITIONS

Benefit means a non-tangible item which is believed to be of value to the receiver (e.g. preferential treatment such as queue jumping, access to confidential information and hospitality).

Bribe means a gift or benefit given specifically for the purpose of winning favours or to influence the decision or behaviour of a Council Official to benefit someone or something.

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Commented [LB1]: Should this be deleted too or just underlined??

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Commented [MY2]: Lee Evans: All good, but I did have to keep checking definitions, due to repetitive reference to token (non-token, token souvenirs and token) and token being referenced in one paragraph as token gift, I was unsure if this was another definition



28/08/2020 2/2/2023

Cash means money or vouchers which are readily convertible into money.

Collective Gifts means a non-token gift given by an authority or organisation to Council, such as protocol gifts, not intended to reward a particular individual. Such gifts may be given as an expression of gratitude, without obligation on the receiver to respond. The gratitude usually extends to the work of several people in the Council.

Conflict of Interest means any situation in which an individual or corporation (either private or government) is in a position to exploit a professional or official capacity in some way for their personal or corporate benefit.

Contract Management Staff means staff who:

- (a) procure contracts for goods and services;
- (b) have ongoing interaction with contractors performing those services;
- (c) a manager or senior executive or any other employee or officer that is responsible for making a purchasing decision or exercising a financial or legal delegation in relation to a purchasing decision; or
- (d) a member of a purchasing panel or committee that is able to influence or assists in making a purchasing recommendation.

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Council Official includes the Mayor, Deputy Mayor, Aldermen, council staff (including staff engaged through an employment agency), council committee members, Audit Panel members, volunteers and contractors.

Gift Usually a tangible item provided at no charge or a discounted price. Gifts may include, but are not limited to, items such as cash, property (real or otherwise), goods and services made available at heavily discounted prices, alcohol, clothes, products, invitations to social functions and tickets to sporting, theatrical or music events.

Hospitality The provision of accommodation, meals, refreshments or other forms of entertainment, whether free or subsidised. To avoid doubt, 'Hospitality' does not include a Council official's attendance at functions or events which is required as part of the performance their duties or which is recognised part of the Council official's normal work functions, duties, and responsibilities.

Modest Refreshment means food or refreshment which generally is not in conjunction with a sit-down meal, such as coffee, biscuits, sandwiches, cake, hors d'oeuvres, fruit, or any other snack.

Nominal Value means the amount set in the *Local Government (General) Regulations 2015 Regulation 29A* (currently which is, as at May 2023, a value of \$50 or above – measured by adding together the gifts and benefits from any one source received in a financial year)

Non-token includes items that are above the Nominal value or of a character that is not minor or trivial. Non-Token gifts could include, free or discounted travel, the use of holiday homes, corporate hospitality at major sporting events, free training excursions, tickets to major events and access to confidential information, discounted products for personal use, goods and services provided via a determination in a will.

Token Souvenirs means mass produced items of below the Nominal Value often carrying corporate advertising such as pens, calendars, or ties, that are offered in business situations for promotional purposes.

Token includes items below the Nominal Value that is not a prohibited gift (see Clause 4) and other issues like improper influence have been considered and do not apply

POLICY STATEMENT



28/08/2020 2/2/2023

1. General

Council officials may be offered gifts or benefits. In the limited circumstances set out in this policy, gifts and benefits may be accepted.

2. Making Ethical Decisions

When dealing with a gift, the situation may be unusual, and way forward may not seem clear. Always make an ethical decision. The Integrity Commission sets out a three-step process for ethical decision-making:

(a) Is it legal?

What laws apply in my workplace and how do they apply to the decision? You may need to seek legal advice in your workplace.

(b) Is it informed?

How do the code of conduct and any professional codes apply? How do workplace policies apply (e.g. gifts and benefits)? How does it sit with the values of my organisation?

(c) Is it fair?

What would a workmate think of the decision? What would an informed person think about the decision? Do I have any self-interest in the decision?

If in doubt, ask for assistance and disclose the gift.

Commented [PG3]: Suggest consistent approach to headings throughout. Maybe only first word capitalise the rest lower case?

3. Appropriate Behaviour Towards Gifts

A Council ~~officer~~ official must:

- not ~~actively~~ encourage or solicit offers of gifts and benefits;
- not take advantage of their official position to secure a benefit or gift;
- make reasonable efforts to ensure that they are seen to be fair, impartial and unbiased;
- be aware of the wider situation in which an offer of a gift or benefit is being made. For example, Council officials should consider whether the donor is in, or may be seeking to enter into, a business relationship with Council or may be applying to Council in relation to the exercise of Council's functions, and
- avoid situations that suggest that a person or body, through the provision of gifts or benefits is to secure favourable treatment from Council.
- ~~Ordinarily, Council Officials should~~ must attempt to discourage people undertaking or carrying on business with the Council ~~from offering gifts. They should be assisted~~ to understand that they do not need to give gifts or benefits to Council officials in order to obtain a high-quality service.

Commented [MY4]: Allan Wise: I think if you are going to reference the Integrity Commission then detail the entire context, don't paraphrase. I have included this in my email

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28/08/2020 2/2/2023

4. Gifts that are not to be Accepted or Must be Immediately Returned

- Gifts or benefits that may be perceived to constitute a conflict of interest with the role of a Council ~~officer~~Official (see clauses 2 and 10 for more details).
- Cash of any value.
- Non-T~~oken~~ Gifts or benefits (unless otherwise authorised by this policy).
- ANY gifts or benefit (other than Modest Refreshment, or Token Souvenirs) offered to Contract Management Staff by current or prospective Council contractors,
- Gifts otherwise accepted or retained in contravention of this policy.
- No gifts are to be accepted in relation to any recruitment process.

Commented [SS5]: Does this need to be capitalised?

5. Gifts that may be Accepted

Subject to the other restrictions set out in this policy:

- Token gifts may be received by any Council ~~officers~~Officials who are not Contract Management Staff. (Only T~~oken~~ Souvenirs and Modest Refreshment may be received by Contract Management Staff).
- Non-token gifts or benefits that cannot be declined or immediately returned must be disclosed in compliance with this policy.

6. Official Activities not Considered to Involve Gifts or Benefits

- Tickets to, or moderate hospitality at, approved social functions organised by Council-controlled entities or community organisations where attendance is a part of an official contribution made by a Council ~~officer~~Officials.
- Modest Refreshment provided for training sessions, official functions, and Council business meetings including meetings between Contract Management Staff and contractors or prospective contractors of the Council.
- Internal Council gatherings, or gift presentations where Council ~~officers~~Officials are rewarded by the Council for service to the Council.
- professional education seminars that are made available by a Council service provider if they are:
 - broadly available to all professionals in the service provider's customer base;
 - do not include other gifts or benefits (such as free flights or restaurant meals);
 - are not tied to any expectation of future reward; and
 - are disclosed to and authorised by the General Manager.

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7. Collective Gifts

Such Gifts or benefits given for a group project or task may be accepted on behalf of the Council (as an organisation) but must be surrendered to the Council for appropriate disposal.

8. Working out the Value of Gifts and Benefits



28/08/2020 2/2/2023

Council officials must add together the values of gifts and benefits received from any single source in each financial year (from 1 July to 30 June each year). When the annual gifts from a single source exceeds the Nominal value for a financial year, the gift must be declared.

For example, a customer's gift of a bunch of flowers worth \$35.00 is followed soon after by a gift of chocolates worth \$15.00 from the same customer. This has to be declared, as it is no longer a Token gift as all the gifts from that customer add up to \$50.00.

If a Council official has any doubt if a gift or benefit is Token or of Nominal Value, they should discuss it with their Manager, the General Manager or the Mayor.

If the likely monetary value of a gift or benefit cannot be determined, the Gift is not a Token gift and is to be treated in accordance with clause 4.

Where goods are discounted the value of the gift or benefit is the value of the discount.

9. Disclosing Non-Token Gifts or Benefits

If Token Gifts or benefits are accepted by Council officials in accordance with this policy, then the gift or benefit does not need to be disclosed.

If a Non-Token gift or benefit is offered and:

- i) cannot reasonably be refused (e.g. because it would cause embarrassment or a breach of protocol); or
- ii) some other exceptional circumstances apply where it cannot reasonably be refused or returned, such as anonymous gifts sent without a return address, then

the offer and receipt of the gift or benefit must be declared to the General Manager using Council's approved Gifts and Benefits Declaration Form (Attachment 1)

Council officials who receive more than the permissible annual value of gifts from the same person or organisation in a financial year must disclose, as soon as that limit is reached, disclose the details of all the relevant separate gifts.

10. Recording the Gift or Benefit

The details of any disclosed gift or benefit must be recorded in the Gifts and Benefits Register (Attachment 2) by the General Manager.

The Gifts and Benefits Register is to be made available for public inspection at Council's Customer Service counter, Council's website or by electronic means, on request. The Register also has to be made available on our website.

The General Manager will report annually on the content of the Gifts and Benefits Register to Council.

11. Actual or Perceived Effect of the Gift or Benefit

Accepting gifts where a reasonable person could consider that there may be influence applied as a result of accepting the gift or benefit is prohibited. Where it is suspected that a gift or benefit has been offered for the purpose of influencing the behaviour of someone acting in their official capacity, the gift or benefit must be declined and the matter should be reported immediately to the Council official's Manager, or Director, the General Manager or the Mayor.

When deciding whether to accept or decline a gift or benefit, consideration should be given to both the value of the gift or benefit and also the intent of the gift or benefit being offered.

Commented [MY6]: Allan Wise: (a) The term "goods" not listed in the definitions?
(b) The value of a gift is its true value not its discounted value

Commented [LB7]: Sorry to make a comment on a comment - but the new text reads as an action that needs to be undertaken - ie put it on the website - rather than it also be displayed on the website
If it goes on the website are there any privacy issues about the data that would be shown on the Register? What would the register look like (noting that the register is no longer the appendix to this Directive)

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Commented [MY8]: Allan Wise: This sentence is contradictory and out of place - eg it "un-prescribes" and "prescribes" that come before it



28/08/2020/2/2023

12. Improper Influence

If a Council official refuses a gift or benefit because they believe that the gift was a deliberate attempt to receive special treatment or otherwise secure some form of advantage, the incident must be reported to their **Manager**, **Director**, the General Manager or the Mayor, as appropriate.

13. Bribes

Council officials must not, under any circumstances, offer or seek a bribe. A Council official who is offered a bribe should refuse it and report the incident as soon as possible to their **Manager** or **Director**, the General Manager or the Mayor. Council will take steps to report the matter to Police immediately.

Receiving a bribe is an offence under State and Commonwealth legislation.

14. Family Members

Council officials must take all reasonable steps to ensure that immediate family members do not receive **Non-Token** gifts or benefits which are connected with the Council official's role.

Immediate family members include parents, spouses, children and siblings

Commented [MY9]: Allan Wise: Needs to prescribe to do if a Family Member has been offered.

15. Use/Ownership of Gifts

A recipient's **Manager**, the General Manager, or the Mayor may approve the retention of a **Non-Token** gift or benefit by a Council **Officer**.

A recipient's **Manager**, the General Manager, or the Mayor may decide that a **Non-Token** gift or benefit is to become the property of the Council and be:

- retained by Council for future operational use;
- distributed among selected Council officials (provided a reasonable person would agree that the allocation was appropriate); or
- donated to an appropriate charity or community group.

Commented [MY10]: Allan Wise: Should only be the General Managers discretion

16. Breaches of Policy

All Council officials are required to comply with this policy and sanctions may be applied if the policy is breached.

Any person must report a likely breach of this policy by a Council official to the General Manager or Mayor, as appropriate. The General Manager or Mayor are to investigate any report received and take such action as is considered necessary.

If this policy has been breached, action taken against the Council official may include counselling, censure motions, disciplinary action (including termination of employment), the laying of charges or the taking of civil action.

BACKGROUND

From time to time, Council officials may receive or be offered gifts or benefits related to the performance of their duties.

In order to maintain public confidence in the integrity, transparency and accountability of Council, it is necessary to clearly identify the circumstances under which it is appropriate and not appropriate for officials to accept gifts, and the procedures to be followed when accepting or refusing gifts.



28/08/2020/2/2023

DOCUMENT CONTROL

Version:	2.0	Commencement Date:	28/08/2020xxxxxx
Minutes Reference	Council meeting, 28/07/2020xxxxxx Item 11xxx		
Previous Versions:	Not applicable		
Responsible Directorate	Corporate Services	Controller:	Manager, Corporate Governance People & Governance
ECM Document No.:	Policies by Directorate		

APPENDIX 1 – Gifts and Benefits Declaration



Gifts and Benefits Declaration Form

Please refer to Council's *Receipt of Gifts and Benefits Policy* when completing this form.

Council Official's Details*

Name: _____

Position: _____ Position No: _____

Directorate: ☐ CS ☒ CCS ☐ I&V ☒ S&S Department: _____

Supervisor: _____

*A 'Council Official' includes the Mayor, Aldermen, Council staff (including staff engaged through an employment agency), Council Committee Members, Audit Panel Members, volunteers and contractors.

Details of Gift or Benefit Received

Date ~~G~~ift or ~~B~~enefit ~~R~~eceived: _____Description of the ~~G~~ift or ~~B~~enefit ~~R~~eceived:

What is the estimated value of the gift: _____

Name of the Donor: _____

Donor's ~~E~~organisation: _____

Commented [LB11]: The directives need updating - only 2



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Location/situation at which the gift was offered:

Recipient's relationship to the donor: _____

Should the gift or benefit be accepted or declined: ☐ Accepted ☐ Declined

Council policy authorising receipt of the gift (which part)? _____

Was an effort made to politely refuse the gift? _____

Recipient's Signature:

Signed: _____ Date: _____

Please send completed form to People and Governance Department

Please note: unless the receipt of the gift is approved by the General Manager then the gift must be returned.

Manager's/Supervisor's Recommendation

Should the gift or benefit be accepted or declined: ☐ Accepted ☐ Declined

Comments on compliance with policy: _____

Gift or Benefit Disposal

If Accepted, should the gift/benefit be:

- ☐ Retained by Recipient
- ☐ Retained by Council
- ☐ Donated to a charity
- ☐ Transferred on loan to any Council department and/or building for display
- ☐ Transferred in ownership to a museum, gallery, library, archives or special interest collections, education or community institution

Authorization: (Excluding Aldermen)



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Supervisors Comments:-

Recipient's Signature: (All)

Signed: _____ Date: _____

Please send completed form to the Executive Officer General Manager Signature:

- ☐ Recommendation approved
- ☐ Recommendation not approved. Appropriate action is to be taken to return or otherwise manage the gift. The Staff member is to be reminded of the policy requirements.

Further comments: _____

Signed by General Manager: _____ Date: _____

Office Use Only:

The General Manager's signature must be obtained prior to this form being added to the register. The Register is maintained by Corporate Governance department and held at

W:\Internal Compliance\Corporate Registers\Gifts and Benefits Register

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Field Code Changed

Date Registered: _____ Date Disposed: _____

Recipient's Details: _____

Method of Disposal:

[Corporate Services]

Receipt of Gifts and Benefits Policy

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~~28/08/2020~~2/2/2023

- ☐ Retained by ~~R~~ecipient
- ☐ Retained by Council
- ☐ Donated to a charity
- ☐ Transferred on loan to any Council department and/or building for ~~D~~isplay
- ☐ Transferred in ownership to a museum, gallery, library, archives or special interest collections, education or community institution





~~28/08/2020~~2/2/2023

APPENDIX 2 – Gifts and Benefits Register



28/08/2020 2/2/2023

Maintained by Corporate Governance

W:\Internal Compliance\Corporate Registers\Gifts and Benefits Register

Field Code Changed

APPENDIX 23 – Gifts and Benefits Flowchart

Please note: an initial effort should be made to discourage gift giving, customers do not need to give gifts to get good service.

[Corporate Services]

Receipt of Gifts and Benefits Policy

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COUNCIL POLICY

RECEIPT OF GIFTS AND BENEFITS



PURPOSE

This policy is to:

- (a) outline the obligations and responsibilities of Council officials when dealing with offers of gifts or benefits, and
- (b) assist Council officials to make appropriate judgements in relation to gifts and benefits.

The policy intends to prevent Council officials from becoming vulnerable to undue influence and to minimise any threats to the community's confidence in the fairness, impartiality, and integrity of the Council.

SCOPE

This policy applies to all Council Officials.

RELATED DOCUMENTS

- Elected Member Code of Conduct
- Audit Panel Code of Conduct
- Code for Tender and Contracts
- Recruitment Directive
- Conflict of Interest Policy

STATUTORY REQUIREMENTS

Acts	<i>Local Government Act 1993</i> <i>Public Information Disclosures Act 2002</i>
Regulations	<i>The Local Government (General Regulations) 2005</i>
Australian/International Standards	N/A

DEFINITIONS

Benefit means a non-tangible item which is believed to be of value to the receiver (e.g. preferential treatment such as queue jumping, access to confidential information and hospitality).

Bribe means a gift or benefit given specifically for the purpose of winning favours or to influence the decision or behaviour of a Council Official to benefit someone or something.

Cash means money or vouchers which are readily convertible into money.

Collective gifts means a non-token gift given by an authority or organisation to Council, such as protocol gifts, not intended to reward a particular individual. Such gifts may be given as an expression of gratitude, without obligation on the receiver to respond. The gratitude usually extends to the work of several people in the Council.

Conflict of interest means any situation in which an individual or corporation (either private or government) is in a position to exploit a professional or official capacity in some way for their personal or corporate benefit.



Contract management staff means staff who:

- (a) procure contracts for goods and services;
- (b) have ongoing interaction with contractors performing those services;
- (c) a manager or senior executive or any other employee or officer that is responsible for making a purchasing decision or exercising a financial or legal delegation in relation to a purchasing decision; or
- (d) a member of a purchasing panel or committee that is able to influence or assists in making a purchasing recommendation.

Council official includes the Mayor, Deputy Mayor, Aldermen, council staff (including staff engaged through an employment agency), council committee members, Audit Panel members, volunteers and contractors.

Gift Usually a tangible item provided at no charge or a discounted price. Gifts may include, but are not limited to, items such as cash, property (real or otherwise), goods and services made available at heavily discounted prices, alcohol, clothes, products, invitations to social functions and tickets to sporting, theatrical or music events.

Hospitality The provision of accommodation, meals, refreshments or other forms of entertainment, whether free or subsidised. To avoid doubt, 'Hospitality' does not include a Council official's attendance at functions or events which is required as part of the performance their duties or which is recognised part of the Council official's normal work functions, duties, and responsibilities.

Modest refreshment means food or refreshment which generally is not in conjunction with a sit-down meal, such as coffee, biscuits, sandwiches, cake, hors d'oeuvres, fruit, or any other snack.

Nominal value means the amount set in the *Local Government (General) Regulations 2015 Regulation 29A* which is, as at May 2023, a value of \$50 or above – measured by adding together the gifts and benefits from any one source received in a financial year)

Non-token includes items that are above the nominal value or of a character that is not minor or trivial. Non-Token gifts could include, free or discounted travel, the use of holiday homes, corporate hospitality at major sporting events, free training excursions, tickets to major events and access to confidential information, discounted products for personal use, goods and services provided via a determination in a will.

Token souvenirs means mass produced items of below the nominal value often carrying corporate advertising such as pens, calendars, or ties, that are offered in business situations for promotional purposes.

Token includes items below the nominal value that is not a prohibited gift (see Clause 4) and other issues like improper influence have been considered and do not apply.

POLICY STATEMENT**1. General**

Council officials may be offered gifts or benefits. In the limited circumstances set out in this policy, gifts and benefits may be accepted.

2. Making ethical decisions

When dealing with a gift, the situation may be unusual, and way forward may not seem clear. Always make an ethical decision. The Integrity Commission sets out a three-step process for ethical decision-making:

Step 1 – Is it legal?

- What legislation, employment directions or industry standards apply to this decision or action? What is the legal basis for taking this action or making this decision? If unsure - seek advice.
- Follow both the letter and the spirit of the law.
- Do you have the authority (delegation) to make the decision, take the action or expend public money?
- Do you need a legal opinion?
- If legislation, guidelines or instructions appear to conflict – seek advice.
- Apply your organisation's Code of Conduct. Common considerations:
 - conflicts of interest – if in doubt, disclose!
 - efficient use of resources
 - information use, confidentially
 - declare gifts given and received, and
 - respect and equity in all dealings with colleagues and stakeholders.

Step 2 – Is it informed?

- Does this decision or action align with your organisation's vision, mission and values?
- How do your organisation's policy, practices and procedures apply?
- Have you sought advice from a more experienced or senior colleague?
- What if everyone did this?

Step 3 – Is it right?

- What would a reasonable person, knowing the facts, think about the decision?
- What is the effect of your decision or action on:
 - the public sector, the community, colleagues, and



- key stakeholders of the agency, including customers and the public.

If in doubt, ask for assistance and disclose the gift.

3. Appropriate behaviour towards gifts

A Council official must:

- not encourage or solicit offers of gifts and benefits;
- not take advantage of their official position to secure a benefit or gift;
- make reasonable efforts to ensure that they are seen to be fair, impartial and unbiased;
- be aware of the wider situation in which an offer of a gift or benefit is being made. For example, Council officials should consider whether the donor is in, or may be seeking to enter into, a business relationship with Council or may be applying to Council in relation to the exercise of Council's functions, and
- avoid situations that suggest that a person or body, through the provision of gifts or benefits is to secure favourable treatment from Council.

Council officials must attempt to discourage people undertaking or carrying on business with the Council from offering gifts. They should be assisted to understand that they do not need to give gifts or benefits to Council officials in order to obtain a high-quality service.

4. Gifts that are not to be accepted or must be immediately returned

- Gifts or benefits that may be perceived to constitute a conflict of interest with the role of a Council official (see clauses 2 and 10 for more details).
- Cash of any value.
- Non-token gifts or benefits (unless otherwise authorised by this policy).
- Any gifts or benefit (other than Modest Refreshment, or Token Souvenirs) offered to contract management staff by current or prospective Council contractors,
- Gifts otherwise accepted or retained in contravention of this policy.
- No gifts are to be accepted in relation to any recruitment process.

5. Gifts that may be accepted

Subject to the other restrictions set out in this policy:

- Token gifts may be received by any Council Officials who are not Contract Management Staff. (Only token souvenirs and modest refreshment may be received by contract management staff).
- Non-token gifts or benefits that cannot be declined or immediately returned must be disclosed in compliance with this policy.



6. Official activities not considered to involve gifts or benefits

- Tickets to, or moderate hospitality at, approved social functions organised by Council-controlled entities or community organisations where attendance is a part of an official contribution made by a Council official.
- Modest refreshment provided for training sessions, official functions, and Council business meetings including meetings between contract management staff and contractors or prospective contractors of the Council.
- Internal Council gatherings, or gift presentations where Council officials are rewarded by the Council for service to the Council.
- professional education seminars that are made available by a Council service provider if they are:
 - broadly available to all professionals in the service provider's customer base;
 - do not include other gifts or benefits (such as free flights or restaurant meals);
 - are not tied to any expectation of future reward; and
 - are disclosed to and authorised by the General Manager.

7. Collective gifts

Such gifts or benefits given for a group project or task may be accepted on behalf of the Council (as an organisation) but must be surrendered to the Council for appropriate disposal.

8. Working out the value of gifts and benefits

Council officials must add together the values of gifts and benefits received from any single source in each financial year (from 1 July to 30 June each year). When the annual gifts from a single source exceeds the nominal value for a financial year, the gift must be declared.

For example, a customer's gift of a bunch of flowers worth \$35.00 is followed soon after by a gift of chocolates worth \$15.00 from the same customer. This has to be declared, as it is no longer a token gift as all the gifts from that customer add up to \$50.00.

If a Council official has any doubt if a gift or benefit is token or of nominal value, they should discuss it with their manager, the General Manager or the Mayor.

If the likely monetary value of a gift or benefit cannot be determined, the gift is not a token gift and is to be treated in accordance with clause 4

Where goods are discounted the value of the gift or benefit is the full value not the discounted value.

9. Disclosing non-token gifts or benefits

If token gifts or benefits are accepted by Council officials in accordance with this policy, then the gift or benefit does not need to be disclosed.

If a non-token gift or benefit is offered and:

- i) cannot reasonably be refused (e.g. because it would cause embarrassment or a breach of protocol); or



- ii) some other exceptional circumstances apply where it cannot reasonably be refused or returned, such as anonymous gifts sent without a return address, then

the offer and receipt of the gift or benefit must be declared to the General Manager using Council's approved Gifts and Benefits Declaration Form (Attachment 1)

Council officials who receive more than the permissible annual value of gifts from the same person or organisation in a financial year must disclose, as soon as that limit is reached, disclose the details of all the relevant separate gifts.

10. Recording the gift or benefit

The details of any disclosed gift or benefit must be recorded in the Gifts and Benefits Register (Attachment 2) by the General Manager.

The Gifts and Benefits Register is to be made available for public inspection at Council's customer service counter, Council's website or by electronic means, on request. The Register will be made available on our website.

The General Manager will report annually on the content of the Gifts and Benefits Register to Council.

11. Actual or perceived effect of the gift or benefit

Accepting gifts where a reasonable person could consider that there may be influence applied as a result of accepting the gift or benefit is prohibited. Where it is suspected that a gift or benefit has been offered for the purpose of influencing the behaviour of someone acting in their official capacity, the gift or benefit must be declined and the matter should be reported immediately to the Council official's manager, director, the General Manager or the Mayor.

When deciding whether to accept or decline a gift or benefit, consideration should be given to both the value of the gift or benefit and also the intent of the gift or benefit being offered.

12. Improper influence

If a Council official refuses a gift or benefit because they believe that the gift was a deliberate attempt to receive special treatment or otherwise secure some form of advantage, the incident must be reported to their manager, director, the General Manager or the Mayor, as appropriate.

13. Bribes

Council officials must not, under any circumstances, offer or seek a bribe. A Council official who is offered a bribe should refuse it and report the incident as soon as possible to their manager or director, the General Manager or the Mayor. Council will take steps to report the matter to Police immediately.

Receiving a bribe is an offence under State and Commonwealth legislation.

14. Family members

Council officials must take all reasonable steps to ensure that immediate family members do not receive non-token gifts or benefits which are connected with the Council official's role.

Immediate family members include parents, spouses, children and siblings. A gift to a family member is treated as if the Council official received it.

15. Use/ownership of gifts

A recipient's manager, the General Manager, or the Mayor may approve the retention of a non-token gift or benefit by a Council official.



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A recipient's manager, the General Manager, or the Mayor may decide that a non-token gift or benefit is to become the property of the Council and be:

- retained by Council for future operational use;
- distributed among selected Council officials (provided a reasonable person would agree that the allocation was appropriate); or
- donated to an appropriate charity or community group.

16. Breaches of policy

All Council officials are required to comply with this policy and sanctions may be applied if the policy is breached.

Any person must report a likely breach of this policy by a Council official to the General Manager or Mayor, as appropriate. The General Manager or Mayor are to investigate any report received and take such action as is considered necessary.

If this policy has been breached, action taken against the Council official may include counselling, censure motions, disciplinary action (including termination of employment), the laying of charges or the taking of civil action.

BACKGROUND

From time to time, Council officials may receive or be offered gifts or benefits related to the performance of their duties.

In order to maintain public confidence in the integrity, transparency and accountability of Council, it is necessary to clearly identify the circumstances under which it is appropriate and not appropriate for officials to accept gifts, and the procedures to be followed when accepting or refusing gifts.

DOCUMENT CONTROL

Version:	2.0	Commencement Date:	xxxxxx
Minutes Reference	Council meeting, xxxxx Item xxx		
Previous Versions:	Council Meeting, 28 July 2020 (Item 11)		
Responsible Directorate	Corporate Services	Controller:	Manager People & Governance
ECM Document No.:	Policies by Directorate		



October 2023

APPENDIX 1 – Gifts and Benefits Declaration



Gifts and Benefits Declaration Form

Please refer to Council's *Receipt of Gifts and Benefits Policy* when completing this form.

Council Official's Details*

Name: _____

Position: _____ Position No: _____

Directorate: ☐ CS ☐ I&W Department: _____

Supervisor: _____

*A 'Council Official' includes the Mayor, Aldermen, Council staff (including staff engaged through an employment agency), Council Committee Members, Audit Panel Members, volunteers and contractors.

Details of Gift or Benefit Received

Date gift or benefit received: _____

Description of the gift or benefit received:

What is the estimated value of the gift: _____

Name of the Donor: _____

Donor's organisation: _____

Location/situation at which the gift was offered:

Recipient's relationship to the donor: _____

Council policy authorising receipt of the gift (which part)? _____

Was an effort made to politely refuse the gift? _____



October 2023

Recipient's Signature:

Signed: _____ Date: _____

Please send completed form to People and Governance Department

Please note: unless the receipt of the gift is approved by the General Manager then the gift must be returned.

Manager's/supervisor's Recommendation

Should the gift or benefit be accepted or declined: Accepted ☐ Declined ☐

Comments on compliance with policy: _____

Gift or Benefit Disposal

If Accepted, should the gift/benefit be:

- ☐ Retained by recipient
- ☐ Retained by Council
- ☐ Donated to a charity
- ☐ Transferred on loan to any Council department and/or building for display
- ☐ Transferred in ownership to a museum, gallery, library, archives or special interest collections, education or community institution

General Manager Signature:

- ☐ Recommendation approved
- ☐ Recommendation not approved. Appropriate action is to be taken to return or otherwise manage the gift. The staff member is to be reminded of the policy requirements.

Further comments: _____

Signed by General Manager: _____ Date: _____



October 2023

Office Use Only:

The General Manager's signature must be obtained prior to this form being added to the register. The Register is maintained by Corporate Governance department and held at <W:\Internal Compliance\Corporate Registers\Gifts and Benefits Register>

Date Registered: _____ Date Disposed: _____

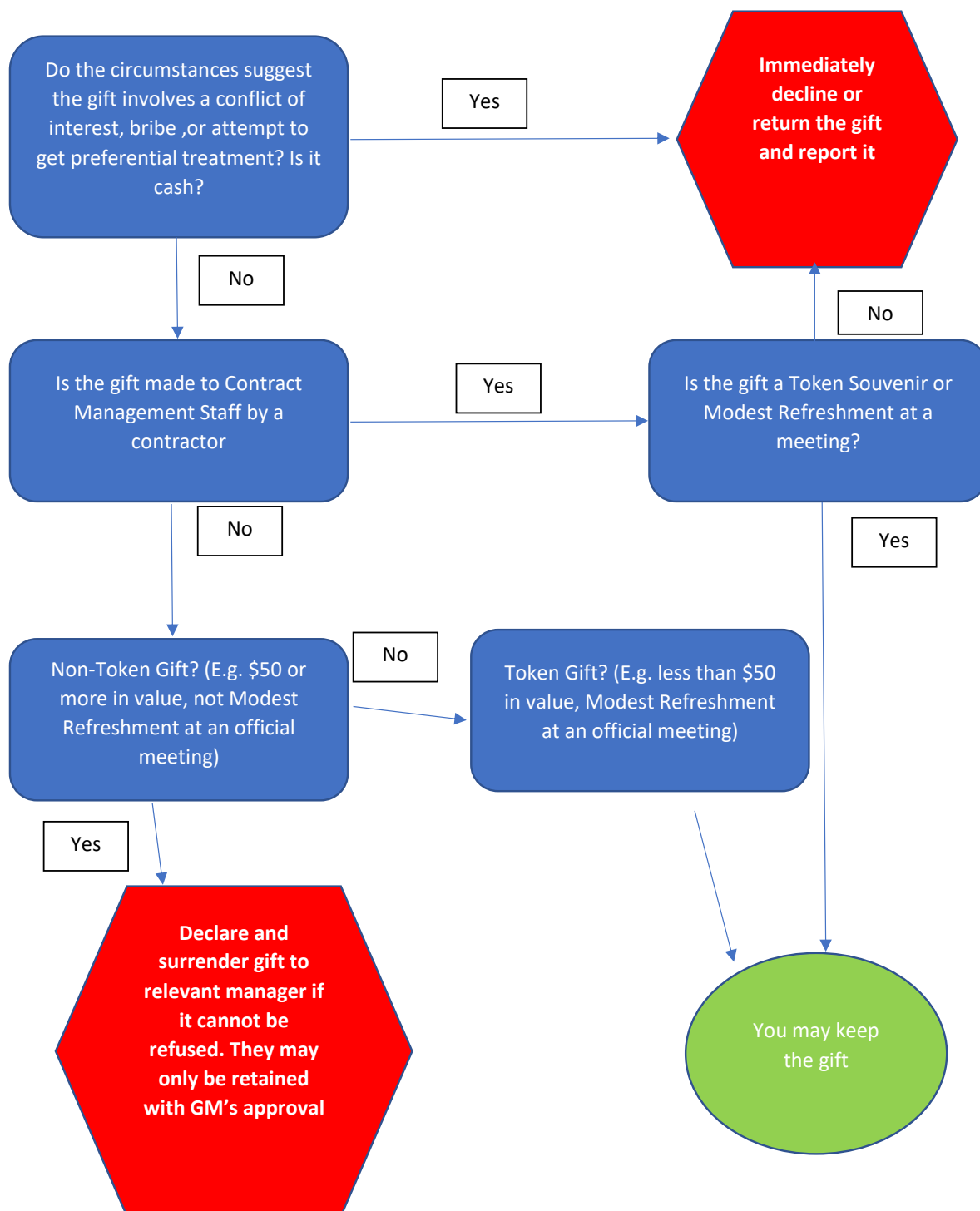
Recipient's Details: _____

Method of Disposal:

- ☐ Retained by recipient
- ☐ Retained by Council
- ☐ Donated to a charity
- ☐ Transferred on loan to any Council department and/or building for display
- ☐ Transferred in ownership to a museum, gallery, library, archives or special interest collections, education or community institution

APPENDIX 2 – Gifts and Benefits Flowchart

Please note: an initial effort should be made to discourage gift giving, customers do not need to give gifts to get good service.



COUNCIL POLICY

DISPOSAL OF COUNCIL LAND



PURPOSE

The purpose of this policy is to ensure that, when deciding whether to dispose of Council Land, Council explores possible options for the use of the land, applies processes that are demonstrably equitable, consistent and transparent, complies with appropriate legislative requirements and obtains the best outcome for the Glenorchy community.

SCOPE

This policy applies to all land owned by Council. It does not apply to land managed or administered by Council that is not owned by Council (e.g. Crown land).

STRATEGIC PLAN ALIGNMENT

Making Lives Better

Objective 1.1 — Know our communities and what they value

Guide decision making through continued community engagement based on our community plan

Leading Our Community

Objective 4.1 — Govern in the best interests of our community

Manage Council for maximum efficiency, accountability and transparency

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

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

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

RELATED DOCUMENTS

Proceeds of Property Disposal Policy

STATUTORY REQUIREMENTS

Council's obligations with respect to the sale of Council Land are set out in Part 12, Division 1 of the Local Government Act 1993.

Acts	<u>Local Government Act 1993</u>
Regulations	<u>Local Government (Meeting Procedures) Regulations 2015</u>
Australian/International Standards	N/A

DEFINITIONS

Council Land means land owned by Council.

Dispose means Includes sell, lease, donate, exchange or otherwise dispose of, and 'disposal' has the corresponding meaning.

Public Land means 'public land' as defined in section 177A of the Act-Local Government Act 1993.

The Act refers to the Local Government Act 1993.

Commented [LC1]: No longer include this section in Policies

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DD Month 20##

POLICY STATEMENT**1. Introduction**

Council has fundamental duties to act in the best interests of its community and comply with its obligations under the Act. These duties include the prudent management of the community's assets and Council's finances.

This policy aims to ensure that those obligations are met when disposing of Council Land.

2. Treatment of Council Land as Public Land

For the purpose of this section 177A(1)(f) of the Act, Council considers all Council Land to be Public Land.

Council will follow the procedure set out in section 178 of the Act when disposing of Council Land.

3. Matters to be Considered**3.1. Fundamental principles**

Council must have regard to the following fundamental principles when disposing of Council Land:

Transparency

Council will be open and transparent in how it undertakes the sale of Council Land.

Consistency

Council will take a similar approach in similar matters to achieve similar outcomes.

Accountability

Council will explain decisions and make avenues of comment or appeal available.

Public Interest

Any decision to sell Council Land will be in the best interests of the community and provide the best result for both Council and the community.

Compliance

Council will ensure any sale of Council Land complies with its statutory obligations.

3.2. Other Matters

In addition to the fundamental principles, Council must ensure that:

- the Council Land can be disposed of in a way which:
 - transparently demonstrates achievement of the best value for the community, and



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- does not expose Council or the community to unacceptable risks around the process or the outcome
- any transaction can be justified if questions are asked about market testing and competition
- the community is given the opportunity to provide feedback about any potential ~~alienation disposal~~ of Public Council Land
- the disposal of the Council Land would be consistent with Council's ~~Open Space Strategy~~ Strategies and Plans
- access ~~to areas to~~ and connectivity with ~~any~~ adjacent Public Land is maintained to a level that is acceptable and in keeping with reasonable community expectations
- any cost associated with creating saleable parcels of land is considered
- compliance with all applicable planning requirements is achieved, and
- any other relevant matters are considered.

4. Procedure

A flowchart that summaries Council's land disposal process is provided in Appendix 1.

3.3.4.1. Identification of Disposable Council Land

The identification of Council Land potentially suitable for disposal may come from the public, a property developer or potential purchaser, or through an internal Council assessment process.

If Council Land potentially suitable for disposal is identified, an assessment of the identified Council Land will be undertaken by appropriate Council staff, with assistance from external consultants if required. If the assessment determines that the disposal is appropriate, a report is to be submitted to Council, recommending that Council forms an intention to dispose of the Council Land and to commence the public consultation process set out in section 178 of the Act.

The report to Council must contain information about how the matters in clause 3.2 (above) been considered and addressed, and will include the following information where relevant:

- the current use and history of the Council Land
- details of the values of the Council Land (e.g. cultural, heritage, environmental, recreation, landscape)
- any statutory or legal considerations
- the rationale for the recommended disposal, including details of any internal referrals
- any encumbrances on the Council Land (easements, mortgages etc)
- the estimated timeframe for the disposal
- any other relevant matters in the circumstances, and
- the recommended course of action.

In accordance with section 15(3)(c) of the Local Government (Meeting Procedures) Regulations 2015, Council must not close part of a meeting when it is considering proposals to deal with Public Land under section 178 of the Act.

Commented [LC2]: Moved up from later section



DD Month 20##

4.2. Community consultation

Commented [LC3]: Moved up

A community engagement strategy must be developed and implemented for each Council Land disposal project. This consultation will be undertaken in accordance with Council's Community Engagement Framework and must comply with section 178 of the Act.

3.4.4.3. Valuation

Council must obtain a valuation of any Council Land being recommended for sale from the Valuer-General or a person who is qualified to practise as a land valuer under Section 4 of the Land Valuers Act 2001. For the avoidance of doubt, this requirement applies to Council Land, which is Public Land, even though this is not expressly provided for in the Act. The results of the valuation will be provided to Council out of session in order to keep the related Council Reports in an Open Council Meeting, as publicising the valuation at this stage could commercially disadvantage Council.

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3.5.1.1. Community consultation

Commented [LC4]: Moved up

A community engagement strategy must be developed and implemented for each Council Land disposal project. This consultation will be undertaken in accordance with Council's Community Engagement Framework and must comply with section 178 of the Act.

3.6.4.4. Public Notification

In addition to the notification requirements prescribed in section 178~~4~~, the General Manager will:

- display a plan and relevant property information on the community notice board in Council's chambers (near the chambers' rear public entrance), and
- notify the owners of neighbouring and affected properties advising of the proposed disposal.

3.7.4.5. Report Objections to be considered by Council

Following the completion of the statutory twenty-one (21) day advertising period, a report is to be presented to Council, which is to duly consider to consider -any objections received during that time. contain the following information:

- the current use and history of the Council Land
- details of the cultural, heritage, environmental, recreation, landscape values of the Council Land
- The results of the valuation of the Council Land (obtained under 4.2)
- any statutory or legal considerations
- the consultation process undertaken and consideration and response to every objection lodged
- the rationale for the recommended disposal, including details of any internal referrals
- the recommended method of sale

Commented [LC5]: Relevant parts moved up to earlier section.
Removed valuation and sale price range from Council r as publicising at this stage could commercially disadvantage Council (valuation will be provided out of session as per



DD Month 20##

- the recommended sale price range
- any encumbrances on the Council Land (easements, mortgages etc)
- the estimated timeframe for the disposal
- any other relevant matters in the circumstances, and
- the recommended course of action.

In accordance with section 15(3)(c) of the Local Government (Meeting Procedures) Regulations 2015,

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Council must not close part of a meeting when it is considering proposals to deal with Council Public Land under section 178 of the Act.

3.8.4.6. Method of disposal

Council will determine a method of disposal for any land identified as being appropriate for disposal that achieves the best value for the community in the circumstances.

This may include public tender, auction, listing with a real estate agent or a negotiated private sale.

BACKGROUND

Council currently owns or controls many properties ranging from small road widening strips through to the large reserves bordering Wellington Park. In accordance with this Policy, Council, through the development of a property strategy, will identify surplus land which is no longer required for community use or future operational requirements and may consider disposing of those properties to limit costs, raise revenue, and/or support strategic outcomes. When considering whether to dispose of Council Land, Council must ensure that it meets its obligations to prudently manage its assets and finances for the benefit of the community.

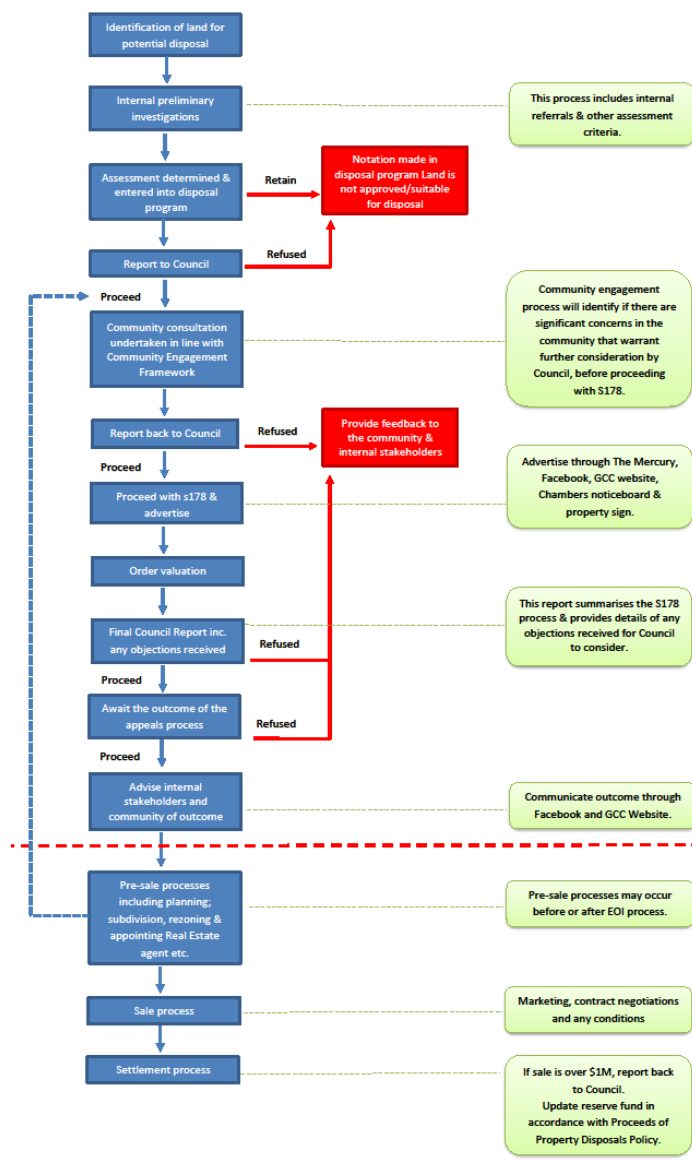
DOCUMENT CONTROL

Version:	2.0	Adopted	DD Month YYYY	Commencement Date	DD Month YYYY
Minutes Reference	#####			Review Period	4 Years from adoption
Previous Versions:	v 1.0 adopted 25 March 2019 (Council meeting, Item 15)				
Responsible Directorate	Corporate Services/Infrastructure & Works		Controller:	Manager Property, Environment & Waste	
ECM Document No.:	####				

Appendix 1 – Disposal of Council Land Workflow



DD Month 20##



COUNCIL POLICY

DISPOSAL OF COUNCIL LAND



PURPOSE

The purpose of this policy is to ensure that, when deciding whether to dispose of Council Land, Council explores possible options for the use of the land, applies processes that are demonstrably equitable, consistent and transparent, complies with appropriate legislative requirements and obtains the best outcome for the Glenorchy community.

SCOPE

This policy applies to all land owned by Council. It does not apply to land managed or administered by Council that is not owned by Council (e.g. Crown land).

RELATED DOCUMENTS

Proceeds of Property Disposal Policy

STATUTORY REQUIREMENTS

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Regulations	<i>Local Government (Meeting Procedures) Regulations 2015</i>
Australian/International Standards	N/A

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POLICY STATEMENT

1. Introduction

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Public Interest

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Compliance

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3.2. Other Matters

In addition to the fundamental principles, Council must ensure that:

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 - does not expose Council or the community to unacceptable risks around the process or the outcome
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- the community is given the opportunity to provide feedback about any potential disposal of Council Land
- the disposal of the Council Land would be consistent with Council Strategies and Plans
- access and connectivity with adjacent Public Land is maintained to a level that is acceptable and in keeping with reasonable community expectations
- any cost associated with creating saleable parcels of land is considered
- compliance with all applicable planning requirements is achieved, and



- any other relevant matters are considered.

4. Procedure

A flowchart that summaries Council's land disposal process is provided in Appendix 1.

4.1. Identification of Disposable Council Land

The identification of Council Land potentially suitable for disposal may come from the public, a property developer or potential purchaser, or through an internal Council assessment process.

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expressly provided for in the Act. The results of the valuation will be provided to Council out of session in order to keep the related Council Reports in an Open Council Meeting, as publicising the valuation at this stage could commercially disadvantage Council.

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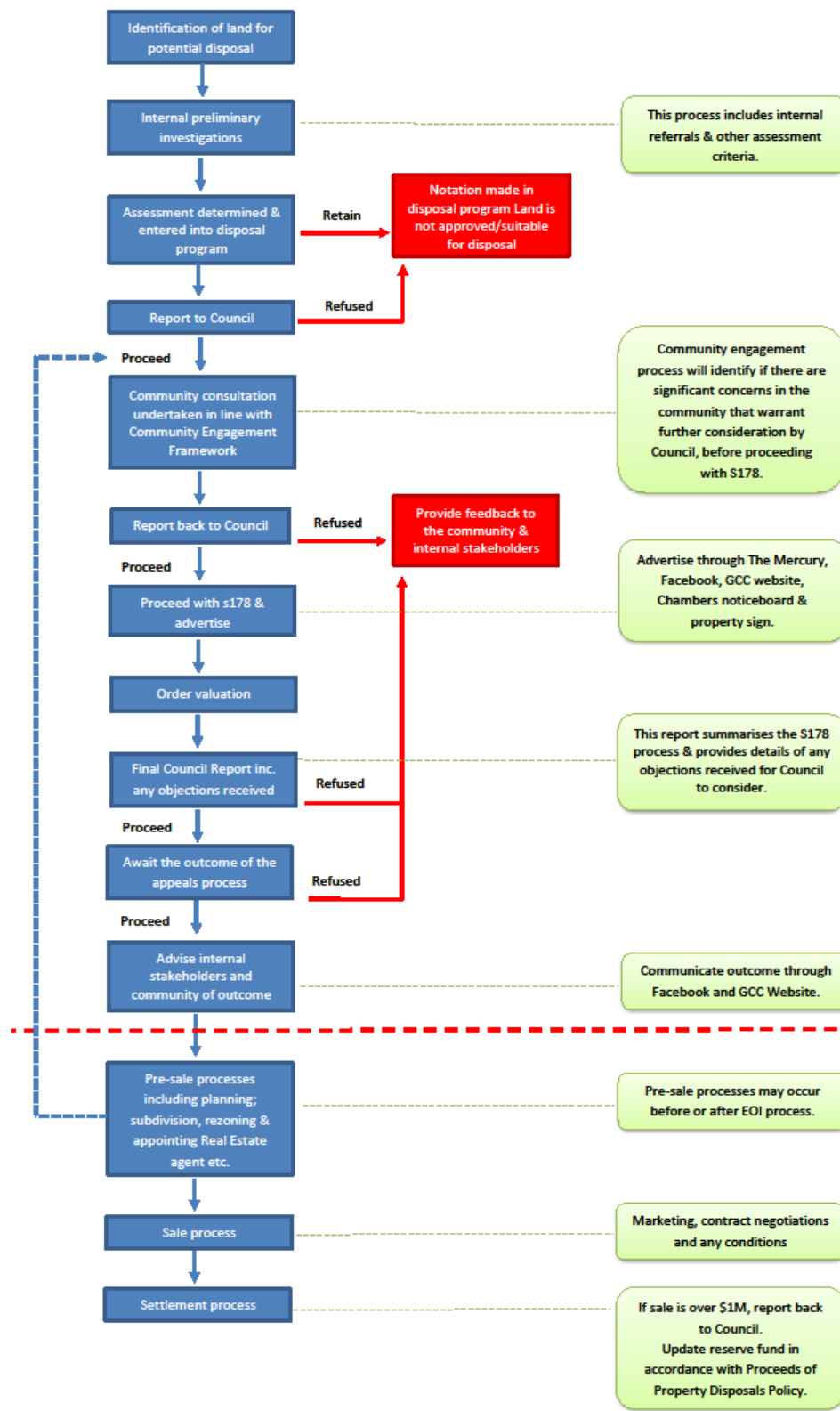
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BACKGROUND

Council currently owns or controls many properties ranging from small road widening strips through to large reserves. In accordance with this Policy, Council will identify surplus land which is no longer required for community use or future operational requirements and may consider disposing of those properties to limit costs, raise revenue, and/or support strategic outcomes. When considering whether to dispose of Council Land, Council must ensure that it meets its obligations to prudently manage its assets and finances for the benefit of the community.

DOCUMENT CONTROL

Version:	2.0	Adopted	DD Month YYYY	Commencement Date	DD Month YYYY
Minutes Reference	#####			Review Period	4 Years from adoption
Previous Versions:	v 1.0 adopted 25 March 2019 (Council meeting, Item 15)				
Responsible Directorate	Infrastructure & Works	Controller:		Manager Property, Environment & Waste	
ECM Document No.:	#####				

Appendix 1 – Disposal of Council Land Workflow

COUNCIL POLICY

HELICOPTER & OTHER AIRCRAFT
OPERATIONS ON COUNCIL PROPERTY

PURPOSE

This policy provides direction on when Council will permit helicopter and other aircraft operations on Council property.

SCOPE

This policy applies to:

- helicopters
- gyrocopters or rotorcraft
- manned balloons
- airships, blimps and other dirigibles
- small or light aeroplanes
- sailplanes and gliders
- similar heavier-than-air or lighter-than-air aircraft, and
- drones or similarly unmanned aerial vehicles.

RELATED DOCUMENTS

STATUTORY REQUIREMENTS

Section 4 of the *Damage by Aircraft Act 1963* imposes legal liability for material loss or damage by aircraft (or by an article, animal or person falling from an aircraft), while it is in flight, taking off or landing to the owner of the aircraft.

Section 2 of the Commonwealth *Civil Aviation Regulations 1988* provides some guidance as to definitions of various relevant aircraft.

Acts	<i>Damage by Aircraft Act 1963</i> <i>Civil Aviation Act 1988 (Cth)</i> <i>Civil Aviation Regulations 1988 (Cth)</i>
Regulations	<i>Civil Aviation Regulations 1988 (Cth)</i> <i>Civil Aviation Safety Regulations 1998 (Cth)</i>
Australian/International Standards	N/A
Guidelines	' Guidelines for the establishment and operation of onshore Helicopter Landing Sites ', Civil Aviation Advisory Publication (CAAP 92-2(2) February 2014), www.casa.gov.au/aircraft , Civil Aviation Safety Authority www.casa.gov.au/drones , Civil Aviation Safety Authority

DEFINITIONS

Aeroplane means a power-driven heavier-than-air aircraft deriving its lift in flight chiefly from aerodynamic reactions on surfaces remaining fixed under given conditions of flight, but does not include a power-assisted sailplane.



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Aircraft means any aircraft to which this policy applies.

Gyroplane means a heavier-than-air aircraft:

- that is supported in flight by the reaction of the air on rotors that are not power-driven but rotate when the aircraft is moving because of the action of the air; and
- that has a power-driven propulsion system that is independent of the rotors.

Heavier-than-air aircraft means the generic term for aircraft deriving their lift in flight chiefly from aerodynamic forces.

Helicopter means heavier-than-air aircraft supported in flight by the reaction of the air on one or more normally power-driven rotors on substantially vertical axes.

Lighter-than-air aircraft means the generic term for aircraft supported chiefly by their buoyancy in the air.

Manned balloon a balloon that is:

- capable of carrying one or more persons; and
- equipped with controls that enable control of the altitude of the balloon

Power assisted sailplane means an aircraft that The Gliding Federation of Australia Incorporated has registered as a power-assisted sailplane.

Rotorcraft means a heavier-than-air aircraft supported in flight by the reaction of the air on one or more rotors on substantially vertical axes.

POLICY STATEMENT

Council will permit helicopters or other aircraft to take-off or land on any Council owned or controlled land or property in the following circumstances:

1. Where all of the following apply:
 - (a) the General Manager has sought and received advice from Council's Insurance Officer and Work Health and Safety Officer about the risks associated with the proposed helicopter or other aircraft operations
 - (b) Council has appropriate insurance coverage in place to cover the proposed helicopter or other aircraft operations
 - (c) the person or entity operating the helicopter or other aircraft has appropriate insurance coverage in place and has provided copies of any relevant Certificate of Insurance to Council, with Council listed as an Interested Party



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(d) the person or entity operating the helicopter or other aircraft has agreed in writing to fully indemnify Council against any loss or damage caused or in any way connected with the operation of the aircraft, ~~and~~

~~(d)~~(e) the operations are in accordance with Civil Aviation Safety Authority (CASA) rules and regulations, and

~~(e)~~(f) the General Manager, in his absolute discretion, is satisfied that any risks to Council can be adequately mitigated; ~~or~~

2. Where the helicopter or other aircraft is providing rescue, medical treatment or a fire fighting service; ~~or~~
3. When the landing of the helicopter or other aircraft is a result of a medical or other emergency (including break-down) on board the aircraft.

~~To avoid any doubt, the final decision on whether to permit the aircraft operations rests with the General Manager.~~

Background

As a landowner, Council can decide whether it wishes to permit aircraft operations (including landing and taking off), based on appropriate risk factors.

Council has previously refused to permit aircraft operations on its properties on the basis that it was unable to obtain insurance coverage that would sufficiently protect it in the event of any claim resulting from an aircraft taking off or landing on Council owned land.

However, Council has since taken out a 'Hanger Keepers' insurance policy which provides adequate coverage. It is therefore considered to be permissible to allow aircraft operations on Council properties in certain, limited, circumstances where any risks can be adequately mitigated.

Commented [LC1]: Unnecessary and placement potentially confusing as GM consent required for scene (as made clear in 1f), but not for scenarios 2 and 3 (emergencies).

DOCUMENT CONTROL

Version:	3.0	Adopted		Commencement Date	
Minutes Reference				Review Period	4 Years from adoption
Previous Versions:	Council meeting, 28 October 2019 (Item 14)				
Responsible Directorate	Infrastructure & Works	Controller:	Manager Property, Environment and Waste		
ECM Document No.:					

HELICOPTER & OTHER AIRCRAFT OPERATIONS ON COUNCIL PROPERTY



PURPOSE

This policy provides direction on when Council will permit helicopter and other aircraft operations on Council property.

SCOPE

This policy applies to:

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- gyrocopters or rotorcraft
- manned balloons
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- sailplanes and gliders
- similar heavier-than-air or lighter-than-air aircraft, and
- drones or similarly unmanned aerial vehicles.

STATUTORY REQUIREMENTS

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POLICY STATEMENT

Council will permit helicopters or other aircraft to take-off or land on any Council owned or controlled land or property in the following circumstances:

1. Where all of the following apply:
 - (a) the General Manager has sought and received advice from Council's Insurance Officer and Work Health and Safety Officer about the risks associated with the proposed helicopter or other aircraft operations
 - (b) Council has appropriate insurance coverage in place to cover the proposed helicopter or other aircraft operations
 - (c) the person or entity operating the helicopter or other aircraft has appropriate insurance coverage in place and has provided copies of any relevant Certificate of Insurance to Council, with Council listed as an Interested Party
 - (d) the person or entity operating the helicopter or other aircraft has agreed in writing to fully indemnify Council against any loss or damage caused or in any way connected with the operation of the aircraft
 - (e) the operations are in accordance with Civil Aviation Safety Authority (CASA) rules and regulations, and
 - (f) the General Manager, in his absolute discretion, is satisfied that any risks to Council can be adequately mitigated; or
2. Where the helicopter or other aircraft is providing rescue, medical treatment or a fire fighting service; or
3. When the landing of the helicopter or other aircraft is a result of a medical or other emergency (including break-down) on board the aircraft.

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As a landowner, Council can decide whether it wishes to permit aircraft operations (including landing and taking off), based on appropriate risk factors.

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Responsible Directorate	Infrastructure & Works	Controller:	Manager Property, Environment and Waste		
ECM Document No.:					

COUNCIL POLICY PRIVACY



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~~ Elected Members, Council employees, contractors, consultants and other people acting for, or on behalf of, Council.

RELATED DOCUMENTS

- Code of Conduct
- Risk Management Policy
- Customer Service Charter
- Glenorchy City Council Service Levels

STATUTORY REQUIREMENTS

Acts	<i>Personal Information Protection Act 2004</i> (Tas) <i>Archives Act 1993</i> (Tas) <i>Listening Devices Act 1991</i> (Tas)
Regulations	Payment Card Industry Data Security Standards <i>N/A</i>
Australian/International Standards	N/A

DEFINITIONS

De-identification means ~~the 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 means all waged or salaried staff, employment contractors and volunteers engaged by Glenorchy City Council.

Health Information ~~means has the same definition as it does in the 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.)~~ Personal Information Protection Act 2004 (Tas)

Commented [EO1]: May need to be changed to Elected Members?

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Commented [MY2]: Delete if not required

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Commented [SS3]: This is mentioned in the document should it not be captured here?

Commented [HW4R3]: Not a regulation so not needed

Commented [SS5]: Should definitions not be consistent where possible? The following is taken from NSW Privacy Commission:
De-identification means that a person's identity is not known, apparent or cannot be reasonably ascertained from the information or data.

De-identified information is information from which the identifiers about the person have been permanently removed, or where the identifiers have never been included.

<https://www.ipc.nsw.gov.au/fact-sheet-de-identification-personal-information#:~:text=De%20identification%20means%20a%20a%20identifiers%20have%20never%20been%20included>

Commented [HW6R5]: Pretty much the same thing have now removed reference to 'the process'

Commented [SS7]: Should there be a reference to Council included here?

Commented [SS8]: Is this needed?



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~~Listening device~~ means any instrument, apparatus, equipment or device capable of being used to record or listen to a private conversation simultaneously with it taking place.

Commented [SS9]: Can this be simplified - device capable of recording or listening to a private conversation.

~~Personal information~~ has the same definition as it does in the *Personal Information Protection Act 2004 (Tas)* means any information or opinion in any recorded format about an individual

Commented [HW10R9]: Not needed for the policy ;

(a) ~~whose identity is apparent or is reasonably ascertainable from the information or opinion; and~~

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(b) ~~who is alive or has not been dead for more than 25 years.~~

Commented [SS11]: Privacy Act 1988
personal information means information or an opinion about an identified individual, or an individual who is reasonably identifiable:
(a) whether the information or opinion is true or not; and
(b) whether the information or opinion is recorded in a material form or not.

Sensitive information means 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.

If there a reason to not use the Federal definition?

Unique identifier means a ~~unique identifier is a~~ number or string of characters that is associated with a specific individual, ~~and that which~~ differentiates them from other individuals within the dataset.

Commented [HW12R11]: Does not apply to Council does and this definition is from PIPA

POLICY STATEMENT

Commitment and general approach to privacy

1. Council recognises and is committed to protecting the right of individuals to maintain privacy of their ~~P~~personal ~~i~~nformation.
2. At all stages of handling ~~p~~Personal ~~i~~nformation, 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 ~~p~~Personal ~~i~~nformation, including adopting stronger controls for ~~more s~~Sensitive ~~i~~nformation. Risk mitigation strategies will be identified and monitored in accordance with Council's Risk Management Policy and ~~D~~irective.
4. This policy will be available to view or download on the Council website and will be available to anyone upon request. Changes to this policy will be notified on the Council website.

Commented [SS13]: Should we not be using the Federal definition for this also?

Commented [HW14R13]: Same comment as above

Collection of ~~p~~Personal ~~i~~nformation

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 Council only~~ collects ~~s~~Sensitive ~~i~~nformation, ~~or including h~~Health ~~i~~nformation, ~~only~~ with the consent of the individual concerned or as required or permitted by law.
7. ~~We Council~~ endeavours to collect ~~p~~Personal ~~i~~nformation directly from the individual concerned where it is reasonable and practicable to do ~~so, but so~~ but may collect it from other parties such as contractors, service providers or other organisations (State/Commonwealth government agencies).



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8. If Council does not receive all ~~of~~ the personal information ~~we~~it requests, ~~we~~it 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 ~~P~~personal ~~i~~nformation to others

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

Personal ~~i~~nformation protection

11. Council will take all reasonable steps to ensure ~~P~~personal ~~i~~nformation is protected against loss, damage, misuse and unauthorised access, including:
- limiting electronic and/or physical access to only 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 it~~ is disclosed only by an or with the approval of an authorised staff member;
 - executing appropriate contractual agreements with third parties to ensure compliance with relevant legislation;
 - requiring proof of identity when Personal Information is requested where appropriate to ensure security of personal information is maintained, and not keeping copies of any proof of identity requested;
 - adopting and implementing staff directives, procedures, staff training, code of conduct;
 - only using secure methods of communication; and
 - implementing back-up and recovery systems to protect stored 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 ~~P~~personal ~~i~~nformation

13. Council will hold ~~P~~personal ~~i~~nformation 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 (Tas) and any other relevant law or court/tribunal order, ~~P~~personal ~~i~~nformation 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.~~

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Commented [AW15]: What will we require and how we record what we are given?

Commented [AW16]: I don't think we have a document process for this, and I don't know how we can selectively dispose of personal information attached electronically to our systems.

Commented [MY17R16]: There is an Information Management Directive being created for this by ICT following an Information Maturity internal audit

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Commented [EO18]: Not sure if this is necessary to include



DD Month 20##

Requests for access or amendments to personal information

Anyone has a right to request access to the personal information we hold about them, ~~to~~ or to 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

16. 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 Councilus.
17. Information on procedures for submitting requests or complaints can be obtained from Council's website or from Customer Services.
18. Council is committed to a fair resolution of any complaints. Employees are prohibited from any act of victimisation or negative treatment directed towards ~~of~~ anyone raising a concern or complaint.

Contact details

19. 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

DOCUMENT CONTROL

Version:	2.0	Adopted	DD Month YYYY	Commencement Date	DD Month YYYY
Minutes Reference	#####			Review Period	4 Years from adoption
Previous Versions:	v 1.0 adopted 25 March 2019 (Council meeting, Item 15)				
Responsible Directorate	Corporate Services	Controller:	Executive Officer <u>Manager People & Governance</u>		
ECM Document No.:	#####				

Commented [AW19]: What will we require and how we record what we are given?

Commented [MY20R19]: I assume this is dependent how they contact us, people can be ID over the phone through CS or a photo ID might be shown in person. Are this info could be recorded in ECM, or Name Notes in techone?

Commented [HW21R19]: Also refer to amendment made to dot points above where it is now clear we only Pol and don't store it.

COUNCIL POLICY

PRIVACY



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 Elected Members, Council employees, contractors, consultants and other people acting for, or on behalf of, Council.

RELATED DOCUMENTS

- Code of Conduct
- Risk Management Policy
- Customer Service Charter

STATUTORY REQUIREMENTS

Acts	<i>Personal Information Protection Act 2004 (Tas)</i> <i>Archives Act 1993 (Tas)</i> <i>Listening Devices Act 1991 (Tas)</i>
Regulations	N/A
Australian/International Standards	N/A

DEFINITIONS

De-identification means 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 means all waged or salaried staff, employment contractors and volunteers engaged by Glenorchy City Council.

Health Information has the same definition as it does in the *Personal Information Protection Act 2004 (Tas)*.

Personal Information has the same definition as it does in the *Personal Information Protection Act 2004 (Tas)*.

Sensitive Information means 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 means a number or string of characters that is associated with a specific individual which 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 maintain 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 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 to view or download on the Council website and will be available to anyone upon 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. Council only collects Sensitive Information, or Health Information, with the consent of the individual concerned or as required or permitted by law.
7. Council endeavours 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 the personal information it requests, it 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. Council may disclose Personal Information to our contractors, service providers or other organisations (e.g. State/Commonwealth government agencies) but only when required for Council to undertake its 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 only those persons who need to use the information for in the purpose which it was collected, or other purposes permitted by law;
 - ensuring it is disclosed only by, or with the approval of, an authorised staff member;
 - executing appropriate contractual agreements with third parties to ensure compliance with relevant legislation;
 - requiring proof of identity when Personal Information is requested to ensure security of personal information is maintained, and not keeping copies of any proof of identity requested;
 - adopting and implementing staff directives, procedures, staff training, code of conduct;
 - only using secure methods of communication; and
 - implementing back-up and recovery systems to protect stored 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* (Tas) 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.

Requests for access or amendments to Personal Information

Anyone has a right to request access to the personal information we hold about them, or to 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

16. 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 by contacting Council.
17. Information on procedures for submitting requests or complaints can be obtained from Council's website or from Customer Service.



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18. Council is committed to a fair resolution of any complaint. Employees are prohibited from any act of victimisation or negative treatment directed towards anyone raising a concern or complaint.

Contact details

19. 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

DOCUMENT CONTROL

Version:	2.0	Adopted		Commencement Date	
Minutes Reference	Item 12			Review Period	4 Years from adoption
Previous Versions:	Council Meeting, Item 12 (29 July 2019)				
Responsible Directorate	Corporate Services	Controller:	Manager People & Governance		
ECM Subject:	Policies by Directorate				

COUNCIL POLICY

RATES AND CHARGES



PURPOSE

The purpose of this policy is, in relation to rates and charges, to:

- provide a clear rationale to guide Council's decision-making process
- inform the community, and
- meet Council's obligations under Section 86B of the Local Government Act 1993 (the Act).

SCOPE

This policy provides the high-level framework within which Council will set the rates and charges to be levied on properties within its municipal area in accordance with the requirements of the Act.

It is intended to inform Council's annual decision-making process with respect to property and rating, but does not subvert or supersede those specific decisions on rates and charges will be made annually by Council as part of its budget process, or otherwise as required under legislation.

RELATED DOCUMENTS

- Financial Hardship Policy
- [Financial Management Strategy](#)

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STATUTORY REQUIREMENTS

Acts	<i>Local Government Act 1993</i> <i>Valuation of Land Act 2001</i> <i>Fire Services Act 1997</i> <i>Local Government (Rates and Remissions) Act 1991</i>
Regulations	N/A
Australian/International Standards	N/A

DEFINITIONS

assessed annual value means the assessed annual value as determined by the Valuer-General under the Valuation of Land Act 2001;

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general rate means a rate made under section 90 of the Local Government Act 1993;

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ratepayer means the person liable to pay rates

rate means a general rate, separate rate, construction rate and service rate made under the Local Government Act 1993

service charge means a charge made under section 94 of the Local Government Act 1993

POLICY STATEMENT

Council's policies, processes and procedures with respect to the setting, collection and administration of rates and charges are as follows:

1. Council will only raise the revenue it needs from rates and will do so in the most efficient and equitable manner possible. Council will balance its service levels with the needs and expectations of the community and will set appropriate levels of rates to adequately fulfil its roles and responsibilities.
2. Rates will be levied on all rateable properties (unless otherwise determined by legislation, this policy or related Council policies), regardless of the extent to which Council functions and services are used by or apply to the owners or residents of those properties. This is consistent with the principle of rates being a form of taxation (s. 86A(1) of the Act)
3. The primary basis for determining the level of general rates (and, where determined appropriate, other rates) levied on individual properties will be the Annual Assessed Value (AAV) of properties, as determined by the Valuer-General. AAV is the estimated rental value of the property or four percent of the capital value of the property (whichever is greater).
4. Council will levy a general rate on all rateable properties (unless otherwise determined by legislation, this policy or related Council policies). This rate will recover the cost of Council's functions and services for which specific users cannot be readily identified or for which a regime of full cost recovery through user charges has not been established by Council.
5. The general rate will consist of a 'cents in the dollar' rate which is consistent with the principle of rates being a form of taxation (as above) with a minimum amount payable by all rateable properties, irrespective of AAV.
6. Council, by absolute majority, may declare that the general rate varies within the municipal area or within different parts of the municipal area according to any or all, or a combination of any or all, of the following factors:
 - (a) the use or predominant use of the land;
 - (b) the non-use of the land;
 - (c) the locality of the land;
 - (d) any planning zone;

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(e) any other prescribed factor.

7. Council will provide for exemptions from the general rate under in the circumstances set out in Council's Rate Exemption – Charitable Purposes Policy.
8. Council will levy one or more service rate for fire protection, with associated minimums. Fire services levies will be levied in accordance with notifications provided by the State Fire Commission under relevant legislation.
9. Council will levy service charges in respect of waste management. This is based on a fixed sum per property per service, where the service is available.
10. Variations to rates will be applied (or where provided, additional rates set), in accordance with the Act in circumstances where Council determines there is a reasonable basis for charging differentiation to occur. In particular, variations will be applied:
 - (a) in respect of the waste management charge in recognition of variations in the level of service provided, including bin size and/or frequency of service. The variation in service level will include the provision of larger bins and/or multiple bins at a property owners' request, and
 - (b) in respect of fire protection in accordance with statutory notice provided to Council by the State Fire Commission.
11. Rebates will be applied to general rates otherwise payable in respect to specific properties and/or classes of ratepayers where Council determines that there is a social, economic or equity benefit to the community in providing such rebates. Specific rebates will be applied for pensioners who are eligible for a rate remission under the *Local Government (Rates and Charges Remissions) Act 1991*, in recognition that this group of ratepayers represents a significant section of the community which, as a whole, has a more limited capacity to rates. Rebate amounts are determined by the State Department of Treasury and Finance. The following procedures apply to claiming pensioner remissions and rebates:
 - (a) the applicant pensioner must be liable to pay the rates on the property and occupy the property as their principal place of residence on or before the 1st day of July in the year for which they are claiming assistance, and
 - (b) applications for pensioner rebates must be submitted on the prescribed form.
12. Where rates remain unpaid after the due date, Council will apply penalties and interest in accordance with section 128 of the Act unless exempted by clause 17 (an up to date direct debit agreement) and clause 18 has been complied with (the issuing of necessary overdue reminder notices).
13. A remission of penalties and/or interest, either in whole or in part, may be granted if the interest / penalty was incurred:
 - (a) as a result of an error by Council, or

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- (b) due to extraordinary or compassionate grounds, being serious illness or accident of ratepayer or immediate family at the instalment due date or death of immediate family member at the time of the instalment due date.

Requests for remission must be in writing to the General Manager and will only be considered where remission has not been granted previously.

14. Where Council receives official notification of a property owner's deceased estate, Council will exempt the property from interest and penalties until probate is received, up to a maximum period of 12 months.

15. Rates will be levied in early July each year payable by four instalments during the balance of the financial year. Rates can be paid in full by the first instalment due date, however Council does not offer a discount for the early payment of rates.

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16. Ratepayers who are experiencing financial difficulties may:

- (a) apply to Council in writing to repay their rates via an agreed repayment arrangement. Interest and penalties will be charged on any payment arrangements. However the threat of legal action will be withdrawn in such cases, provided that the terms of the arrangement are met. Where a ratepayer fails to meet their obligation under the arrangement the arrangement will be terminated and Council may commence legal action to recover outstanding rates and charges, or
- (b) make application to Council for financial hardship assistance in accordance with Council's Financial Hardship Policy and or Postponement of Rates Policy.

17. Where a ratepayer enters into an agreement with Council to pay their rates balance in-full via a direct debit arrangement by the end of the current financial year, and the agreement is adhered to, no penalties and interest will be charged.

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18. Where a ratepayer fails to pay any instalment within 21 days of the date on which the rates are due, Council may require the ratepayer to pay the full amount owing for the financial year. Council will issue overdue reminder notices not earlier than 7 days after the due date giving notice that the ratepayer has 14 days to pay in full or to make an agree payment arrangement.

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19. Where a debt remains outstanding past the due date and the necessary notices have been issued pursuant to clause 18, Council may instigate recovery proceedings in accordance with the Act. Recovery proceedings may include, but are not limited to, levy notices, the garnishing of wages or any other legal remedy.

20. All costs incurred by Council in respect of any recovery process will be charged against the property.

21. If a ratepayer wishes to object to the levied property rates on the basis that the ratepayer believes the rates have been calculated incorrectly, an objection may be made on the following grounds:

- (a) the land specified in the rates notice is exempt from the payment of those rates
- (b) the amount of those rates is not correctly calculated having regard to the relevant factors

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- (c) the basis on which those rates are calculated does not apply
- (d) he or she is not liable for the payment of the rates specified in the rates notice, or
- (e) he or she is not liable to pay those rates for the period specified in the rates notice.

Objections are to be made in writing to the General Manager within 28 days of the rates notice being issued.

Background

Section 86B of the Act requires that Council adopts a rates and charges policy, which is to comply with the requirements of that section.

Section 86A of the Act requires that Council, in adopting policies and making decisions concerning the making or varying of rates, must take into account the principles that:

- (a) rates constitute taxation for the purposes of local government, rather than a fee for a service, and
- (b) the value of rateable land is an indicator of the capacity of the ratepayer in respect of that land to pay rates.

This Policy is adopted in accordance with the requirements of section 86B and is intended to take into account the principles set out in section 86A.

DOCUMENT CONTROL

Version:	2.0	Adopted	30/10/2023	Commencement Date	30/10/2023
Minutes Reference	v			Review Period	4 Years from adoption
Previous Versions:	Item 5 (17 June 2019) as per Council Minutes				
Responsible Directorate	Community and Corporate Services		Controller:	Manager Finance	
ECM Document No.:	v				

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COUNCIL POLICY

RATES AND CHARGES**PURPOSE**

The purpose of this policy is, in relation to rates and charges, to:

- provide a clear rationale to guide Council's decision-making process
- inform the community, and
- meet Council's obligations under Section 86B of the Local Government Act 1993 (the Act).

SCOPE

This policy provides the high-level framework within which Council will set the rates and charges to be levied on properties within its municipal area in accordance with the requirements of the Act.

It is intended to inform Council's annual decision-making process with respect to property and rating, but does not subvert or supersede those specific decisions on rates and charges will be made annually by Council as part of its budget process, or otherwise as required under legislation.

RELATED DOCUMENTS

- Financial Hardship Policy
- Financial Management Strategy

STATUTORY REQUIREMENTS

Acts	<i>Local Government Act 1993</i> <i>Valuation of Land Act 2001</i> <i>Fire Services Act 1997</i> <i>Local Government (Rates and Remissions) Act 1991</i>
Regulations	N/A
Australian/International Standards	N/A

DEFINITIONS

assessed annual value means the assessed annual value as determined by the Valuer-General under the Valuation of Land Act 2001;

general rate means a rate made under section 90 of the Local Government Act 1993;



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ratepayer means the person liable to pay rates

rate means a general rate, separate rate, construction rate and service rate made under the Local Government Act 1993

service charge means a charge made under section 94 of the Local Government Act 1993

POLICY STATEMENT

Council's policies, processes and procedures with respect to the setting, collection and administration of rates and charges are as follows:

1. Council will only raise the revenue it needs from rates and will do so in the most efficient and equitable manner possible. Council will balance its service levels with the needs and expectations of the community and will set appropriate levels of rates to adequately fulfil its roles and responsibilities.
2. Rates will be levied on all rateable properties (unless otherwise determined by legislation, this policy or related Council policies), regardless of the extent to which Council functions and services are used by or apply to the owners or residents of those properties. This is consistent with the principle of rates being a form of taxation (s. 86A(1) of the Act)
3. The primary basis for determining the level of general rates (and, where determined appropriate, other rates) levied on individual properties will be the Annual Assessed Value (AAV) of properties, as determined by the Valuer-General. AAV is the estimated rental value of the property or four percent of the capital value of the property (whichever is greater).
4. Council will levy a general rate on all rateable properties (unless otherwise determined by legislation, this policy or related Council policies). This rate will recover the cost of Council's functions and services for which specific users cannot be readily identified or for which a regime of full cost recovery through user charges has not been established by Council.
5. The general rate will consist of a 'cents in the dollar' rate which is consistent with the principle of rates being a form of taxation (as above) with a minimum amount payable by all rateable properties, irrespective of AAV.
6. Council, by absolute majority, may declare that the general rate varies within the municipal area or within different parts of the municipal area according to any or all, or a combination of any or all, of the following factors:
 - (a) the use or predominant use of the land;
 - (b) the non-use of the land;
 - (c) the locality of the land;
 - (d) any planning zone;



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- (e) any other prescribed factor.
- 7. Council will provide for exemptions from the general rate under in the circumstances set out in Council's Rate Exemption – Charitable Purposes Policy.
- 8. Council will levy one or more service rate for fire protection, with associated minimums. Fire services levies will be levied in accordance with notifications provided by the State Fire Commission under relevant legislation.
- 9. Council will levy service charges in respect of waste management. This is based on a fixed sum per property per service, where the service is available.
- 10. Variations to rates will be applied (or where provided, additional rates set), in accordance with the Act in circumstances where Council determines there is a reasonable basis for charging differentiation to occur. In particular, variations will be applied:
 - (a) in respect of the waste management charge in recognition of variations in the level of service provided, including bin size and/or frequency of service. The variation in service level will include the provision of larger bins and/or multiple bins at a property owners' request, and
 - (b) in respect of fire protection in accordance with statutory notice provided to Council by the State Fire Commission.
- 11. Rebates will be applied to general rates otherwise payable in respect to specific properties and/or classes of ratepayers where Council determines that there is a social, economic or equity benefit to the community in providing such rebates. Specific rebates will be applied for pensioners who are eligible for a rate remission under the *Local Government (Rates and Charges Remissions) Act 1991*, in recognition that this group of ratepayers represents a significant section of the community which, as a whole, has a more limited capacity to rates. Rebate amounts are determined by the State Department of Treasury and Finance. The following procedures apply to claiming pensioner remissions and rebates:
 - (a) the applicant pensioner must be liable to pay the rates on the property and occupy the property as their principal place of residence on or before the 1st day of July in the year for which they are claiming assistance, and
 - (b) applications for pensioner rebates must be submitted on the prescribed form.
- 12. Where rates remain unpaid after the due date, Council will apply penalties and interest in accordance with section 128 of the Act unless exempted by clause 17 (an up to date direct debit agreement) and clause 18 has been complied with (the issuing of necessary overdue reminder notices).
- 13. A remission of penalties and/or interest, either in whole or in part, may be granted if the interest / penalty was incurred:
 - (a) as a result of an error by Council, or



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- (b) due to extraordinary or compassionate grounds, being serious illness or accident of ratepayer or immediate family at the instalment due date or death of immediate family member at the time of the instalment due date.

Requests for remission must be in writing to the General Manager and will only be considered where remission has not been granted previously.

14. Where Council receives official notification of a property owner's deceased estate, Council will exempt the property from interest and penalties until probate is received, up to a maximum period of 12 months.
15. Rates will be levied in early July each year payable by four instalments during the balance of the financial year. Rates can be paid in full by the first instalment due date, however Council does not offer a discount for the early payment of rates.
16. Ratepayers who are experiencing financial difficulties may:
 - (a) apply to Council in writing to repay their rates via an agreed repayment arrangement. Interest and penalties will be charged on any payment arrangements. However the threat of legal action will be withdrawn in such cases, provided that the terms of the arrangement are met. Where a ratepayer fails to meet their obligation under the arrangement the arrangement will be terminated and Council may commence legal action to recover outstanding rates and charges, or
 - (b) make application to Council for financial hardship assistance in accordance with Council's Financial Hardship Policy and or Postponement of Rates Policy.
17. Where a ratepayer enters into an agreement with Council to pay their rates balance in-full via a direct debit arrangement by the end of the current financial year, and the agreement is adhered to, no penalties and interest will be charged.
18. Where a ratepayer fails to pay any instalment within 21 days of the date on which the rates are due, Council may require the ratepayer to pay the full amount owing for the financial year. Council will issue overdue reminder notices not earlier than 7 days after the due date giving notice that the ratepayer has 14 days to pay in full or to make an agree payment arrangement.
19. Where a debt remains outstanding past the due date and the necessary notices have been issued pursuant to clause 18, Council may instigate recovery proceedings in accordance with the Act. Recovery proceedings may include, but are not limited to, levy notices, the garnishing of wages or any other legal remedy.
20. All costs incurred by Council in respect of any recovery process will be charged against the property.
21. If a ratepayer wishes to object to the levied property rates on the basis that the ratepayer believes the rates have been calculated incorrectly, an objection may be made on the following grounds:
 - (a) the land specified in the rates notice is exempt from the payment of those rates
 - (b) the amount of those rates is not correctly calculated having regard to the relevant factors



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- (c) the basis on which those rates are calculated does not apply
- (d) he or she is not liable for the payment of the rates specified in the rates notice, or
- (e) he or she is not liable to pay those rates for the period specified in the rates notice.

Objections are to be made in writing to the General Manager within 28 days of the rates notice being issued.

Background

Section 86B of the Act requires that Council adopts a rates and charges policy, which is to comply with the requirements of that section.

Section 86A of the Act requires that Council, in adopting policies and making decisions concerning the making or varying of rates, must take into account the principles that:

- (a) rates constitute taxation for the purposes of local government, rather than a fee for a service, and
- (b) the value of rateable land is an indicator of the capacity of the ratepayer in respect of that land to pay rates.

This Policy is adopted in accordance with the requirements of section 86B and is intended to take into account the principles set out in section 86A.

DOCUMENT CONTROL

Version:	2.0	Adopted	30/10/2023	Commencement Date	30/10/2023
Minutes Reference				Review Period	4 Years from adoption
Previous Versions:	Item 5 (17 June 2019) as per Council Minutes				
Responsible Directorate	Community and Corporate Services		Controller:	Manager Finance	
ECM Document No.:					

Quarterly Report

Quarter 1 2024



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Strategic and Operational Highlights for the Quarter

I am pleased to bring you the strategic and operational highlights for the first quarter of the 2023/2024 financial year, ending 30 September 2023.

WELCOME TO NEW ALDERMAN

There was a vacant position on Council at the start of the 2023/24 financial year. The Tasmanian Electoral Commissioner was formally notified and Mr Shane Alderton was elected on recount to the vacant position on 10 July 2023.

Alderman Alderton formally made his declaration of office on 11 July 2023 before me, with the Mayor and Alderman Yaxley also present. Completing this declaration enabled him to begin carrying out his duties as an elected member.

Alderman Alderton attended his first Council meeting on 31 July 2023.

GLENORCHY WAR MEMORIAL POOL

On 4 July 2023, I made the decision, in my capacity as “person controlling the business or undertaking (PCBU)” under the *Work Health and Safety Act 2012*, that the Glenorchy Pool not reopen for the coming pool season and that the pool remain closed until further notice.

This followed Council receiving an expert report on the pool condition, which identified a number of safety and other issues associated with the pool, including:

- faults in the pool shell which is causing the pool to leak (approx. 35,000 litres per day);
- structural issues with the concrete grandstand;
- an urgent requirement for the electrical switchboard to be upgraded and replaced;
- major works for the chemical dosing and filtration area;
- structural issues with the water slide;
- trip, slips and fall hazards in the concourse that need repairs; and
- a complete refurbishment of toilets and changeroom areas required to meet current child safety requirements, privacy and accessibility (DDA compliance) standards.

The Glenorchy War Memorial Swimming Pool is a 60 year facility and is 20 years older than the useful asset life expected for pool facilities.

Council publicly released the pool condition report as part of the attachments on its 31 July 2023 meeting agenda, which is available on Council's website.

At its meeting on 28 August 2023, Council released details of its past and present advocacy efforts to secure pool funding from State and Federal governments.

At that meeting, Council also noted and released the project outline for a project to investigate pool redevelopment and alternative options, with the aim of exploring the future of the pool site in consultation with the community and stakeholders. The State government made a significant \$200,000 funding commitment to the project.

At the time of writing, the project is undergoing a procurement process to select a suitable consultant.

STRATEGIC ASSET MANAGEMENT PLAN

Council is responsible for managing infrastructure assets worth approximately \$1 billion.

At its meeting on 31 July 2023, Council endorsed its new Strategic Asset Management Plan (SAMP). The Plan guides various asset maintenance activities including the programming of works based on assessments that considers service level, risk and overall usage.

The community was consulted on the draft SAMP over a six-week period.

CAPITAL WORKS STATUS REPORT

On 31 July, Council received its regular update on the 2022/23 Capital Works program.

At the end of the financial year, Council had fully expended its recurrent capital works program with the majority of planned roads, footpath, bridge, stormwater and property renewal works completed, as well as a number of additional projects, such as flood mitigation works, and road works.

Major project delivery is progressing well, as follows:

- Goblins Reserve Playspace – Work on this project commenced in late March 2023, with earthworks substantially underway and the installation of several pieces of play equipment now in progress. The new public toilets are nearing completion, and this project is expected to be completed near the end of the calendar year.
- Montrose Bay Foreshore Skatepark – the earthworks commenced in late March 2023. The concrete works including ramps and other forms are now completed and vegetation reinstatement is underway. This project is now complete and open.
- Football (Soccer) Projects – The synthetic pitch replacement at KGV has been completed and certified to FIFA standards along with all fencing surrounding the pitch. The new LED lighting is complete and operational. The contract has been awarded for construction of the KGV change room facilities and work is underway. At North Chigwell the ground works and new LED lighting are now complete and ready for use for the rest of the season. Architects have designed the new clubhouse and change facilities. A development application has been lodged and once approved Council will call for Tenders for the construction process.

- Tolosa Park Dam Reintegration Project – TasWater announced the successful contractor on 18 July 2023. Works started in September 2023 with earthworks expected to be completed in April 2024.
- Playground Renewal - Playspace replacement works have been completed at Booth Avenue, Barry Street Reserve, Collinsvale Reserve and Cairnduff Reserve. Council is now focusing on the 23/24 financial year upgrading several local playspaces including the \$1m allocation to the Benjafield Park playspace in Moonah.

The \$1.5m election commitment grant deed with the Federal Government has now been signed enabling the following playground renewals:

- Alroy Court, Rosetta
- Cooina Park, West Moonah
- Roseneath Reserve, Austins Ferry
- Chandos Drive Reserve, Berriedale
- Pitcairn Street Reserve, Montrose
- Battersby Drive, Claremont
- Collinsvale Reserve, Collinsvale (completed)
- Lutana Woodlands, Lutana
- Barossa Road, Glenorchy
- International Peace Park, Berriedale

It is expected that many of these playspaces will be completed in the 23/24 financial year.

SUBMISSION TO THE LOCAL GOVERNMENT REVIEW

At its meeting on 31 July, Council endorsed the making of a submission to the Future of Local Government Review process. The submission further built on Council's earlier comments to the Local Government Board.

Council supports local government reform that is based on evidence to demonstrate equity of services and financial sustainability; reform that has demonstrable benefits for ratepayers and communities.

Council looks forward to continuing to engage with the Local Government Board, the State government and the people of Glenorchy, to explore opportunities for reform that are in the best interests of our community.

The State government announced on Sunday 16 July that there would be no forced mergers as an outcome of the Future of Local Government Review.

The Mayor and General Manager attended a public hearing of the Local Government Board on 31 August 2023 to speak to Council's submission.

The Board is expected to hand down its report to the State government by 31 October 2023.

CULTURAL CELEBRATIONS GRANTS

On 28 August 2023, Council endorsed the grant program guidelines and process for a new Cultural Celebrations Grants program. Applications are open from September 2023 until 31 March 2024. Events are to be free and inclusive and to occur before 31 May 2024.

The development of the Cultural Celebration Grants program follows Council's earlier decision to discontinue the delivery of the Moonah Taste of the World Festival because of the escalating cost of putting on the Festival.

The grants program will offer grants of up to \$25,000 for organisations to:

- Design and deliver events to celebrate cultural diversity, and to
- Strengthen Community Connection.

Guidelines and application forms for the trial program are on Council's website and support for any community organisations considering applying is available via Council's Events Officer, Carly Allen – carly.allen@gcc.tas.gov.au or calling Council's Customer Service team on 6216 6800.

REFLECT RECONCILIATION ACTION PLAN (RAP)

At its meeting on 28 August 2023, Council unanimously approved its Reflect Reconciliation Action Plan after a period of community engagement.

The Reflect RAP is a positive opportunity to celebrate Council's leadership in reconciliation in local government, demonstrating Council's commitment to building stronger relationships, through raising awareness of Aboriginal culture, aspirations of Aboriginal people and recognition of significant events.

Council thanks the Aboriginal and Torres Strait Islander community and organisations within Glenorchy for participating so generously in the process.

The guidance of Reconciliation Australia was also greatly appreciated.

Some features of the Reflect RAP are:

- acknowledging and honouring the Traditional Custodians of our Council area and their distinctive, cultural, spiritual, physical, and economic relationship with Land and Waters
- making our Council and community a more welcoming and culturally safe place for Aboriginal and Torres Strait Islander peoples
- remaining accountable and responsive to the needs and aspirations of Aboriginal and Torres Strait Islander peoples in our community; and

- strengthening our relationships with local Aboriginal organisations in their essential role of advancing the rights, interests, and wellbeing of Aboriginal and Torres Strait Islander peoples in Glenorchy.

DISPOSAL OF COUNCIL LAND – 12 ROTHESAY CIRCLE, GOODWOOD

At its meeting on 28/8/2023, Council resolved to donate land at 12 Rothesay Circle, Goodwood to Karadi Aboriginal Corporation. The land is small area of reserve adjacent to the Karadi centre and has been used by Karadi under agreement with Council for several years.

Council's decision was taken after following the formal land disposal process in the *Local Government Act*, which requires public advertising, and provides for objection and appeal rights.

PROCEEDS OF PROPERTY DISPOSALS – ANNUAL REPORT

On 28 August 2023, Council also received the annual report on land disposals under the *Proceeds of Property Disposals Policy* from 1 July 2022 until 30 June 2023.

The Policy was established to provide transparency and consistency in the use of funds from sales of Council land. The aim of the Policy is to increase the overall benefit of open space in the municipal area by redirecting proceeds from the sale of underutilised sites into new, improved parcels of open space.

During the period outlined, two properties were sold totalling net proceeds of \$1,390,750.25.

The two properties were:

- 5a Taree Street, Chigwell – net proceeds of \$1,219,643.42
- 3 Edgar Street, Claremont – net proceeds of \$171,106.83

\$1,000,000 in sale proceeds was allocated to the Benjafield Playspace Renewal, in accordance with an earlier, December 2022 Council resolution.

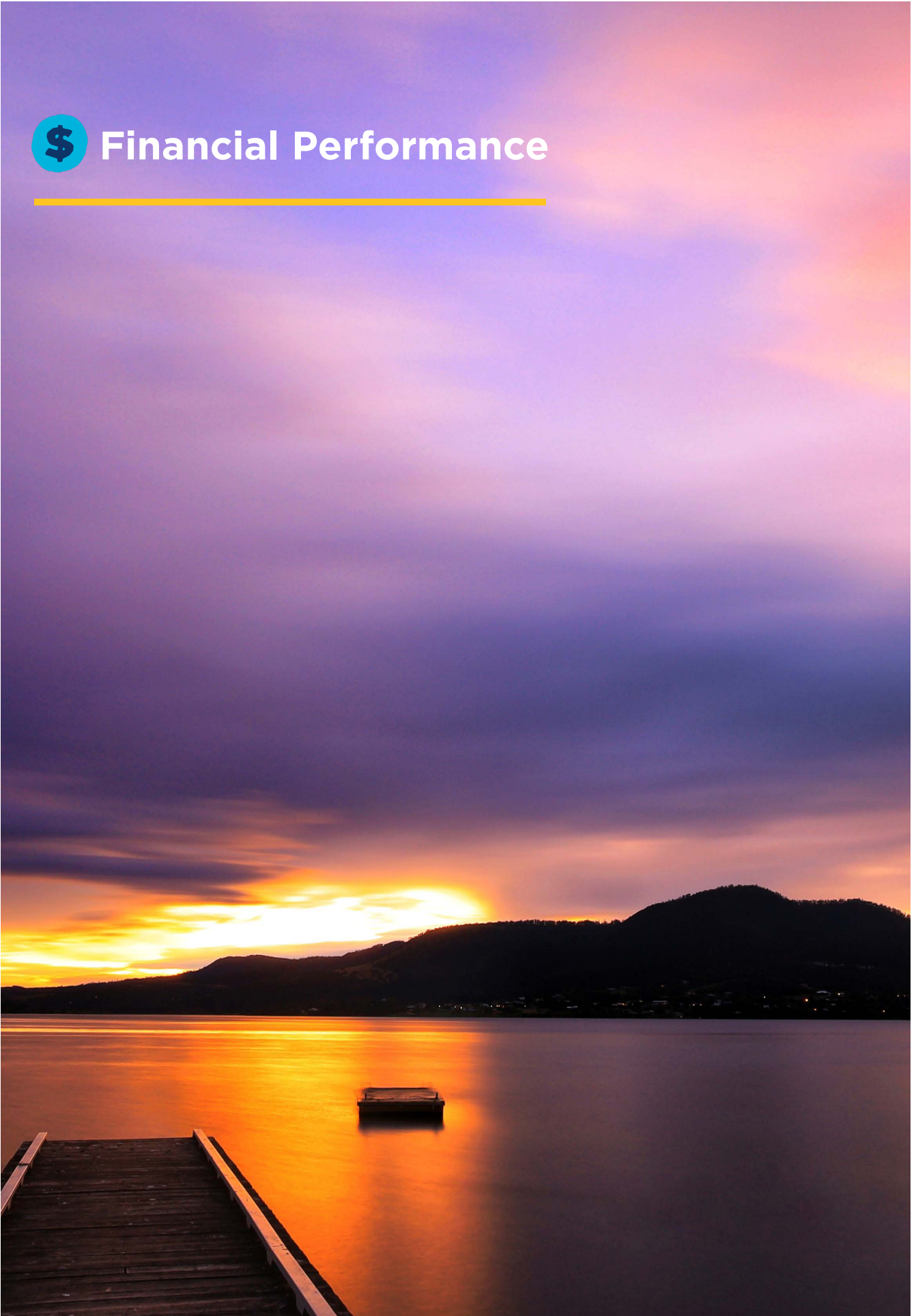
The balance of \$390,750.25 was allocated to the Property Disposals Reserve fund.

The report also provided an update on the status of proceeds from the sale of the former Derwent Entertainment Centre, with up to \$2.4m allocated to the realignment of Loyd Rd as part of the original sale decision, up to \$3.03 million allocated to the Tolosa Dam Reintegration project in December 2021. This leaves \$2.529 million remaining from the DEC sale.

Tony McMullen
General Manager
October 2023



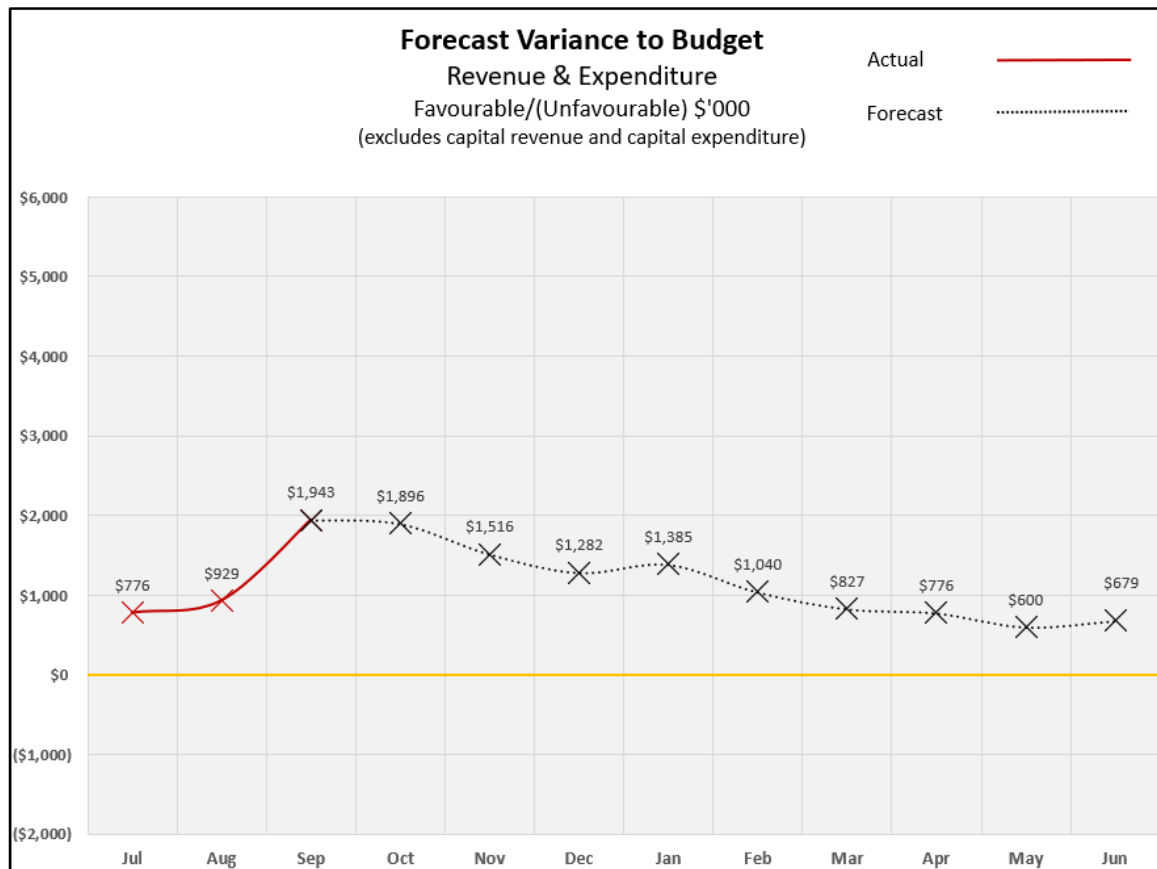
Financial Performance



Quarterly Financial Performance Report

OPERATING SUMMARY

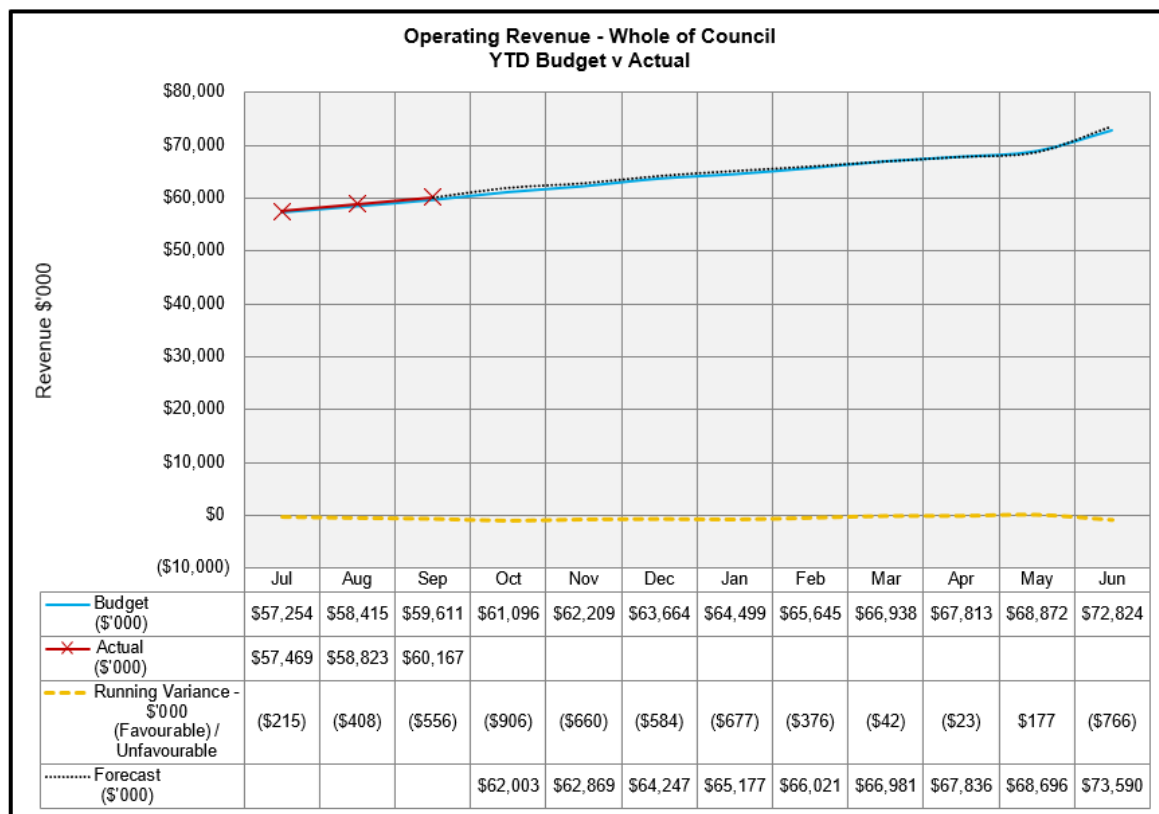
Council's operating result as at the end of the September 2023 quarter is \$1.943m better than the budgeted position. The favourable variance is the combined result of \$0.556m more revenue than budgeted and \$1.387m less expenditure than budgeted.



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

OPERATING REVENUE

Year-to-date operational revenue is \$60.167m compared to budgeted operational revenue of \$59.611m. This represents a favourable result of \$0.556m or 0.9% against budget.



Note: operational revenue does not include capital revenue or gain/loss on sale of assets but does include unspent grants received in the prior year.

NOTE 1 - RATES REVENUE

Unfavourable to the year-to-date \$49.210m budget by \$34k, noting penalty revenue is lower by \$22k due to extended due dates for overdue instalments.

NOTE 2 - USER CHARGES AND LICENCES REVENUE

Favourable to the year-to-date \$9.026m budget by \$337k, noting a one-off workcover premium refund of \$147k, additional property leases/licences of \$159k and planning fees of \$66k, however building fees are lower by \$74k.

NOTE 3 - INTEREST ON INVESTMENTS

Favourable to the year-to-date \$241k budget by \$23k, noting \$390k in interest has been received to date, less accruals back to last year of \$126k.

NOTE 4 - OPERATING GRANTS

Favourable to the year-to-date \$1.090m budget by \$175k, noting unspent grants from last year of \$396k, 26TEN Community grant received of \$145k, less Glenorchy Jobs Hub grant yet to receive in accordance with contractual obligations \$300k.

NOTE 5 - CONTRIBUTIONS

Favourable to the year-to-date \$10k budget by \$13k, noting a developer contribution of \$19k has been received for stormwater works in Bellette Place.

NOTE 6 - TASWATER INCOME

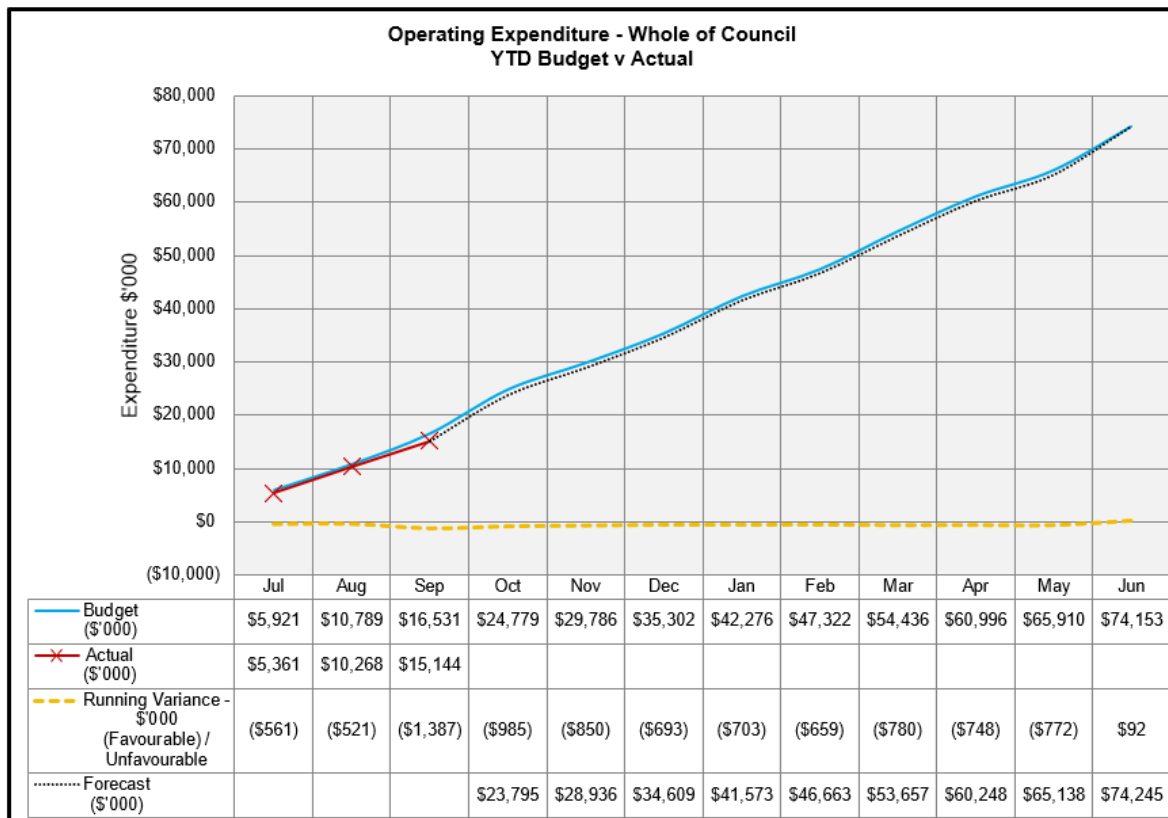
First dividend payment expected to be received in October against an annual budget of \$2.172m.

NOTE 7 - OTHER INCOME

Favourable to the year-to-date \$32k budget by \$40k, noting childcare Inclusion Support Subsidy (ISS) of \$28k has been received.

OPERATING EXPENDITURE

Year-to-date operational expenditure is \$15.144m compared to budgeted expenditure of \$16.531m. This represents a favourable result of \$1.387m or 8.4% against budget.

**NOTE 8 - EMPLOYMENT COSTS**

Favourable to the year-to-date \$6.112m budget by \$363k, representing positions remaining vacant for extended periods during the recruitment process.

NOTE 9 – MATERIALS AND SERVICES EXPENDITURE

Favourable to the year-to-date \$5.582m budget by \$743k, noting invoices awaiting payment for waste services \$136k, software systems \$252k and annual contributions to several regional bodies \$302k.

NOTE 10 – DEPRECIATION AND AMORTISATION

Favourable to the year-to-date \$4.454m budget by \$239k, noting asset reconciliations that affect depreciation and amortisation cannot be undertaken until the 2022/23 annual accounts are audited and signed.

NOTE 11 – FINANCE COSTS

Favourable to the year-to-date \$32k budget by \$1k, with no notable variances to report.

NOTE 13 – BAD AND DOUBTFUL DEBTS

No bad or doubtful debts identified this year to date.

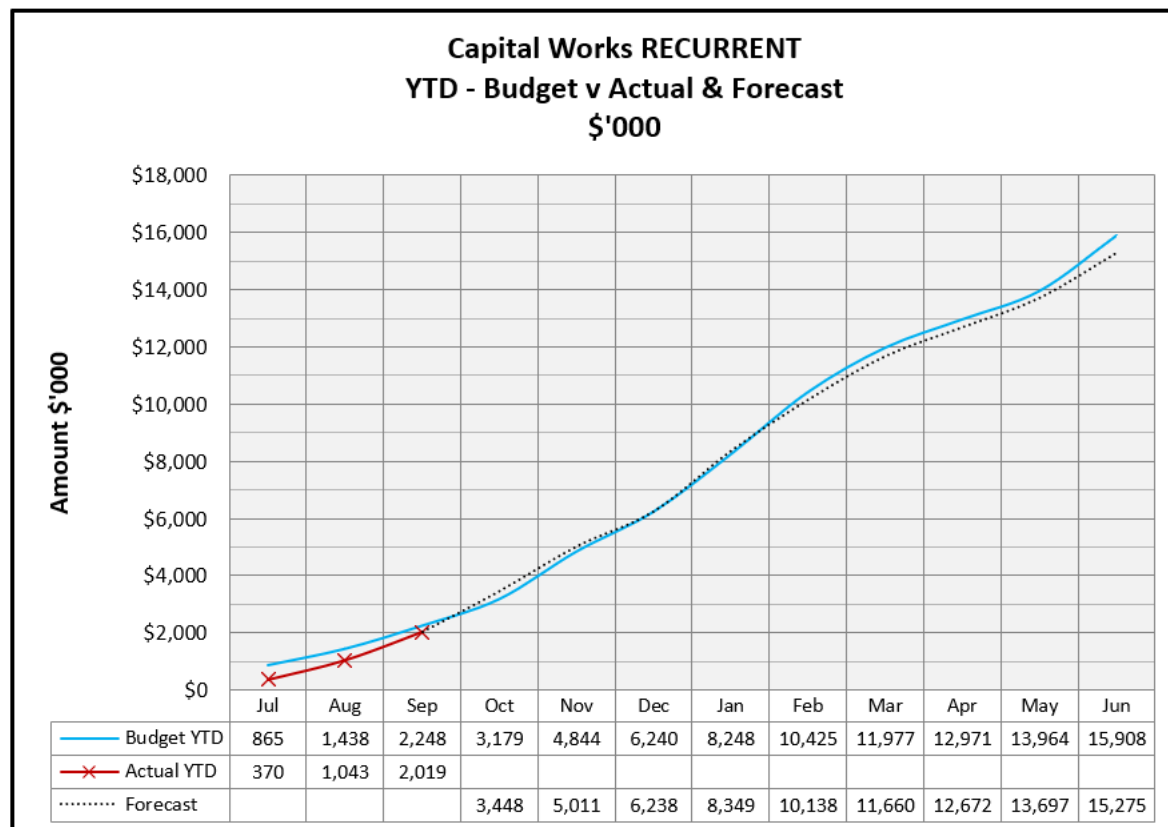
NOTE 14 – OTHER EXPENSES

Favourable to the year-to-date \$110k budget by \$70k, noting fleet and plant lease savings of \$74k.

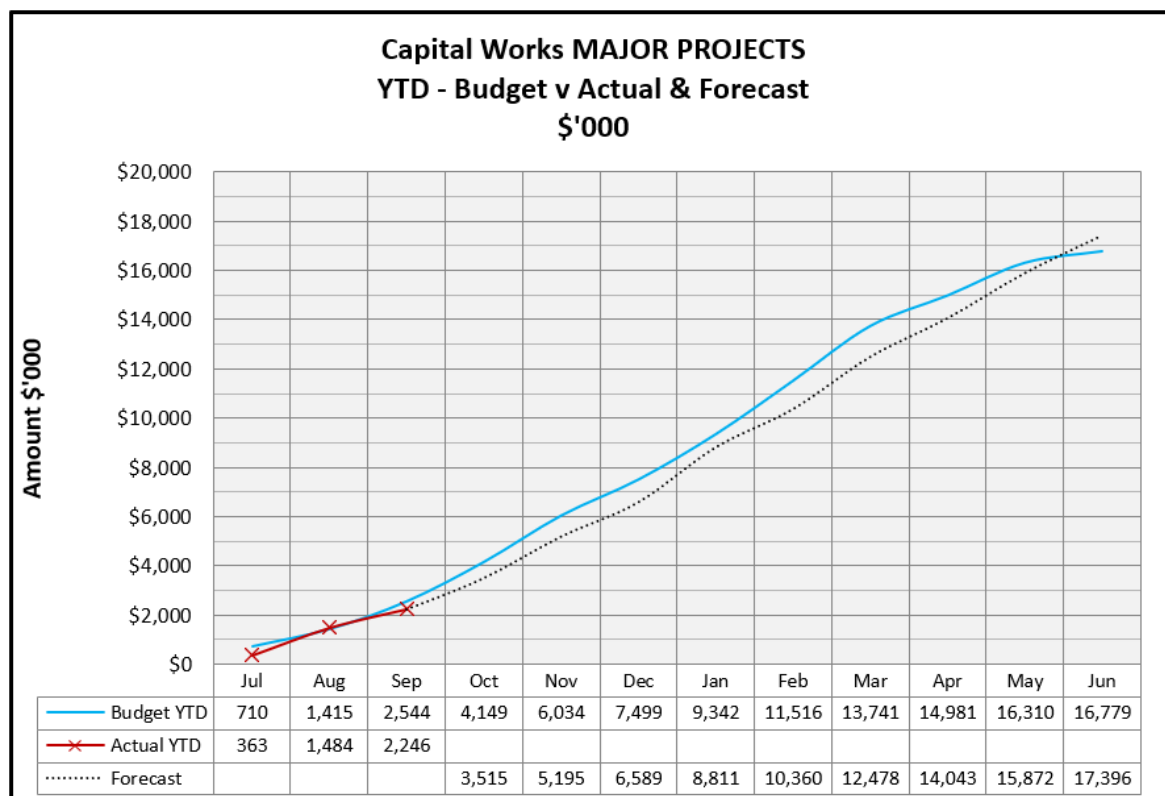
CAPITAL WORKS

Year-to-date Capital Works expenditure is \$4.265m against a combined annual budget of \$32.686m and a combined annual forecast spend of \$32.670m. At the end of the September quarter, \$2.019m has been expended on Council funded Recurrent projects and \$2.246m for Grant Funded / Major Projects.

CAPITAL PROGRAM - RECURRENT



CAPITAL PROGRAM – MAJOR GRANT FUNDED PROJECTS*



*The following projects form the Grant Funded / Major Projects capital works program:

Project	YTD Actual	ANNUAL Budget	ANNUAL Forecast
101059 - CSR - KGV Soccer - Design & Construction	\$140,472	\$2,500,000	\$2,940,472
101246 - Grant - Gibblins Reserve Play Space	\$1,045,131	\$2,500,000	\$2,245,131
101250 - Grant - North Chigwell Football and Community Facility	\$66,127	\$4,000,000	\$3,516,127
101282 - Grant - Montrose Foreshore Park Skatepark	\$236,606	\$0	\$261,606
101517 - Upgrade Interchange Facilities at KGV Oval for GDFC	\$2,401	\$145,000	\$187,401
101518 - Upgrade to the Claremont Junior Football Clubrooms	\$1,500	\$0	\$1,500
101519 - New Lighting at Cadbury Oval	\$686	\$0	\$686
101536 - Tolosa Park Dam Rehabilitation	\$3,240	\$2,995,000	\$2,973,240
101767 - Relocation of Terry Street to Chambers	\$260,505	\$200,000	\$500,505
101914 - MP - Benjafield Playground Renewal	\$226,363	\$1,000,000	\$1,234,000
101915 - Grant - Playground Renewal - Federal	\$0	\$1,500,000	\$1,500,000
101916 - Benjafield Childcare Centre Stage 1 - Sleep Area	\$3,300	\$700,000	\$703,300
101917 - Benjafield Childcare Centre Stage 2 - Amenities	\$0	\$580,000	\$223,000
101930 - Eady St Sportsfield Lighting	\$81,184	\$0	\$121,184
101931 - Mountain Bike Renewal	\$175,247	\$0	\$255,247
101953 - Municipal Revaluation 2024	\$0	\$395,000	\$375,250
101954 - Multicultural Kitchen	\$380	\$164,000	\$164,380
101956 - Cadbury Changerooms	\$2,550	\$100,000	\$192,550
TOTALS	\$2,245,690	\$16,779,000	\$17,395,577

NON-OPERATING REVENUE

NOTE 15 – CONTRIBUTIONS – NON MONETARY ASSETS

No non-monetary asset contributions have been received to date against an annual budget of \$3.500m.

NOTE 16 – GAIN OR LOSS ON DISPOSAL OF FIXED ASSETS

Unfavourable to the year-to-date \$2k budget by \$28k, noting upfront expenditure has been incurred on properties identified as being eligible for disposal. The sale proceeds from 1 Bellette Place are currently held in our suspense account awaiting reconciliation before transfer to our operating statement.

NOTE 17 – CAPITAL GRANTS

Favourable to \$5.168m budget by \$1.752m, noting \$606k of unspent grants from the previous financial year carried forward, as well as new receipts for Local Roads and Community Infrastructure Phase 4 of \$548k, blackspot funding of \$385k and multi-cultural kitchen redevelopment \$112k.

NON-OPERATING EXPENDITURE

NOTE 12 – ASSETS WRITTEN OFF

No assets have been written off to date against an annual budget of \$1.920m.

CASH AND INVESTMENTS

At 30 September 2023, actual funds available in cash and investments totalled \$48.060 million compared to \$42.818 million for the same period last year. The increase in available funds reflects the reported favourable operating position of \$1.943m plus works yet to be undertaken in the capital program totalling \$28.420m for the remaining three quarters.

RATES COLLECTIONS

At 30 September 2023, Rates collected totalled 44.08% compared to 46.20% in the prior year. The lower collection ratio can be attributed to extending the second instalment due date from 15 October to 1 November 2023. Previously, accounts for the second instalment would have been issued around 15 September thereby allowing the last two weeks of the month for early payments to be received.

STATEMENT OF COMPREHENSIVE INCOME

GLENORCHY CITY COUNCIL FINANCIAL REPORT STATEMENT OF COMPREHENSIVE INCOME TO 30 SEPTEMBER 2023

Year-to-Date (YTD)	Note	2024 Budget \$'000	2024 Actual \$'000	2023 Actual \$'000	2024 Variance Actual to Budget
Operating Revenue					
Rates	1	49,211	49,177	45,338	▼
User charges and licences	2	9,026	9,364	8,787	▲
Interest	3	241	264	44	▲
Grants	4	1,090	1,265	1,597	▲
Contributions – cash	5	10	24	28	▲
Investment income from TasWater	6	-	-	-	↔
Other income	7	32	73	19	▲
Total Operating Revenue		59,611	60,167	55,813	▲
Operating Expenditure					
Employment costs	8	6,112	5,749	5,449	▼
Materials and services	9	5,582	4,839	4,561	▼
Depreciation and amortisation	10	4,694	4,455	3,999	▼
Finance costs	11	33	32	(2)	▼
Bad and doubtful debts	13	-	-	-	↔
Other expenses	14	111	70	715	▼
Total Operating Expenditure		16,531	15,144	14,722	▼
Total Operating Surplus/(Deficit)		43,080	45,023	41,090	▲
Non-Operating Revenue					
Contributions – non-monetary assets	15	-	-	-	▲
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	16	(3)	(30)	14	▼
Capital grants received specifically for new or upgraded assets	17	3,416	5,169	2,768	▲
Total Non-Operating Revenue		3,413	5,138	2,782	▲
Non-Operating Expense					
Assets written off	12	-	-	-	↔
Total Non-Operating Expense					
Total Surplus/(Deficit)		46,493	50,161	43,872	▲

STATEMENT OF FINANCIAL POSITION

GLENORCHY CITY COUNCIL FINANCIAL REPORT STATEMENT OF FINANCIAL POSITION TO 30 SEPTEMBER 2023	2024 YTD \$'000	2023 YTD \$'000
Asset		
Current assets		
Cash and Cash Equivalents	5,201	8,150
Trade and Other Receivables	33,566	29,432
Inventories	135	85
Assets Classified as Held for Sale	1,197	5,428
Contract Assets	-	-
Current Investments	41,523	33,331
Other Current Assets	70	70
Total Current Assets	81,692	76,496
Non-Current Assets		
Property, Infrastructure, Plant and Equipment	859,109	812,440
Investment in Water Corporation	168,374	163,198
Intangible Assets	(16)	4
Right of Use Assets	1,529	2,078
Other Non-Current Assets	16,566	11,572
Total Non-Current Assets	1,045,562	989,292
Total Assets	1,127,254	1,065,788
Liabilities		
Current Liabilities		
Trade & Other Payables	4,116	4,670
Provisions	4,984	4,892
Borrowings	637	628
Trust Funds and Deposits	777	688
Lease Liabilities	559	702
Contract Liabilities	-	-
Other Liabilities	155	83
Total Current Liabilities	11,228	11,663
Non-Current Liabilities		
Provisions	7,536	3,864
Borrowings	984	1,621
Lease Liabilities	1,037	1,442
Total Non-Current Liabilities	9,557	6,927
Total Liabilities	20,785	18,590
Net Position	1,106,469	1,047,198

ADJUSTMENTS TO AMOUNTS PREVIOUSLY REPORTED

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



Measures



GCC Annual Plan Measures

The measures reported over the following pages link directly back to the Community Goals, Objectives and Strategies detailed in the GCC Annual Plan. Reporting against the measures allows Council and the community to understand how well we are achieving our goal of making Glenorchy a better place every day.

MAKING LIVES BETTER

Percentage of direct Council operational expenditure on priority community services (parks, playgrounds, urban services, asset maintenance and community development and welfare programs).

Percentage of Direct Expenditure on Priority Community Services 1 July to 30 September 2023

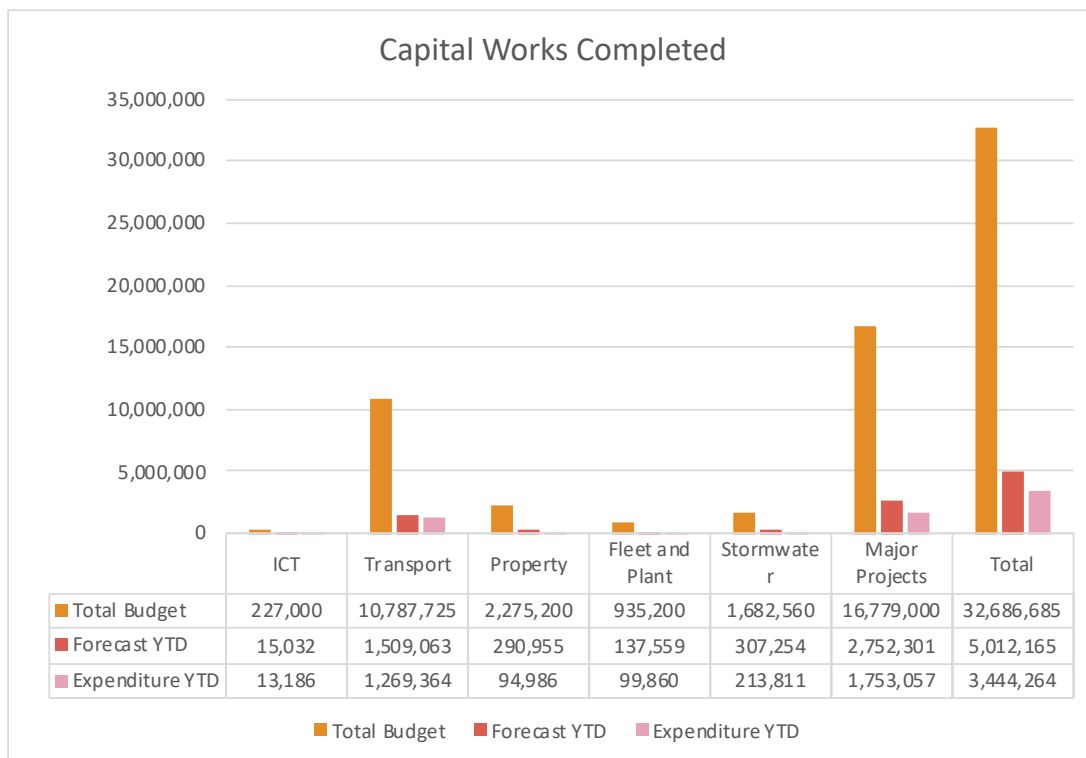
Program	Targeted Expenditure	Employee Effort	Total Expenditure	Percentage of Total Direct Expenditure	Annual Budget	Percentage of Program Annual Budget Spent
Bushfire Mitigation	\$2,232	\$42,385	\$44,617	1.64%	\$508,127	8.78%
Childcare	\$24,561	\$548,590	\$573,151	21.07%	\$2,677,737	21.40%
Community Development	\$64,818	\$124,879	\$189,697	6.97%	\$1,045,062	18.15%
Community Engagement	\$10,189	\$78,840	\$89,028	3.27%	\$507,820	17.53%
Environment	\$4,214	\$76,136	\$80,351	2.95%	\$773,370	10.39%
Glenorchy Jobs Hub	\$108,558	\$21,404	\$129,962	4.78%	\$649,770	20.00%
Moonah Arts Centre	\$23,088	\$104,536	\$127,624	4.69%	\$635,084	20.10%
Parks & Recreation	\$160,595	\$267,615	\$428,210	15.74%	\$2,121,059	20.19%
Roads & Stormwater	\$230,565	\$221,009	\$451,574	16.60%	\$2,811,021	16.06%
Urban Services	\$91,917	\$213,551	\$305,467	11.23%	\$1,841,314	16.59%
Vegetation Control	\$135,354	\$164,601	\$299,956	11.03%	\$1,291,190	23.23%
Total Direct Expenditure	\$856,892	\$1,863,544	\$2,720,436		\$14,867,555	

Percentage of capital works expenditure actual to budget.

Council's Capital Works program has an annual budget for this year of \$32.686 million. Council's expenditure on its normal body of capital works is slightly behind forecast, however spending always ramps up as the financial year progresses. It is anticipated that Council will complete the majority of all roads, footpath, bridge, stormwater and property renewal and upgrade works that have been planned for this financial year.

Council is undertaking a large program of grant funded major projects, which involves some major sporting facility redevelopments. The scope and size of these projects is a resource intensive process.

Council is continuing to experience delays in the supply of materials and contract services due to market constraints, increases in construction costs and the availability of contractors, due to a buoyant and heated construction market. Around 70% of expenditure has been spent against original forecasts. However, the majority of expenditure wasn't forecast until later in the year due to these factors.



Number of customers receiving services through Council partners

During the quarter Council has developed and maintained a number of key partnerships to deliver services to the community.

These partnerships include:

- Police Citizens Youth Club (PCYC) – the PCYC report that services are provided to a core group of 30 individuals with occasional support provided to an additional 33 others.
- 26TEN Foundation - for the 26TEN project “Building a 26TEN Community” 220 people have participated in programmes/workshops/events during the July – Sept period.
- Australia Drug Foundation funding for the Youth Mentor program at Montrose Bay Secondary School is working with 20 individuals.
- MCoT at the Multicultural Hub – 5755 individuals have used the Multicultural Hub during the quarter.
- Mission Australia Youth Beat program - The Youth Beat program has had 408 engagements with young people aged between 8 and 18 years during the last quarter.

Amount of advocacy undertaken on community priorities

• Number of mayoral advocacy letters and deputations

During the quarter the following advocacy correspondence was sent:

July 2023

1. Premier Jeremy Rockliff – FUNDING OUTCOME – GLENORCH PCYC PROGRAM
2. Minister Nic Street – HOBART WOMENS SHELTER, GLENORCHY WAR MEMORIAL POOL
3. MLC Josh Willie – GLENORCHY WAR MEMORIAL POOL

August 2023

1. Deputy Premier Michael Ferguson – DERWENT FERRY EXPANSION PROJECT STEERING COMMITTEE MEMBERSHIP
2. Lord Mayor Anna Reynolds – FUTUER FOR LOACL GOVERNMENT REVIEW INVITIATION
3. Minister Catherine King – GLENORCHY WAR MEMORIAL POOL
4. Andrew Wilkie – HOBART HELP CAR
5. Premier Jeremy Rockliff – PCYC FUNDING
6. Nyrrstar – NYRRSTAR ECONOMIC CONTRIBUTION TO Glenorchy City Council

September 2023

1. Deputy Premier Michael Ferguson – MAJOR PROJECT PROPOSAL – KANGAROO BAY HOTEL
2. Premier Jeremy Rockliff – REGIOINAL CABINET GLENORCHY 2023
3. Minister Jo Palmer – MULTICULTURAL HUB MOONAH

In addition, the following activities were undertaken:

- Members of HWG and General Manager meeting with Peter White, Consultant for the National Housing Finance and Investment Corporation
- Deputy Mayor and Coordinator Community Development attended the Greater Hobart Homelessness Alliance meeting in September. Action plan being reviewed by members.

• Number of Council submissions on policy and legislation reviews

During the quarter Council made one submission on the Local Government Review – the submission was provided to the Local Government Review Board.

Council land released for housing development and social housing projects.

The process for the disposal approval for 23A Norman Circle (1.26-hectare, General Residential zoned) has been completed and the site is being prepared for sale.

The proceeds of Property Disposal for the previous 12 month period (1 July 2022 – 30 June 2023) was reported to the August 2023 Council Meeting, detailing amounts and locations.

Number of rezoning amendments prepared to increase capacity for housing.

Two planning scheme amendments to promote housing within the municipality (PLAM-22/04 to revitalise the Glenorchy CBD and PLAM-22/10 to allow residential apartments in the Commercial Zone along Main Road) progressed to panel hearings with the Tasmanian Planning Commission in September.

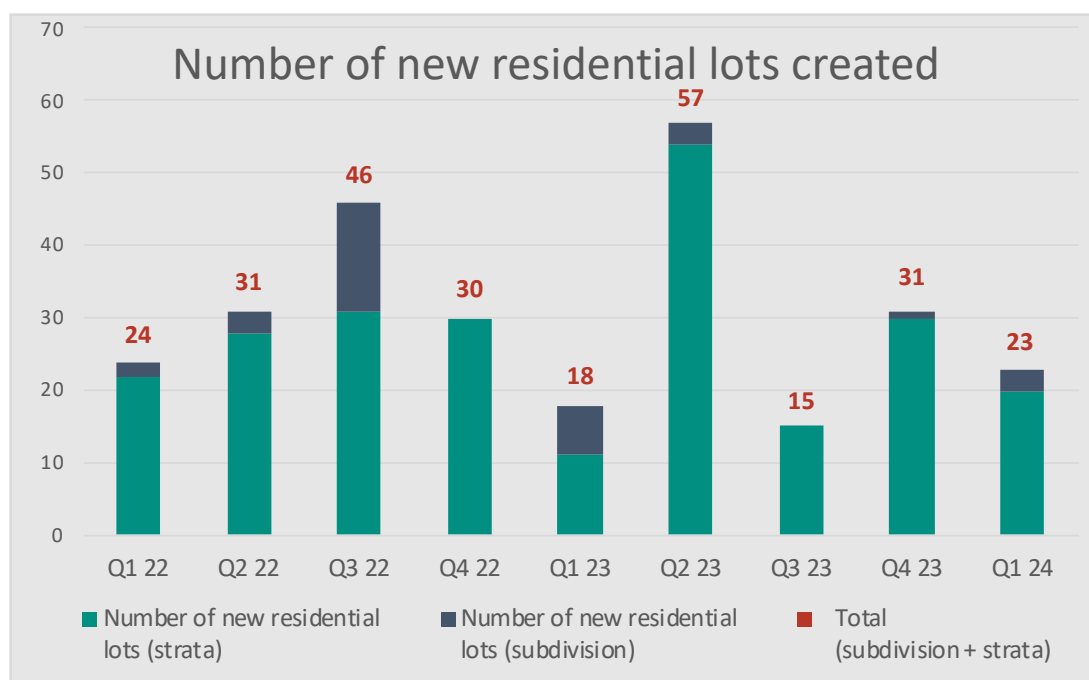
A third planning scheme amendment for the Mill Lane Precinct has undergone informal consultation. The proposed amendment aims to rezone the land to a more suitable zoning and to provide opportunities for medium density housing close to the CBD.

Number of new residential lots created.

The number of new lots created is highly variable over each quarter, however, is more consistent over a 12 month period. The number of new lots created for FY22 was 131 and for FY23 was 121.

The number of lots created by strata far outweigh the number of lots created by subdivision which is indicative of infill development and the desire for developers to increase yield from available land.

*Note, strata numbers include original lot and is therefore slightly elevated. The way data is captured at the application stage has now been amended so that future data will be more indicative of only new lots.

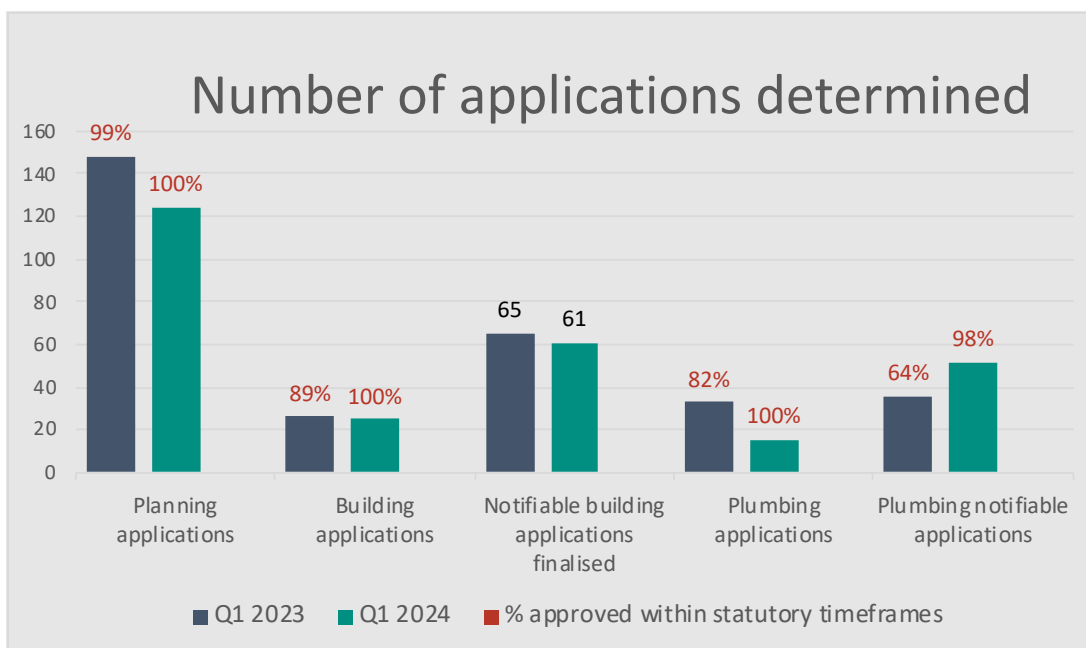
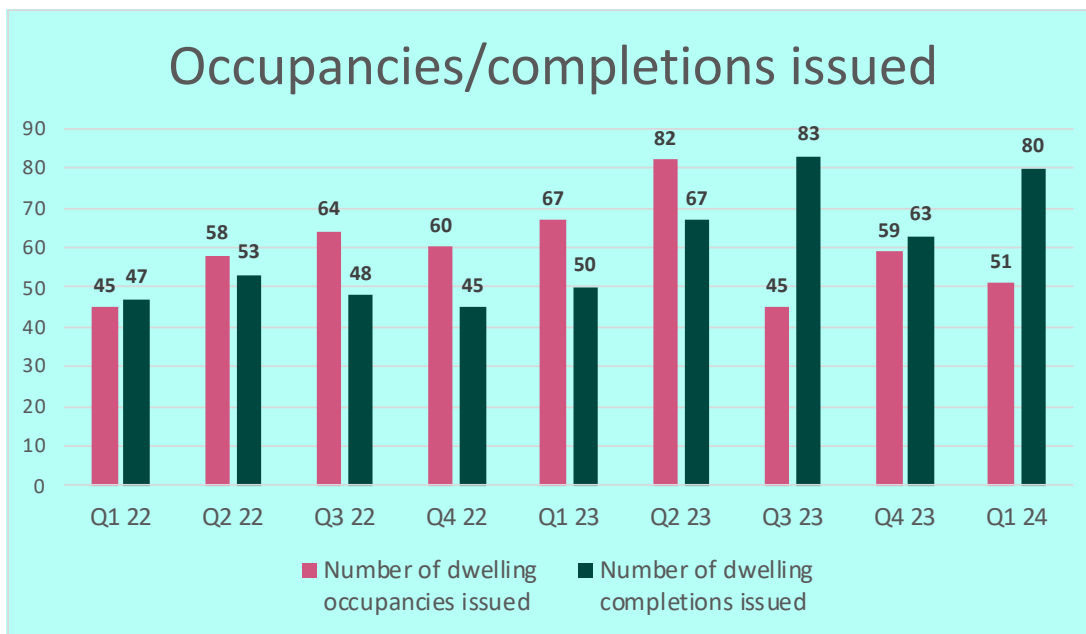


Number of dwelling completions.

Completion numbers have increased over recent months for two main reasons:

1. Ongoing effort by building staff to finalise old permits (permit expiry project): and
2. Implementation of new procedures to follow up on current applications as they approach 12 month and 24 month time frames.

*Note, completions include buildings other than dwellings so the better indicator for housing numbers is occupancy.



Status of the Northern Suburbs Transit Corridor project

Council officers and the General Manager, continue to work with the City of Hobart and State Government through the Northern Suburbs Transit Corridor Masterplan Steering Committee to advance the planning for the corridor, including consideration of a Growth Strategy for the Corridor and development of a brief for an Employment Lands Study

BUILDING IMAGE AND PRIDE

Person hours of security patrolling as engaged by Council.

650 hours of security patrolling Glenorchy CBD were recorded during the quarter.

Number and type of Police and Community Youth Club (PCYC) contacts

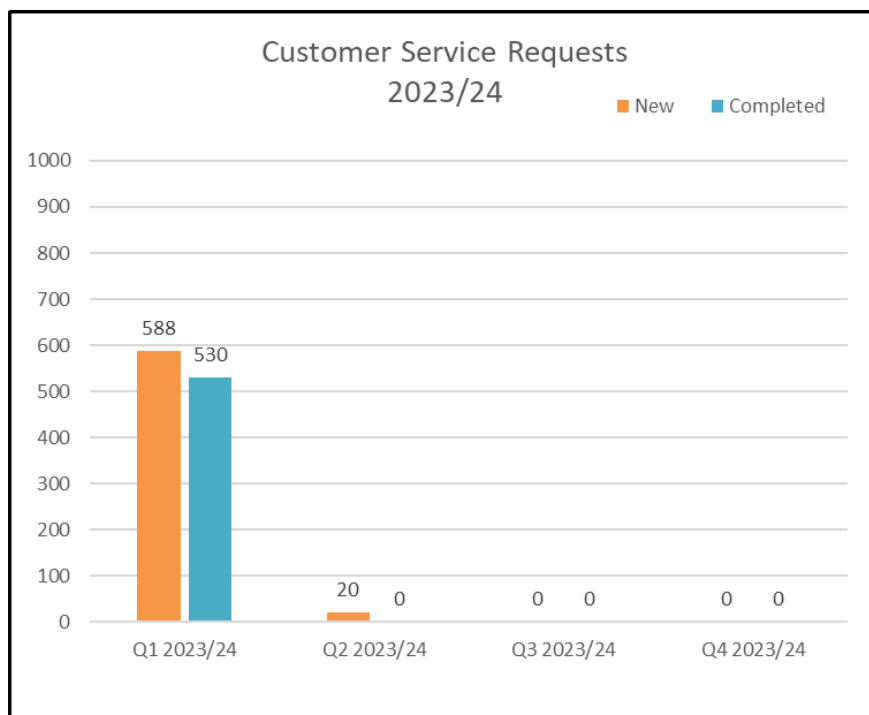
The PCYC has provided intensive support for 30 at risk young people in Glenorchy of the last quarter. Support has been provided and connect made with an additional 33 young people in the Glenorchy CBD.

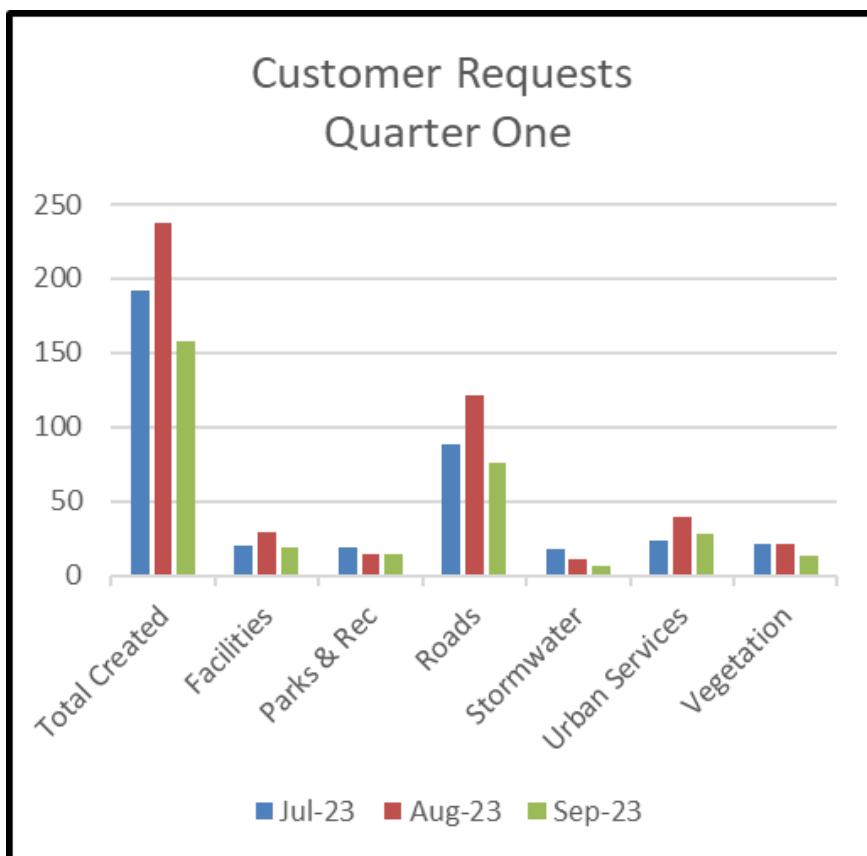
Number of meetings with Glenorchy Police Inspector with Mayor / GM

During the period July to Sept 2023 the Glenorchy Police Inspector has:

- Attended one Council Workshop for discussions, and
- One meeting has been held between the Glenorchy Police Inspector, the Mayor, the General Manager and Coordinator Community Development.

Number of completed maintenance activities (service requests) for different asset classes:





Frequency of principal activity centre cleaning activities and municipal street sweeping.

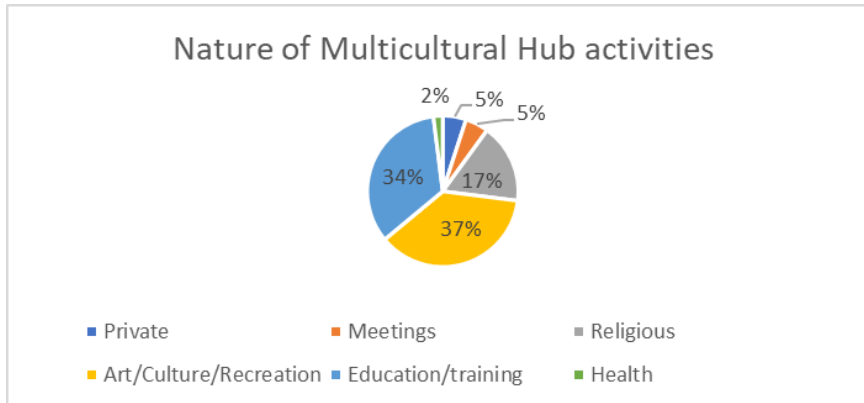
The CBD areas are subject to daily litter collections and Council's vacuum sweeper truck has been active with both the street sweeping program and other reactive work such as oil spill clean ups and debris on roads.

Visitation at the Moonah Arts Centre and attendance at other Council-run Arts events.

Moonah Arts Centre July to September 2023 total attendance 5065 which included presenting 11 Exhibitions, with four unique opening events as well as 5 unique ticketed Events, and 5 Workshops. MAC received 432 new subscribers to its social media channels. MAC's Instagram saw 28.8% increase in engagement while Facebook saw a 6.4% decrease in engagement since last quarter. MAC received 145 new subscribers to the MAC E-newsletter for a total reach of 2,966 subscribers.

Visitation at the Multicultural Hub.

There was an estimated 5,755 people who attended the Multicultural Hub July to September 2023, with an average of 27 different cultural groups and organisations booking the space each month.



Overall estimated attendance at civic events (Citizenship Ceremonies, ANZAC Day Memorial, Community and Volunteer Awards).

During the quarter there have been two Australian Citizenship ceremonies held on Wednesday 5 July and Tuesday 19 September at KGV Oval, 1A Anfield Street, Glenorchy. Each ceremony commenced at 5:00pm and ran for approximately one hour.

The events were attended as per below:

July

- 53 attending conferees
- 48 guests
- 18 special invited guests

September

- 51 attending conferees / new Australian citizens
- 86 conferees guests
- 18 special invited guests

Overall estimated attendance at, International Day for People with Disability.

Planning is currently underway for the annual event to be held 1 December 2024.

Number of Reflect Reconciliation Action Plan actions implemented.

Council's Reflect Reconciliation Action Plan was launched in September 2023 at the Moonah Arts Centre.

The Action Plan will now be implemented over the coming quarters.

OPEN FOR BUSINESS

Number and types of engagement with Glenorchy businesses.

During the quarter the Glenorchy Jobs Hub was transferred to Council for full delivery of the project, inclusive of staffing and funding from the State Government. A structure for the function of Council Economic Development has been agreed and advertised during September. Council also continues to make progress on significant infrastructure projects including Giblins Playspace, Benjafield Park, Tolosa Park and the federally funded football package at KGV and North Chigwell.

Council Customer Service Satisfaction Rating (> 75%) – Contact and Guidance.

Council's Customer Satisfaction (CSAT) Score for the first quarter of 2023/24 is 83.9%. This score was calculated from 567 responses received from customers via after-call, e-mail signature and tablet surveys.

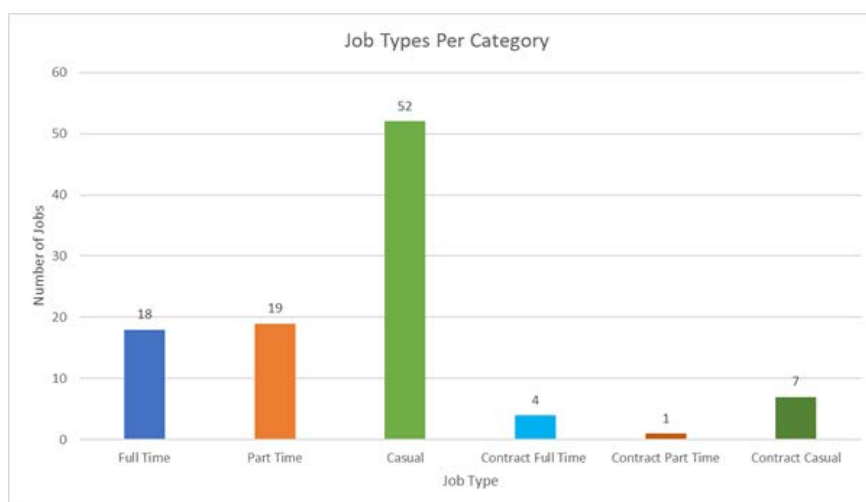
Number of Breaches or formal complaints received .

For quarter 1, the Customer Service Centre has answered 82% of the 9,989 calls received within 1 minute and completed 96% of the 5,852 enquiries, under 5 minutes on front counter. Council has responded to the 2 complaints received within 10 days. Unfortunately, according to our data, only 54% of the 1,320 call back requests were returned by the end of the next business day. This is an area we can improve upon, however we are somewhat restricted by our core system in both completing the requests and reporting on them, so accuracy of this statistic can vary.

Number of job placements through the Glenorchy Jobs Hub by type (casual, permanent etc.).

There was a total of 101 jobs filled between 1 July 2023 – 30 September 2023.

- 18x Full Time
- 19x Part Time
- 52x Casual
- 4x Contract – Full Time
- 1x Contract – Part Time
- 7x Contract – Casual





Status of structure plans for northern suburbs growth areas.

A planning scheme amendment request to implement a Structure Plan for the Granton greenfield development precinct area has been lodged by the landowner group. Further information was requested by Council on 20 July 2023 which has not yet been satisfied.

Preparation of a Structure Plan for the Hilton Hill area by Council officers has significantly progressed and is ready to be informally advertised with the Granton structure Plan.

Number of actions delivered from the Glenorchy Parking Strategy

During the quarter progress on the Glenorchy Parking Strategy is as follows:

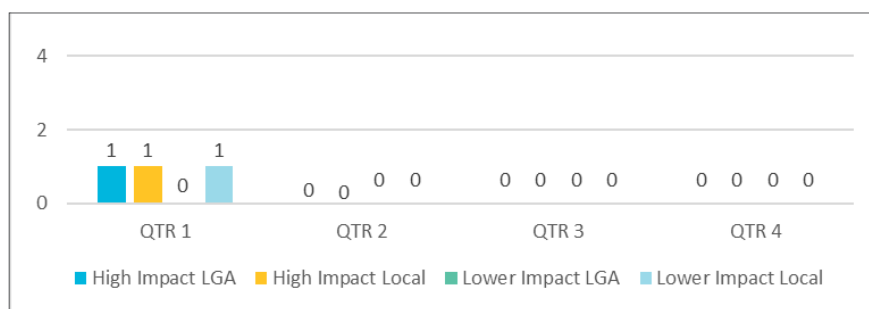
- Develop Parking Plan – 10% complete. Survey and assessments of Council's currently available car parking allotments has commenced.
- Develop Cash -in-lieu Policy – 10% complete. Development of a cash-in-lieu policy has commenced with investigations of other similar policies and bench marking comparisons.

LEADING OUR COMMUNITY

Number of community engagements completed by type.

We are pleased to announce that Council were selected at the *Local Government Professional Tasmanian Awards* during the quarter for the Community Engagement Review – winning an *Organisational Excellence Award*, honouring local governments who are making a difference in their communities.

Council's Community Engagement Review began in October 2022, with the first round of consultation encompassing over 55 hours of community events and meeting. In total, during the Review's two consultation periods, Council heard from over 1,000 community members. The review confirmed that the community of Glenorchy value both face-to-face and online engagement opportunities to have their say. Following this process, the Community Engagement Framework was updated and has now officially been endorsed by the Council.



Focus has been on implementing the recommendations from the Community Engagement Review held in 2022-2023. A 12-month roster has been created to provide a minimum of 4 Community Yarns and 6 Community Pop-Ups this financial year. Training sessions for staff are being developed, the Glenorchy Matters Panel has been discontinued and work on developing Council's internal engagement reporting continues. Council teams are doing a great job adapting to updated Community Engagement Framework.

There were 3 external engagement projects during Q1:

- Disposal of Council Land at 12 Rothesay Circle, Goodwood
- Mill Lane Precinct Review
- Speed Limit Changes

Two consultations were at the "Consult" level on the Spectrum of Public Participation and one was at the "Involve" level.

One engagement was at Level of Impact 2 (Higher impact Local), one was at Level of Impact 3 (Lower impact on Glenorchy LGA) and one was at Level 4 (Lower impact Local).

There was 1 internal engagement project during Q1:

- Health and Wellbeing Committee

Non-GCC engagements shared via Council's online engagement platform included:

- Local Government Review
- Have your say on suicide prevention in Tasmania
- Wellington Park Management Plan Review
- The Voice Referendum
- Community Protection Flood Guidelines
- The Wellbeing Framework
- LGBTQIA+ Youth Workshops
- CCYP (YEP!) Program

Ongoing projects include Council Land Disposals, Community Yarns and Pop-Ups and What's On at the Glenorchy Library.

During Q1 Council's online engagement platform site (Let's Talk, Glenorchy) had a total of 2,600 visitors which included:

- 2,000 aware participants (visited at least one page)
- 624 informed participants (viewed a video or photo, downloaded a document, visited multiple project pages, contributed to a tool)
- 181 engaged participants (participated in surveys or quick polls, contributed to ideas)

There are 1,437 people registered on the site, with 38 new registrations during Q1.

Number of Council initiatives being undertaken on community safety, access, housing and electronic gaming machines.

During the quarter the following actions were undertaken:

- 2 sharps training workshops in partnership with the Tasmanian Council on Aids, Hepatitis and Related Diseases (TasCahrd)
- 1 Service agreement with PCYC developed
- 1 x 8 week Full Gear Motorbike Safety program, including marketing campaign for young people delivered.

Number of resolutions made by Council / Proportion of Council decisions made in open meetings

During the quarter Council has received 30 reports in the open section of Council meetings with 3 being received in the closed section of the agenda.

There have been 66 resolutions made relating to those reports in the open section of meetings with another 20 resolutions being made in the closed section.

Number of engagements with strategic partners and peak bodies

During the quarter the following engagements with Strategic Partners were held:

July

- LGAT workshop
- Labor Member for Clark and Shadow Housing Minister, Ella Haddad and Labor Member for Pembroke and Shadow Local Government Minister, Luke Edmunds
- Met with Senator Jonno Duniam
- TasWater Board Selection Committee meeting
- Glenorchy Jobs Hub steering committee
- Minister Nic Street to discuss Glenorchy War Memorial Pool
- Greater Hobart Mayors forum

August

- TasWater Board Director interviews
- 26TEN Networking Breakfast at KGV
- Southern Tasmanian Regional Waste Authority meeting
- Senator Carol Brown in relation to the Glenorchy Memorial Pool
- Southern Region Council introduction to the regional drought resilience planning program



September

- Andrew Wilkie, MP to discuss the Glenorchy Memorial Pool
- Adriana Taylor, Glenorchy Community Fund
- Southern Tasmanian Regional Waste Authority meeting
- Donna Woodleigh, Assistant Director Community Engagement TAS Immigration Group, Department of Home Affairs
- 26TEN Sector Plan engagement meeting
- Joint Regional Cabinet Meeting with Premier and Cabinet
- 26TEN Coalition meeting
- Greater Hobart Mayors Forum
- Local Government Board Western Shore Catchment Hearing
- Josh Willie MLC about Glenorchy pool
- Youth Forum hosted by the Glenorchy Jobs Hub
- Greater Hobart Mayors Forum meeting
- Regional Jobs Hub Community of Policy and Practice meeting
- Regional Jobs Hub Chairs meeting with Minister Felix Ellis

During the period Council received workshops from strategic partners on;

- Tasmanian Police – Inspector Jim Semmens
- Department State Growth – Bridgewater Bridge update
- Department of State Growth – AFL High Performance Centre
- Ice Sports Tasmania
- State Emergency Service – Flood and Storm Ready Program
- Sparking Conversations Igniting Action
- Wellington Park Trust – Management Plan Review

Completed fuel reduction burns (hectares).

There have been no fuel reduction burns undertaken during the quarter due to unfavourable conditions. TFS have a number planned in the forward quarter.

Metres of fire tracks maintained.

Approximately 10,000m of fire trails have been assessed, and actioned over the last quarter. This includes vegetation control, trail maintenance and culvert clearing.

Number of storm water pits installed.

During the period there have been 13 storm water pits / manhole / headwalls installed.

Metres of pipe and drains installed.

During the period there has been 180 meters of pipe and drains installed.

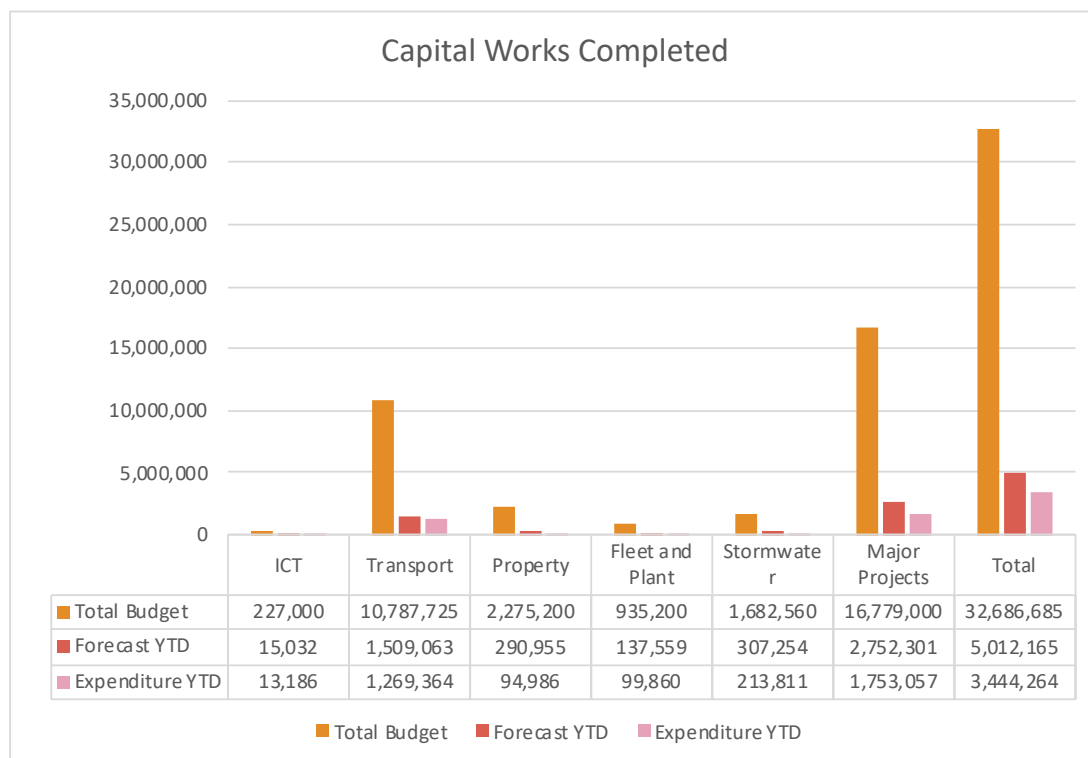
Emergency Management organisation preparedness.

During the quarter the Municipal Coordinator (MC) has attended all Southern Regional Emergency Management meetings on a range of topics, the Municipal Coordinators forum including hosting the August gathering, hosted the launch of the Disaster Resilience week on Council's front lawns, has contributed to the review work on the Municipal Emergency Management Plan state template, attended the Annual SES Volunteers thank you dinner and conducted the annual stand up of the Emergency Coordination Centre in Council Chambers.

The MC has also met and been a contributor to the Federal Government funded "Disaster Smart Tasmanian Communities" project and the "Greater Hobart Bushfire Exposure Index" project both focused on the Glenorchy Local Government Area.

Finally, during the quarter Council were briefed on Council's annual bushfire management activities and the greater Hobart Council's (Hobart, Clarence, Kingborough and Glenorchy) "Sparkling Conversations, Igniting Action" project.

Percentage of recurrent capital works program delivered against asset management plans.

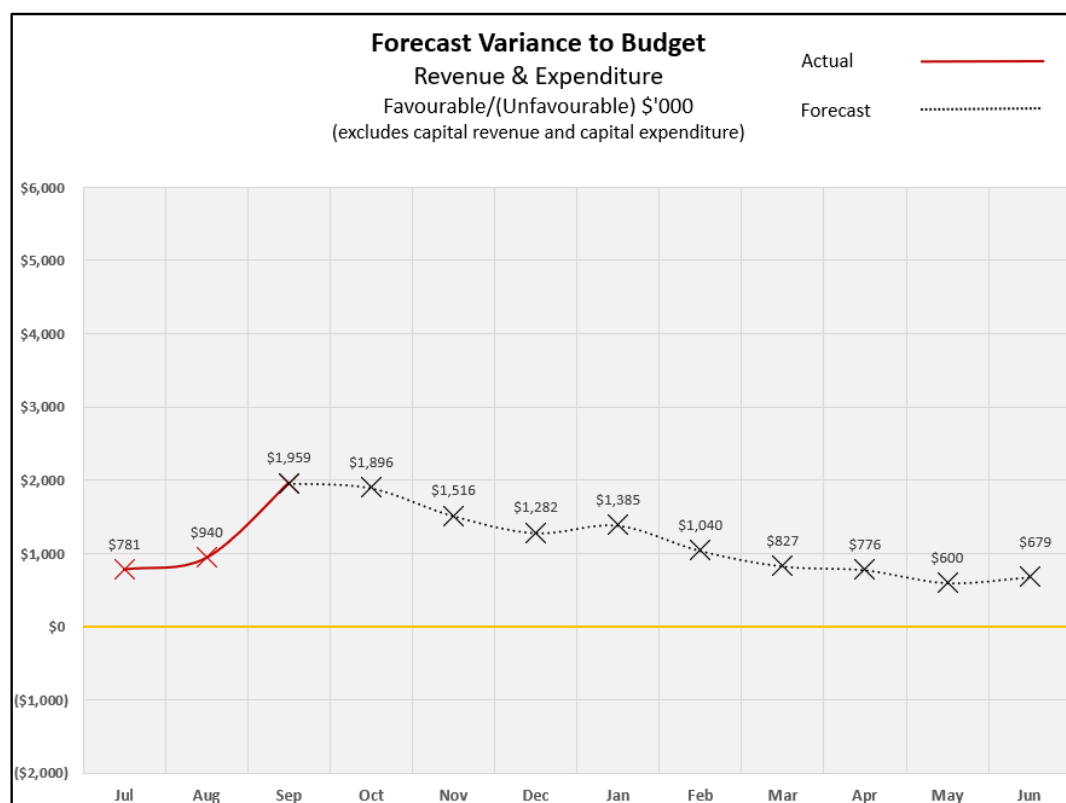


Number of Improvement Plan actions delivered from Council's Strategic Asset Management Plan.

Actions due this FY:

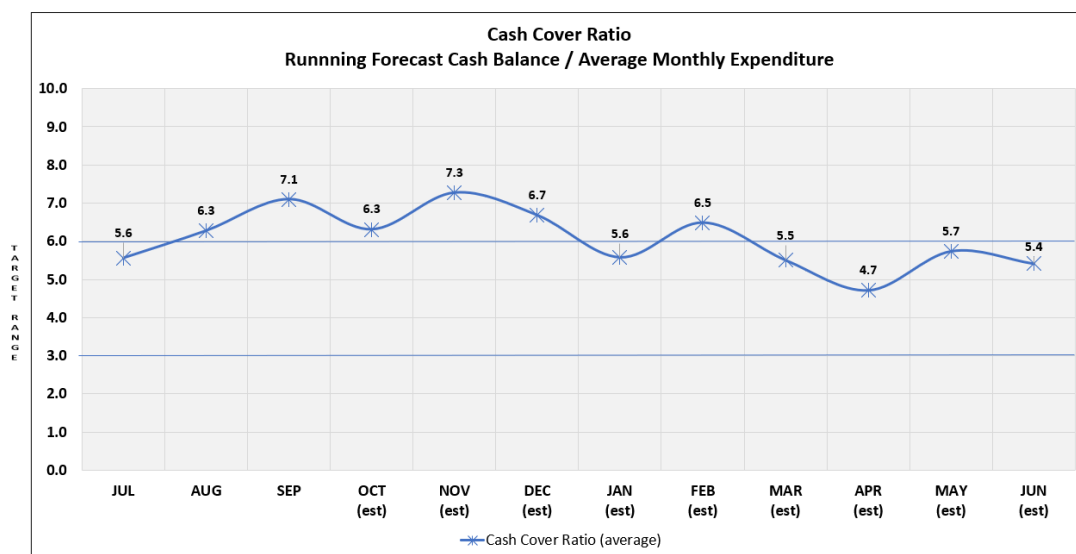
1. Develop Condition/revaluation specifications for four major asset classes, ensuring alignment to Council policies and relevant IPWEA practice notes. Condition assessment and asset revaluation will follow 4-year cycle. – 25% complete
2. Promote the awareness of asset management principals across the organisation, including Alderman, and highlight the importance of funding asset renewals – 0% - to occur during budget process.

Financial performance against budget reported monthly, quarterly and annually.



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

Cash cover ratio in months.



PEAK FINANCIAL MONTHS

Rate Instalment Due	Fire Levy Instalment Due	Three Pay Periods
August	October	October
November	January	March
February	April	
May	June	



Percentage of strategic risks within agreed risk appetite.

The Risk Register 1 July to 30 September 2023 lists the following strategic risks:

RISK AREA	TOTAL RISKS	NO. WITHIN COUNCIL RISK APPETITE	PERCENTAGE RISKS WITH OPEN TREATMENTS WITHIN AGREED RISK APPETITE
Stakeholder Engagement & Relationships	4 (3 treatments closed)	4	100%
Governance Risks	24 (7 treatments closed)	24	100%
Efficient & Effective Service Delivery	23 (3 treatments closed)	23	100%
Financial Sustainability & Budget Control	11	11	100%
Workforce	10 (4 treatments closed)	9	100%
Environmental Management	1 (treatment closed)	0	100%
IT Security & Data	8 (5 treatment closed)	8	100%
Management of Councils Assets	6 (5 treatment closed)	6	100%
Advocacy and Role of Council in Social Outcomes	1	1	100%
TOTALS	90	90	100%

Percentage of internal audit recommendations completed.

ACTION ITEM	PERCENTAGE COMPLETED	% CHANGE
Business Continuity Planning 12 actions Majority Not Due until Dec 2024	1 completed (0.833%)	Nil
Financial Sustainability and Long-Term Strategic Planning - 1 action	50%	15%
Customer Service – Complaints Management – 3 actions	10-65%	10-50%
Asset Management – 2 actions One recommended for closure	30%	10%
ICT Operating Controls – 10 actions Majority Not Due until 2024, 1 On hold for Project Hudson	40-90%	10-50%
Gifts & Benefits & Conflicts of Interest – 1 Action	85%	
Infringements & Lease / Licence – 2 actions	80%	On hold for Project Hudson
Payroll Process	0	On hold for Project Hudson

Number of staff participating in training.

The following table outlines the numbers of staff and details of learning and development undertaken during the last quarter:

ACTION	DETAILS	NO. EMPLOYEES
Training booked	First Aid	53
	CPR	34
	Mental Health First Aid	6
	Speak up, Be Heard (confidence training)	18
	Building a Positive Culture	4
	Plain English Workshop	5
	Contract management for superintendents	16
	Leadership Program	All leadership staff
	HR Workplace Investigations	5
	Sharps Training	40
	Traffic Management	22
	Forklift	2
	Confined Space and GTA	13
	Spotter training	9
	Dozer Licence	2
	Wader	2
	Infection Prevention and Control Skill Set	3
	Test and Tag	3
	Fire Warden	16
	Backhoe loader	8
	Envisage	8
	Operate and recover 4WD	2
	Redefining performance management	1
Qualifications currently in progress:	Diploma in Local Government	1
	Certificate IV Government Investigations	6
	Cert IV in leadership and Management	4
	Cert II in Workplace Skills	2
	Cert III in Plumbing	1
	Cert III in Arboriculture	1
	Cert III in Civil Construction	3
	Certificate IV in Human Resources	2
	Certificate IV in Business	1
	Certificate III in business	2
	Cert IV in Project Management	4
	Diploma in Project Management	1
	Cert III in Supply Chain Operations	1
	Cert IV in Supply Chain Operations	1
Work Experience Participants	Montrose Bay High	1
	Elizabeth College	2
	Boots On- Keystone	2

VALUING OUR ENVIRONMENT

Number of natural environment engagement events.

During the quarter there were 17 environmental engagement group activities (e.g. Landcare) supported by Council as outlined below:

DATE	GROUP	LOCATION	PARTICIPANTS
July	Claremont Coast Care	Windermere Bay	7
	Brent St Landcare	Brent St Reserve	7
	Lutana Woodlands Group	Lutana Woodlands	6
	Friends of Wellington Park	Kalang	17
	Friends of Collinsvale	Collinsvale Rec Reserve	4
	UTAS Landcare	Catherine St	3
	Lutana Wednesday Weeders	Lutana Woodlands	4
	Special Event	Windermere Bay	39
Aug	Friends of Wellington Park	Chapel Fire Trail	6
	Brent St Landcare	Brent St Reserve	3
	Lutana Woodlands Group	Lutana Woodlands	20
	Lutana Wednesday Weeders	Lutana Woodlands	5
	Lutana Wednesday Weeders	Lutana Woodlands	2
Sept	Claremont Coast Care	Windermere Bay	10
	Brent St Landcare	Brent St Reserve	2
	Collinsvale Landcare	Collinsvale Rec Reserve	7
	Lutana Wednesday Weeders	Lutana Woodlands	2

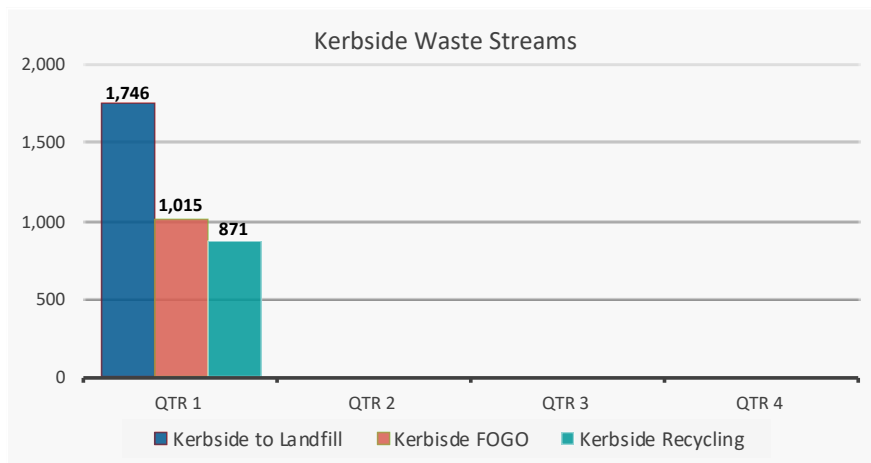
Number of water samples provided to the Derwent Estuary Program.

Water sampling for the Derwent Estuary Program commences on 1 December each year.

Percentage of waste diverted from landfill.

406 tonnes of waste diverted from the Jackson Street Landfill in Q1 through recovery of materials such as metals and recovery shop salvaging.

1,015 tonnes of kerbside waste diverted through FOGO kerbside collection, and 871 tonnes through recycling kerbside collections in Q1.



Council's Climate Change Mitigation Action Plan developed.

The first draft of Council's Climate Change Mitigation Action Plan has been prepared and circulated internally with the teams that have proposed actions against them for comment.

Windermere Reserve Public Toilet delivered as an action under the Public Toilet Strategy.

The designs and survey are completed for the Windermere Public Toilet. Once Council has engineering sign off the project will be put out the market to Tender.

Percentage of major recreation projects at KGV, North Chigwell & Giblyns Reserve delivered.

KGV – The pitch and lighting upgrades to the venue were completed in the previous financial year. New fencing at the venue was completed during Q1. In addition, a contract has been awarded for changerooms and toilets with works now well underway.

North Chigwell – The pitch and lighting upgrades to this venue were completed during the last financial year. New Changerooms/clubhouse designs are now have been completed. Planning permission is expected shortly which will then be tendered for construction.

Giblyns Reserve regional playspace project is progressing well and aiming to complete by the end of Q2.

Percentage of Tolosa Park Redevelopment Project Stage A completed.

TasWater has awarded the construction contract to Gradco and works are underway. The current program has works expected to be completed by the end of current financial year.

Number of Playspaces upgraded.

Benjafield district playspace project is progressing well and aiming to complete by the end of Q2. The final grant deed with the Australian Government for the 10 local playspaces was received in Q1. Designs finalised for seven playspaces and have been put out for procurement (three waiting on survey data to finalise). The 10 local playspaces are:

- Alroy Court, Rosetta
- Cooina Park, West Moonah
- Roseneath Reserve, Austins Ferry
- Chandos Drive Reserve, Berriedale
- Pitcairn Street Reserve, Montrose
- Battersby Drive, Claremont
- Collinsvale Reserve, Collinsvale (completed)
- Lutana Woodlands, Lutana
- Barossa Road, Glenorchy
- International Peace Park, Berriedale

Percentage of Federal Government Funded Black Spot program delivered.

Each year Council applies for funding under the Federally Funded Blackspot program which is used for road improvements where there is a potential road incident at risk of occurring. Council was successful in funding the two projects below.

PR22-30 Butler / Central Ave Intersection - 0% (not yet started)

PR22-40 Collins Cap Road Guardrail Extension - 0% (not yet started)

Percentage of Vulnerable Road Users program delivered.

The Vulnerable Road User Program is a grant program that aims to improve road safety outcomes in Tasmanian urban areas. Council was successful in funding the projects below

PR20-02 Main Road Austins Ferry Crossing - 0% (not yet started)

PR22-02 Main Road Granton Shared Path - 0% (not yet started)

PR22-03 Intercity Cycleway Sunderland Street Crossing - 0% (not yet started)

PR20-03 Main Road 706 Berridale Footpath Improvement - 50% (commenced)



374 Main Road, Glenorchy
PO Box 103, Glenorchy TAS 7010
(03) 6216 6800 | gccmail@gcc.tas.gov.au
www.gcc.tas.gov.au

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

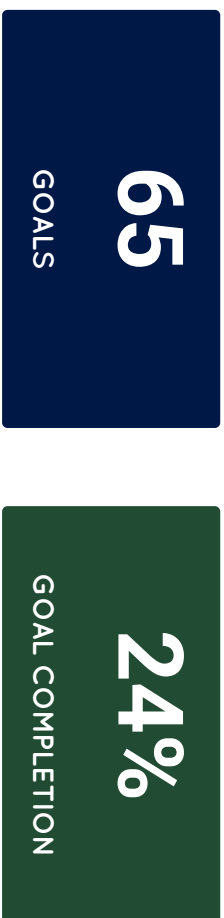
023/2024 ANNUAL PLAN

Goal	Owner	Update	Start Date	Due Date	Current Completion
2.2.1 Actively contribute to housing supply in the City through the actions in Council's Statement of Commitment on Housing	Manager Community	NEW - Comments: - Two planning scheme amendments to promote housing within the municipality (PLAM-22/04 to revitalise the Glenorchy CBD and PLAM-22/10 to allow residential apartments in the Commercial Zone along Main Road) progressed to panel hearings with the Tasmanian Planning Commission in September. - A third planning scheme amendment for the Mill Lane Precinct has undergone informal consultation. The proposed amendment aims to rezone the land to a more suitable zoning and to provide opportunities for medium density housing close to the CBD. - The number of new lots created is highly variable over each quarter, however is more consistent over a 12 month period. The number of new lots created for FY22 was 131 and for FY23 was 121. The number of lots created by strata far outweigh the number of lots created by subdivision which is indicative of infill development and the desire for developers to increase yield from available land. *Note, strata numbers include original lot and is therefore slightly elevated. The way data is captured at the application stage has now been amended so that future data will be more indicative of only new lots. - Number of completions have increased over recent months for two main reasons: 1. Ongoing effort by building staff to finalise old permits (permit expiry project); and 2. Implementation of new procedures to follow up on current applications as they approach 12 month and 24 month time frames. *Note, completions include buildings other than dwellings so the better indicator for housing numbers is occupancy. - Council officers, under the lead of the General Manager, continue to work with the City of Hobart and State Government on developing a masterplan for the Corridor. - Members of HWG and General Manager meeting with Peter White, Consultant for the National Housing Finance and Investment Corporation - Deputy Mayor and Coordinator Community Development attended the Greater Hobart Homelessness Alliance meeting in September. Action plan being reviewed by members. - All disposal approval processes completed for 23A Norman Circle (1.26-hectare, General Residential zoned), which is currently being prepared for sale. - Proceeds of Property Disposal report provided to August Council Meeting.	01/07/2023	30/06/2024	25% 25 / 100

Priority	Manager	Status	Start Date	End Date	Progress
1.1.1 Work in collaboration with government agencies and community organisations to deliver diversional programs that n to improve youth and community safety, resilience, and gement	Manager Community	NEW	01/07/2023	30/06/2024	
Comments: 9 Aug 23-Elected Member Monthly Safety report provided. 28 Aug 23 - Second meeting with TCF re upcoming grant opportunity focussed on young people 8-19 years. Developing models for Elected Member consideration. 31 Aug 23 - Met with Ben McGregor Anglicare to discuss youth support and connection with Anglicare. Now connected to Thrive to 25 network. - Jul-Sep - supported Cosgrove and Montrose with their ADF youth mentor Community Action Plan. 11 September - Coordinator Community Development and Safe City Lead met with Mission Australia/Chigwell House re youth programs. Provided letter of support for youth engagement project. 7 September - Safe City Lead, Coordinator Community Development and 26TEN Community Coordinator attended the Youth Forum hosted by Jobs Hub. 13 Sep 23-Elected Member Monthly Safety report provided. 14 Sep 23 - Coordinator Community Development and Safe City Lead met with PCYC representatives. - Sep 23 - Received \$25,000 State Government deed to support delivery of PCYC. 14 Sep 23 - Facilitated Thrive to 25 interagency meeting. - August 23 - Delivered Full Gear Motor Bike program from Karadi for 6 young people.					
1.2.1 Improve the cleanliness of our CBDs by increasing the frequency of cleaning activities including graffiti removal, litter pick up, street sweeping and footpath cleaning	Manager Works	NEW	01/07/2023	01/07/2024	25% 25 / 100
Comments: A focus on CBD cleanliness has been progressed with extra litter collections taking place and numerous graffiti removals being undertaken. A new resin pebble finish will be applied to garden beds outside Northgate so cigarette butts can be cleaned off easier. 16/10/2023					
2.2.2 Implement the Reflect Reconciliation Action Plan to strengthen relationships with respect for and opportunities for original and Torres Strait Islander Peoples	Manager Community	NEW	01/07/2023	30/06/2024	25% 25 / 100
Comments: - Council's Reflect Reconciliation Action Plan delivered and launched 5 September 2023 - Developing a training plan for rolling out Aboriginal Cultural Awareness training for staff. - Community Development, working with the Property team, assisted Glenorchy Reconciliation Group to create a license agreement/hire of Bernedale Hall - Working with the Property team, Community is arranging the hanging of the Reconciliation Action Plan artwork in Council building. 27/09/2023					
1.1.1 Progress Glenorchy's economic development through infrastructure support, job creation, city marketing, and a proactive regulatory approach	Manager Stakeholder Engagement	NEW	01/07/2023	01/07/2024	26% 26 / 100
Comments: Highlights from the quarter include transfer of the Jobs Hub to full Council delivery, inclusive of staff and funding from State Government. A structure for the Economic Development function has been agreed and will sit with the Manager Stakeholder Engagement and has been advertised during September. Council also continues to make progress on significant infrastructure projects inclusive of Giblins Playspace, Tolosa Park and the Federally funded football package at KGV and Chigwell. 04/10/2023					
2.1.1 Facilitate the operation of the Glenorchy Jobs Hub to connect local people with local jobs and assist local industry and business to meet current and future workforces needs	Manager People and Governance	NEW	01/07/2023	01/07/2024	26% 26 / 100
Comments: The Jobs Hub is in full operation with all Jobs Coaches recruited and commenced. A total of 1096 positions have been filled since opening in 2021. The Jobs Hub also has a total of 16 jobs pledges signed by local businesses. 16/10/2023					

		Manager Development				
2.2.1 Identify and progress amendments required to Glenorchy's planning scheme to facilitate growth including structure plans of future residential land		Manager Development	NEW	01/07/2023	01/07/2024	25% 25 / 100
			Comments: Two planning scheme amendments to promote housing within the municipality (PLAM-22/04 to revise the Glenorchy CBD and PLAM-22/10 to allow residential apartments in the Commercial Zone along Main Road) progressed to panel hearings with the Tasmanian Planning Commission. A third planning scheme amendment for the Mill Lane Precinct has undergone informal consultation. The proposed amendment aims to rezone the land to a more suitable zoning and to provide opportunities for medium density housing close to the CBD. 28/09/2023			
1.2.1 Keep the community up to date with regular and appropriate communication about Council projects, decisions and operations through social media, website and conventional media		Manager Stakeholder Engagement	NEW	01/07/2023	01/07/2024	26% 26 / 100
			Comments: A variety of communications methods have been used during the quarter to provide information to the Glenorchy Community. This has included: • Submitted 22 articles for the monthly Glenorchy Gazette community newspaper covering a range of issues including engagement opportunities, events, Council meeting news, RAP, playspaces updates, pool updates, Carols grants and Council works/roads projects • Updated Council's website with topical information, including placing all media releases in the newfeed section • Issued 7 media releases during the period on the Glenorchy pool, RAP launch, McGill Rise and National Tree Day • Prepared talking points for the Mayor and other elected members for events and openings including 261st Networking Breakfast, Tolosa Park Dam Redevelopment Project, Black Spot Funding announcement, Peace Park planting, Bush Tucker event, RAP launch, Spring Flower Show, Bhutanese Football event, SCIA Emergency Ready Event and JobsHub youth forum • Continued to use Council's social media platforms to inform our community, including 181 Facebook posts • Coordinated several media events, including Tolosa Park Dam Redevelopment contractor announcement, Glenorchy Pool media site visit and the opening of the Collinsvale Playground 13/10/2023			
2.1.1 Maintain and upgrade stormwater infrastructure with a priority on reducing flood risk		Manager Infrastructure, Engineering & Design	NEW	01/07/2023	01/07/2024	25% 25 / 100
			Comments: Chapel Street DNE00 Stormwater Diversion works completed, reducing load on Little John Creek. Chandos Drive Stormwater Upgrade works well underway. 27/09/2023			
2.4.3 Upgrade Council's core software technology through the effective delivery of Project Hudson to enhance customer and user experience and productivity		Manager ICT Services	NEW	01/07/2023	01/07/2024	25% 25 / 100
			Comments: Project Hudson is on Track and is scheduled for 3 key phases. The first Phase involves the transition to the new modules for Property and Rating, Finance, Payroll and HR, with a proposed go live date in April 2024. Phase 2 will commence prior to Phase 1 going live in April 2024 and be running concurrently. Over 90 workshops have been scheduled with staff subject matter experts and the vendors subject matter specialists. The first workshops commenced in October 2023 with Finance specific workshop, which included a new draft Chart of Accounts. Extensive work has been undertaken to ensure the workshop sessions with the vendors are adequately resources to allow Council to maximise the value of the workshops in configuring the system and in preparing Council for business changes. 15/10/2023			
1.3.2 Reduce waste to landfill to extend the life of our landfill while meeting environmental standards		Manager Property, Environment & Waste	NEW	01/07/2023	01/07/2024	25% 25 / 100
			Comments: Implemented new fee structure from 1 July with increased rates for commercial and industrial waste. 406t of waste diverted from Jackson Street Landfill in Q1 through recovered materials such as metals and recovery shop salvaging. 02/10/2023			
1.3.3 Explore options for waste management beyond the landfill life		Manager Property, Environment & Waste	NEW	01/07/2023	01/07/2024	25% 25 / 100
			Comments: Work underway on resurveying and planning the final extension of the landfill to extend its life. 02/10/2023			

2.3.1 Complete a new regional Playspace at Giblins Reserve, a new district Playspace at Benfield Park and progress the upgrade of 10 local Playspaces under the Glenorchy Playspace category	Manager Property, Environment & Waste	NEW Comments: Giblins regional playspace project is progressing well and is planned to complete by the end of Q2. Benfield district playspace project is progressing well and is planned to complete by the end of Q2. Final grant deed for the 10 local playspaces received in Q1. Designs finalised for seven and out for procurement (three waiting on survey data to finalise). 02/10/2023	01/07/2023	01/07/2024	35% 39 / 100
2.3.2 Work with TasWater as the lead partner to implement the Lisa Park Redevelopment Project Stage A and seek funding for Stage B to develop it into a major regional recreational station	Manager Property, Environment & Waste	NEW Comments: TasWater has awarded the construction contract to Gradco and works are underway. Current program has works expected to be completed at the end of FY. 02/10/2023	01/07/2023	01/07/2024	25% 25 / 100
2.3.5 Deliver the federally funded sport and recreation projects at KGV Football Park and North Chigwell Junior Soccer JB	Manager Property, Environment & Waste	NEW Comments: KGV - Pitch upgrade and lighting upgrade completed last FY. Fencing completed Q1. Contract awarded for Changerooms and Toilets with works underway. North Chigwell - Pitch upgrades and lighting upgrade completed last FY. Changerooms/clubhouse designs completed. Planning permit expected this month and will then be tendered. 02/10/2023	01/07/2023	01/07/2024	25% 25 / 100
2.4.1 Manage and maintain a road network that meets the transport needs of the community	Manager Works	NEW Comments: Road Maintenance programs have been commenced. Council's capital works program for roads was completed last year improving the overall standard of road pavements in Glenorchy. 09/10/2023	01/07/2023	01/07/2024	25% 25 / 100



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

023/2024 ANNUAL PLAN

Goal	Owner	Start Date	Due Date	Current Completion
1.1.1 Review the Moonah Arts Centre Business Plan	Manager Community	01/07/2023	30/06/2024	25%
1.1.2 Provide quality, sustainable, compliant childcare services : 100 to 100	Manager Community	01/07/2023	30/06/2024	On Track 100%
1.2.1 Coordinate literacy activities including digital skills, employment services, family literacy and volunteering	Manager Community	01/07/2023	30/06/2024	25%
2.1.1 Secure future funding for the Multicultural Hub and deliver the first stage of the commercial kitchen development	Manager Community	01/07/2023	30/06/2024	25%
2.1.2 Deliver grant funded projects that support mental health courses and "Glenorchy on the Go" projects	Manager Community	01/07/2023	30/06/2024	25%
2.2.1 Actively contribute to housing supply in the City through the actions in Council's Statement of Commitment on Housing	Manager Community	01/07/2023	30/06/2024	25%
1.1.1 Work in collaboration with government agencies and community organisations to deliver diversional programs that aim to improve youth and community safety, resilience, and engagement	Manager Works	01/07/2023	01/07/2024	25%
1.2.1 Improve the cleanliness of our CBDs by increasing the frequency of cleaning activities including graffiti removal, litter pick up, street sweeping and footpath cleaning	Manager Works	01/07/2023	01/07/2024	25%
1.2.2 Maintain the City's infrastructure within defined service levels so that it is in good condition for our community	Manager Works	01/07/2023	01/07/2024	25%
2.1.1 Plan, promote and present an annual program of arts and cultural exhibitions, workshops, concerts, and	Manager Community	01/07/2023	30/06/2024	25%

Goal	Output	Start Date	End Date	Current Completion
2.2.1 Deliver events such as International Day for People with a Disability, Disability Awareness workshops, 3BTQ+ safety and easy English training	Manager Community	01/07/2023	30/06/2024	25%
2.2.2 Implement the Reflect Reconciliation Action Plan , strengthen relationships with respect for and opportunities for Aboriginal and Torres Strait Islander peoples	Manager Community	01/07/2023	30/06/2024	25%
2.3.1 Plan and support the delivery of Civic events and awards programs	Manager Stakeholder Engagement	01/07/2023	01/07/2024	27%
2.3.2 Deliver, partner and support community and cultural development through programs and events	Manager Community	01/07/2023	30/06/2024	20%
1.1.1 Progress Glenorchy's economic development through infrastructure support, job creation, city marketing, and a proactive regulatory approach	Manager Stakeholder Engagement	01/07/2023	01/07/2024	26%
1.2.1 Assess planning permit applications against the Planning Scheme as required, working constructively with parties through the process	Manager Development	01/07/2023	01/07/2024	25%
1.2.2 Assess building and plumbing applications against the National Construction Code, working constructively with parties through the process	Manager Development	01/07/2023	01/07/2024	25%
1.3.1 Review the Customer Service Charter to ensure customer service levels are appropriate and able to meet expectations	Manager Customer Services	01/07/2023	01/07/2024	75%
1.3.2 Update Council's forms and develop a Council wide calendar of activities under the Customer Service Strategy	Manager Customer Services	01/07/2023	01/07/2024	15%
1.3.3 Provide a high standard of customer service by meeting or exceeding other service levels in our Customer service Charter	Manager Customer Services	01/07/2023	01/07/2024	25%
2.1.1 Facilitate the operation of the Glenorchy Jobs Hub , connect local people with local jobs and assist local industry and business to meet current and future workforce needs	Manager People and Governance	01/07/2023	01/07/2024	4%
2.2.1 Identify and progress amendments required to Glenorchy's planning scheme to facilitate growth including structure plans of future residential land	Manager Development	01/07/2023	01/07/2024	25%
2.2.2 Review the Glenorchy Parking Strategy 2017-2027 , include the development of parking plans and a cash-in-au of car parking policy	Manager Infrastructure, Engineering & Design	01/07/2023	01/07/2024	10%
1.1.1 Seek community feedback to guide our decision-making, using the Community Engagement Framework	Manager Stakeholder Engagement	01/07/2023	01/07/2024	26%
1.1.2 Maintain up to date Council policies and easy to access financial hardship assistance	Manager Finance	01/07/2023	01/07/2024	25%
1.2.1 Keep the community up to date with regular and appropriate communication about Council projects, decisions and operations through social media, website and conventional media	Manager Stakeholder Engagement	01/07/2023	01/07/2024	26%
1.3.1 Facilitate and engage with partners to advocate for the reduction of harm caused to individuals, families, and the broader community by gaming machines in our city	Manager Community	01/07/2023	30/06/2024	15%

Goal	Owner	Completion Date	Due Date	Current Completion
1.3.2 Implement Council's Statement of Commitment on housing and contribute to State Government policy and legislation	Manager Community	01/07/2023	30/06/2024	25%
1.4.1 Prepare high quality officer reports for Elected member decision-making and publish open agenda, and minute documents on Council's website within the statutory timeframe	Manager Stakeholder Engagement	01/07/2023	01/07/2024	26%
1.5.1 Participate in the Hobart City Deal, Greater Hobart Committee, Greater Hobart Strategic Partnership, Local Government Association of Tasmania, TasWater Owners representatives' Group and Southern Tasmanian Regional Waste Authority Owners Forum	General Manager	01/07/2023	01/07/2024	26%
1.5.2 Actively participate in the Future of Local Government Review	General Manager	01/07/2023	01/07/2024	26%
1.6.1 Implement the Bushfire Mitigation Program to manage the risk of bushfire to the City and protect natural values	Manager Works	01/07/2023	01/07/2024	9%
1.6.2 Ensure we are prepared for disaster and maintain emergency Management Strategies	Manager Stakeholder Engagement	01/07/2023	01/07/2024	26%
2.1.1 Maintain and upgrade stormwater infrastructure with a priority on reducing flood risk	Manager Infrastructure, Engineering & Design	01/07/2023	01/07/2024	25%
2.1.2 Manage Council's property, parks and recreation infrastructure and facilities sustainability for the benefit of the community by implementing asset management plans that maintain or replace facilities as they reach the end of their useful lives	Manager Property, Environment & Waste	01/07/2023	01/07/2024	25%
2.2.1 Produce and monitor the Annual budget in line with the long-term financial management plan	Manager Finance	01/07/2023	01/07/2024	25%
2.2.2 Prepare Council's Annual Plan and monitor the progress of actions	Manager Stakeholder Engagement	01/07/2023	01/07/2024	25%
2.2.3 Investigate options and advocate for pool upgrades, redevelopment or alternative options that promote the community's health and wellbeing	Manager Property, Environment & Waste	01/07/2023	01/07/2024	25%
2.2.4 Develop a governance framework to guide positioning of and status reporting on Council's informing strategies	Manager People and Governance	01/07/2023	01/07/2024	5%
2.3.1 Actively manage Council's strategic risks within their agreed risk appetites and provide regular status reports	Manager People and Governance	01/07/2023	01/07/2024	11%
2.3.2 Manage Council's information assets within statutory requirements	Manager Customer Services	01/07/2023	01/07/2024	25%
2.3.3 Undertake property inspections to ensure residents keep their properties free of fire risks	Manager Customer Services	01/07/2023	01/07/2024	25%
2.3.4 Assist businesses to comply with public health requirements	Manager Development	01/07/2023	01/07/2024	25%
2.3.5 Assist drivers to ensure compliance with parking regulations	Manager Customer Services	01/07/2023	01/07/2024	25%
2.3.6 Assist residents to ensure compliance with animal management regulations	Manager Customer Services	01/07/2023	01/07/2024	25%

Item	Owner	Start Date	End Date	Current Completion
2.4.1 Implement the WHS Development Framework to support staff in delivering services in a safe workplace that complies with workplace health and safety obligations	Manager People and Governance	01/07/2023	01/07/2024	6%
2.4.2 Implement the Workforce Development Framework 2023-2026 to support staff in delivering services and ensure a culture of continuous improvement	Manager People and Governance	01/07/2023	01/07/2024	6%
2.4.3 Upgrade Council's core software technology through the effective delivery of Project Hudson to enhance customer and user experience and productivity	Manager ICT Services	01/07/2023	01/07/2024	25%
1.1.1 Participate in the Derwent Estuary Program by undertaking water quality monitoring and reporting	Manager Development	01/12/2023	31/03/2024	0%
1.2.1 Support stewardship of our natural environment through education programs and volunteer events in natural reserve areas	Manager Property, Environment & Waste	01/07/2023	01/07/2024	25%
1.3.1 Implement and update the Waste Management Strategy	Manager Property, Environment & Waste	01/07/2023	01/07/2024	25%
1.3.2 Reduce waste to landfill to extend the life of our landfill while meeting environmental standards	Manager Property, Environment & Waste	01/07/2023	01/07/2024	25%
1.3.3 Explore options for waste management beyond the landfill life	Manager Property, Environment & Waste	01/07/2023	01/07/2024	25%
1.4.1 To develop a climate change mitigation action plan or reducing Council's greenhouse gas emissions	Manager Property, Environment & Waste	01/07/2023	01/07/2024	35%
2.1.1 Develop a new public toilet at Windmere Reserve 023/24, under the Public Toilet Strategy 2020-2030	Manager Property, Environment & Waste	01/07/2023	01/07/2024	25%
2.2.1 Deliver the capital works program to renew and upgrade Council Infrastructure	Manager Infrastructure, Engineering & Design	01/07/2023	01/07/2024	11%
2.3.1 Complete a new regional Playspace at Giblins Reserve, a new district Playspace at Benjafield Park and progress the upgrade of 10 local Playspaces under the Glenorchy Playspace Strategy	Manager Property, Environment & Waste	01/07/2023	01/07/2024	35%
2.3.2 Work with TasWater as the lead partner to implement the Tolosa Park Redevelopment Project Stage and seek funding for Stage B to develop it into a major regional recreational destination	Manager Property, Environment & Waste	01/07/2023	01/07/2024	25%
2.3.3 Establish a Public Art Oversight Group to advise on and oversee the development and maintenance of public art in the City's public spaces	Manager Community	01/07/2023	30/06/2024	50%
2.3.4 Seek funding or interested investors to implement the Mountain Bike Masterplan	Manager Property, Environment & Waste	01/07/2023	01/07/2024	25%
2.3.5 Deliver the federally funded sport and recreation projects at KGV Football Park and North Chigwell Junior Soccer Hub	Manager Property, Environment & Waste	01/07/2023	01/07/2024	25%
2.3.6 Investigate the future of the Glenorchy War Memorial Pool, including redevelopment or alternative options that promote the community's health and wellbeing	Director Infrastructure & Works	01/07/2023	01/07/2024	15%
2.4.1 Manage and maintain a road network that meets the transport needs of the community	Manager Works	01/07/2023	01/07/2024	25%
2.4.2 Review Urban Road network to prioritise blackspot funding addressing capacity issues - June 2025	Manager Infrastructure, Engineering & Design	01/07/2023	01/07/2025	25%

Goal	Owner	Start Date	Due Date	Current Completion
2.4.3 Provide a network of shared paths, footpaths and trails that is safe and provides access to all abilities - including a hierarchy review to improve the network	Manager Infrastructure, Engineering & Design	01/07/2023	01/07/2024	10%

PLANNING PROGRAM

Quarterly Report

Q1 2023/24

1 July 2023 – 30 September 2023



Applications received.

For Q1 of 2023/24 Council received 117 planning applications comprising the following:

Applications Received	Q1 2023/2024	Previous quarter
Discretionary	63	44
Permitted	8	18
No Permit Required	29	19
Section 56	17	9
Total:	117	90

The number of applications received in Q1 was 27 higher than the previous quarter. This includes an increase of 43% for discretionary applications from the previous quarter and an increase of 52% for no permit required applications.

Fig 1: Planning Applications Received Per Quarter

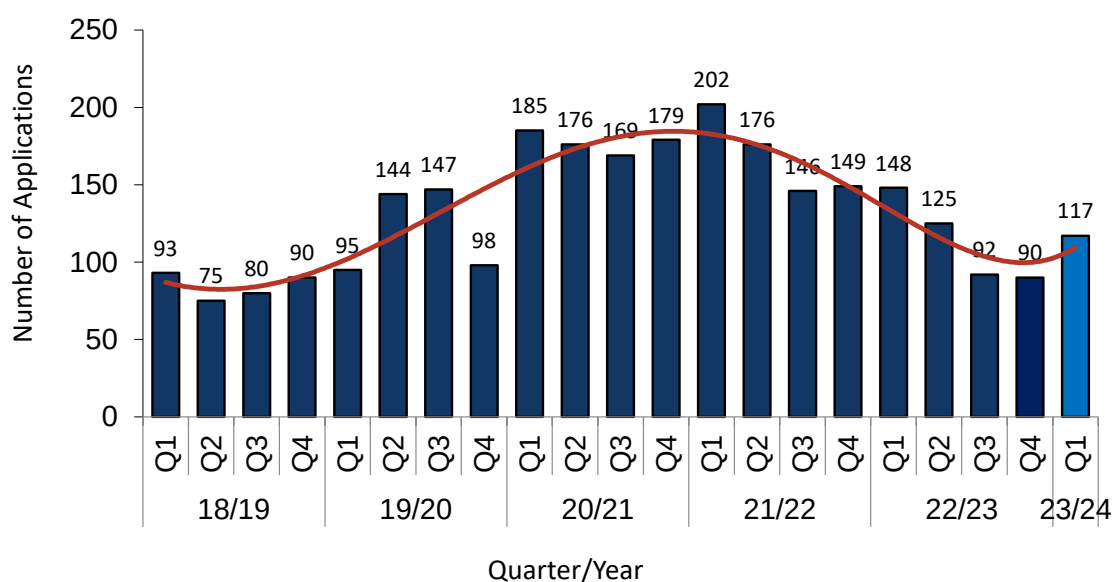


Figure 1. Planning Applications received per quarter

Applications determined

In Q1 of 2023/24 there were 124 applications determined as follows:

Applications determined	Q1 2023/2024	Previous quarter
Discretionary	63	44
Permitted	8	17
No Permit Required	36	19
Section 56	17	9
Total:	124	89

There was an increase in the number of planning applications determined in Q1 of 2023/24 compared to the previous quarter by 35 applications which is a 39% increase. Of note an additional 19 discretionary applications were determined compared to the previous quarter.

Application Processing Times

Discretionary Applications

The average processing time for discretionary applications in Q1 was 34 days (Fig. 2) which is equal shortest with Q2 of 2022/2023 and 5 days less than the previous quarter.

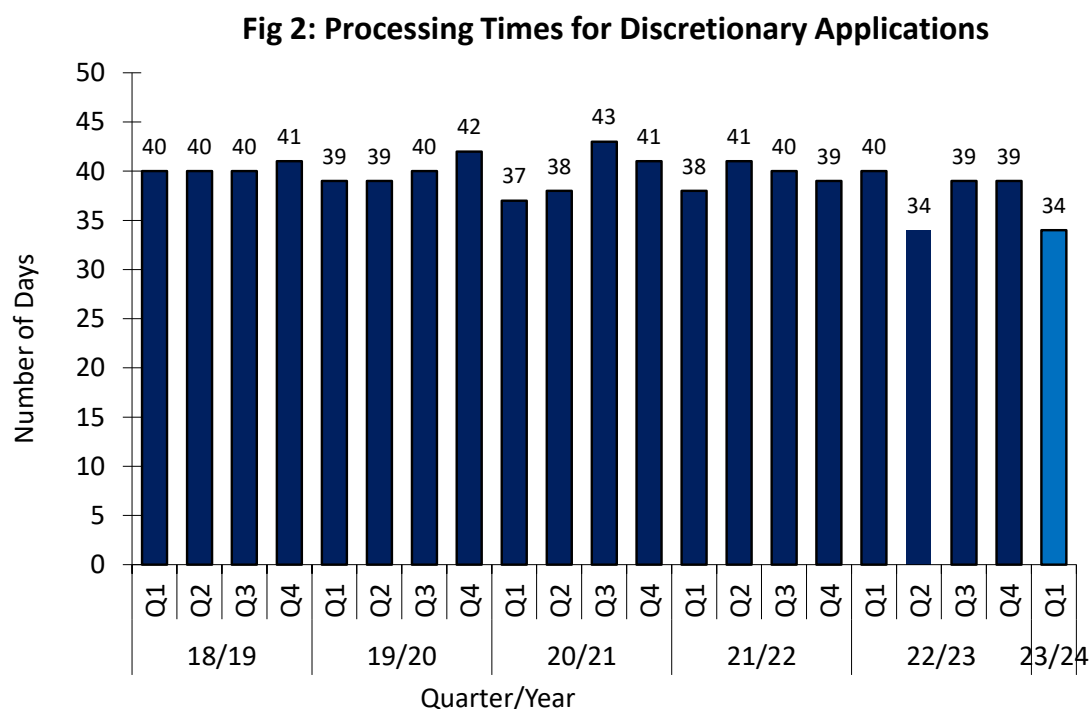


Figure 2. Processing times for Discretionary applications per quarter

Permitted Applications

For permitted applications, the average processing time was 16 days for this quarter which is a decrease from 17 in Q4 of 2022/23 (Fig. 3). This is similar to the average processing times dating back to Q1 of 2018/2019.

Fig 3: Processing Time for Permitted Applications

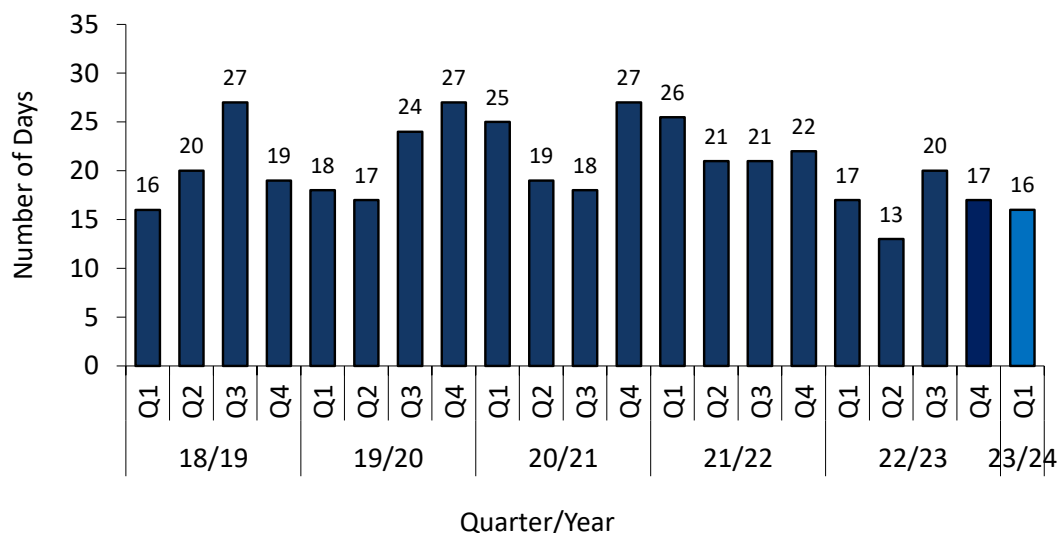


Figure 3. Processing times for Permitted applications per quarter

Section 56 Amendment Applications

The average processing time for S56 minor amendment applications in Q1 of 2023/24 was 16 days which a decrease of 11 days from the previous quarter (Fig. 4).

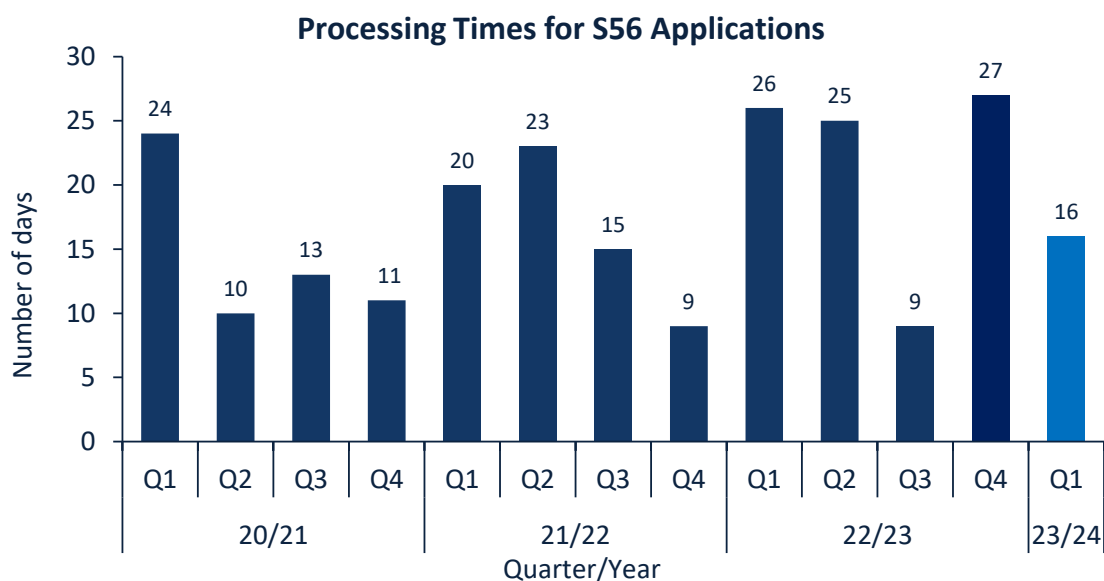


Figure 4. Processing times for S56 minor amendment applications per quarter

The average processing times for Q1 are well within the 28-day statutory time limits that apply to S56 minor amendment applications and permitted applications. The average of 34 days for discretionary applications is within the 42-day statutory time limit for these applications.

No Permit Required (NPR) Applications

The number of NPR applications decided in Q1 of 2023/24 was significantly higher than the previous quarter (Fig. 5).

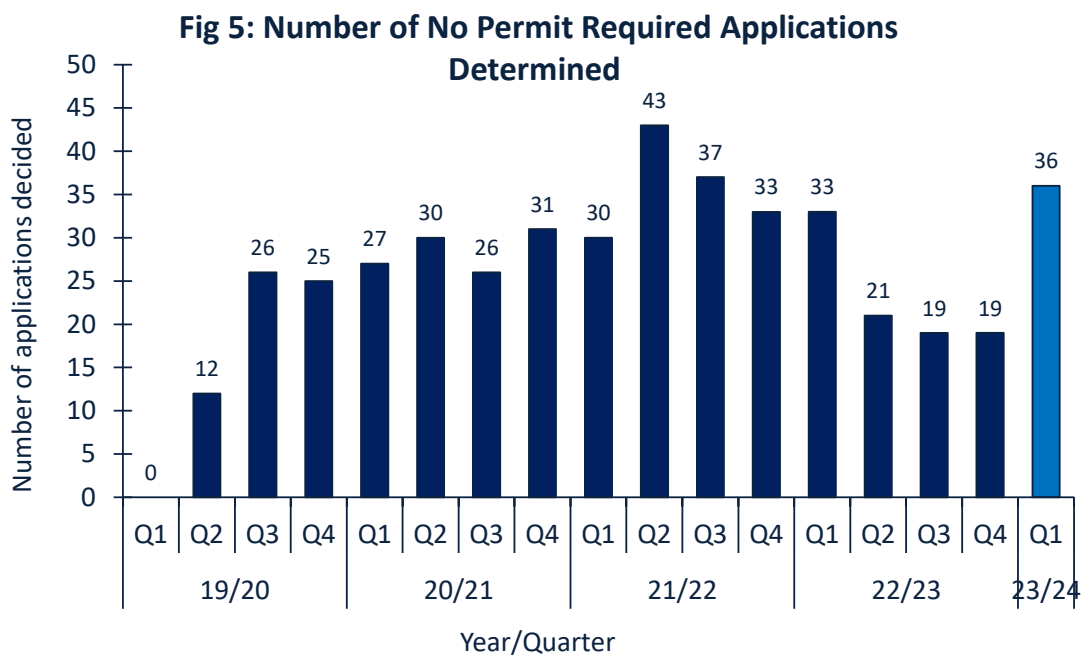


Figure 5. Number of 'No permit required' applications decided per quarter

Planning Appeals

One appeal was lodged in Q1 of 2023/24 (Fig. 6). The appeal is currently being mediated.

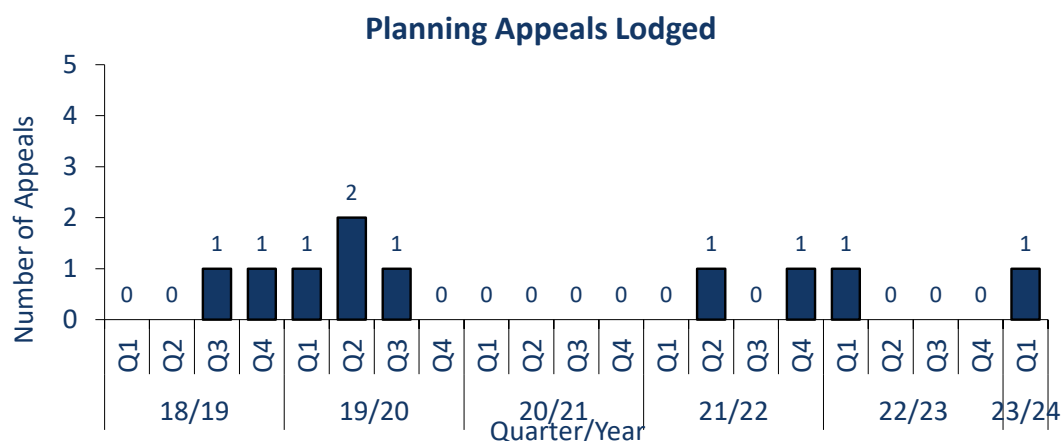


Figure 6. Planning appeals lodged per quarter

Major Applications Approved

Six major applications (with a value of \$1M or more) were approved in Q1 of 2023/24.

These applications were:

1. PLN-23-015 – 13 multiple dwellings at 72-74 Main Road Claremont – \$2,000,000
2. PLN-23-022 – Alterations and additions to YMCA at 8A Constance Avenue Glenorchy – \$5,250,000
3. PLN-23-067 – 76 multiple dwellings at 43 Russell Road Claremont – \$20,000,000
4. PLN-23-069 – Hydrogen microgrid facility at 300 Risdon Road Lutana – \$4,716,620
5. PLN-23-129 – Extension to Police Station at 315-319 Main Road Glenorchy – \$1,300,000
6. PLN-23-198 – Extensions to school at 286-294 Main Road Glenorchy – \$16,000,000

Appendix 1 – Status Update of Planning Scheme Amendments

September Quarter (Q1) 2023-2024

Amendment Application Number	Address	Status	Progress Details	Date Effective
PLAM-22/03	448-450 Main Road, Glenorchy	To rezone to Urban Mixed Use combined with a Permit for Offices and 18 multiple Dwellings	1. On hold by applicant	N/A
PLAM-22/04	Various (Glenorchy CBD)	The Principal Activity Centre Specific Area Plan applies to the Central Business Zone and seeks to enliven the activity centre by updating the existing urban design standards in the planning scheme and introducing new measures to protect the centre's key assets, while encouraging high quality development, including for apartments.	2. Exhibition 30 March to 1 May 2013 3. GPA 15 May 2023 – Representations sent to TPC 4. TPC hearings 21 & 22 Sept 23 5. Directions to redraft and resubmit the control issued by TPC	N/A
PLAM-22/08	Land in Innovation Drive and Longreach Avenue, Dowsing Point	To modify the existing Particular Purpose Zone - Technopark controls to broaden the range of uses on the land	1. Exhibition 24 July 21 August 2023 2. No reps received – sent to TPC 22 August 23	N/A
PLAM-22/10	Various (Commercial Zone along Main Road – Moonah to Montrose)	The Northern Apartments Corridor Specific Area Plan will apply to the Commercial Zone along Main Road between Moonah and Montrose and seeks to allow residential use as medium to high density apartments to be built above or behind ground floor shops and businesses in the zone.	1. On Exhibition 30 March to 1 May 2013 2. GPA 15 May 2023 – Representations sent to TPC 3. TPC hearings 13 & 14 September 2023 4. Directions to redraft and resubmit the control issued by TPC	N/A
PLAM-23/01	60 Creek Road New Town and 26 7 36	To add a new listing (Creek Road) and modify an existing listing (26 and 36 Cadbury Road) under	1. 15 May 2023 GPA to prepare 2. Exhibition: 25 May to 22 June 3. GPA consider reps at 10 July 2023	N/A

	Cadbury Road, Claremont	GLE-Table C6.4 Places or Precincts of Archaeological Potential	4. Sent to TPC for decision 13 July 2023	
PLAM-23/02	91 Marys Hope Road, Rosetta	To rezone part of the land from Low Density Residential Zone to a General Residential Zone combined with an application for a 37-lot subdivision	1. Lodged 29 March 2023 2. Additional information request 28 April 2023	N/A
PLAM-23/03	8-10 Main Road, and Main Road Claremont	Site specific qualification to allow signs and a Drive through for McDonalds Restaurant, combined with a permit for a 24/7 McDonalds with drive thru	1. Lodged 6 April 2023 2. Valid (owner consent) 30 May 2023 3. Additional Information request 20 June 2023	N/A
PLAM-23/05	Various properties Future Urban Zone in Granton/Claremont	Request to rezone the land from Future Urban to General Residential and apply a Specific Area Plan to implement the structure plan. The structure plan will guide future subdivision and infrastructure requirements	1. Lodged 23 June 2023 Valid 27 June 2023 2. Additional Information request sent 20 July 2023	N/A

Appendix 2 - List of applications decided under delegation

September Quarter (Q1) 2023-2024

Application Number	Description	Address	Decision Date
PLN-23-093	Visitor Accommodation	11 MacRobertsons Terrace, Claremont	03/07/2023
PLN-22-439.01	Amendment to Permit for Multiple Dwellings (2)	204 Risdon Road, Lutana	04/07/2023
PLN-23-154	Visitor Accommodation	4 Bournville Crescent, Claremont	04/07/2023
PLN-21-186.01	Amendment to Permit for Multiple Dwellings (2)	53 Hilton Road, Claremont	07/07/2023
PLN-23-108	Single Dwelling	21 Donald Court, Glenorchy	07/07/2023
PLN-20-053.03	Amendment to Permit for Residential Subdivision - 1 lot to 50 lots	166A Abbotsfield Road, Claremont	14/07/2023
PLN-21-342.01	Amendment to Permit for Multiple Dwellings (4)	6 Wyndham Road, Claremont	18/07/2023
PLN-22-410	Caravan Park	295 Main Road, Austins Ferry	18/07/2023
PLN-23-036	Extend operating hours for Waste Recycling Depot	127 Derwent Park Road, Derwent Park	18/07/2023
PLN-23-146	Additions to Single Dwelling	14 Burgess Avenue, Moonah	18/07/2023
PLN-23-124	Residential Outbuilding	506 Main Road, Granton	19/07/2023
PLN-21-392.02	Amendment to Permit for Multiple Dwellings (10)	21 Coleman Street, Moonah	20/07/2023
PLN-23-077	Multiple Dwellings (2)	36 Clydesdale Avenue, Glenorchy	21/07/2023
PLN-23-133	Secondary Residence	48 Barossa Road, Glenorchy	21/07/2023

PLN-23-147	Extension to Office	40-44 Innovation Drive, Dowsing Point	25/07/2023
PLN-22-416	Signage for Service Station	90 Derwent Park Road, Derwent Park	27/07/2023
PLN-23-123	Single Dwelling	27 Ebdon Street, Claremont	27/07/2023
PLN-23-148	Multiple Dwellings (2)	3 Maple Avenue, Moonah	27/07/2023
PLN-23-151	Office and Signage	81-83 Hopkins Street, Moonah	27/07/2023
PLN-23-015.01	Amendment to Permit for Multiple Dwellings (13)	72 Main Road, Claremont	28/07/2023
PLN-23-156	Residential Outbuilding	30 Christopher Close, Granton	28/07/2023
PLN-23-176	Signage for Machinery Hire	69A-71 Lampton Avenue, Derwent Park	28/07/2023
PLN-23-069	Hydrogen Microgrid Facility	300 Risdon Road, Lutana	30/07/2023
PLN-22-316.02	Amendment to Permit for Residential Subdivision - 1 lot to 2 lots	66 Abbotsfield Road, Claremont	01/08/2023
PLN-23-149	Alterations to a Retail Premises	3/269 Main Road, Derwent Park	01/08/2023
PLN-23-062	Warehouse	154 Main Road, Moonah	03/08/2023
PLN-23-087	Multiple Dwellings (2)	14 Regina Street, Glenorchy	03/08/2023
PLN-23-073	Sporting Skills Centre	61 Claremont Link Road, Claremont	04/08/2023
PLN-23-150	Alterations to a Multiple Dwelling	1/118 Main Road, Claremont	07/08/2023
PLN-22-078.01	Amendment to Permit for Single Dwelling and Ancillary Dwelling	23 Nathan Street, Berriedale	08/08/2023
PLN-23-078	Additions and alterations to a Single Dwelling	19 Fehrlrich Court, Granton	08/08/2023
PLN-20-335.04	Amendment to Permit for Museum	651-655 Main Road, Berriedale	09/08/2023

PLN-23-166	Residential Outbuilding	2/315 Tolosa Street, Glenorchy	09/08/2023
PLN-23-168	Additions and alterations to a Single Dwelling	3 Fletcher Avenue, Moonah	09/08/2023
PLN-23-169	Additions and alterations to a Multiple Dwelling	2/3 Mayhill Court, West Moonah	09/08/2023
PLN-23-202	Residential Outbuilding	8/27 Montrose Road, Montrose	10/08/2023
PLN-23-164	Visitor Accommodation	5/12 Tilyard Street, Montrose	15/08/2023
PLN-23-177	Additions and alterations to a Single Dwelling	20 Westfield Street, Claremont	17/08/2023
PLN-23-157	Single Dwelling	11 Fryett Drive, Claremont	18/08/2023
PLN-23-122	Single Dwelling	6 Timber Court, Austins Ferry	21/08/2023
PLN-23-185	Single Dwelling	45 Central Avenue, Moonah	21/08/2023
PLN-23-200	Additions and alterations to a Single Dwelling	59 Main Road, Claremont	22/08/2023
PLN-18-127.01	Amendment to Permit for Residential Subdivision - 1 lot to 19 lots	8 Parkwood Court, Claremont	24/08/2023
PLN-21-255.01	Amendment to Permit for Business and Professional Services	2 Tolosa Street, Glenorchy	30/08/2023
PLN-23-080	Increase to hours of operation for Bakery	15 Springfield Avenue, Moonah	30/08/2023
PLN-23-099	Single Dwelling	22 Laona Crescent, Granton	31/08/2023
PLN-23-158	Single Dwelling and Outbuilding	60 Brinckmans Road, Glenlusk	31/08/2023
PLN-20-293.01	Amendment to Permit for Multiple Dwellings (3)	1 Swallow Parade, Glenorchy	04/09/2023
PLN-23-030.01	Amendment to Permit for Multiple Dwellings (33)	162A Abbotsfield Road, Claremont	05/09/2023
PLN-23-189	Single Dwelling	30 Alexa Drive, Austins Ferry	06/09/2023

PLN-23-204	Columbarium	20 Church Road, Collinsvale	07/09/2023
PLN-22-235	Multiple Dwellings (4)	7 Young Street, Glenorchy	11/09/2023
PLN-23-094	Change of hours of operation for Veterinary Clinic	37 Derwent Park Road, Moonah	13/09/2023
PLN-23-205	Signage for Service Station	708 Main Road, Berrisdale	13/09/2023
PLN-23-213	Two Billboard Signs	1/13-15 Mill Lane, Glenorchy	13/09/2023
PLN-21-184.01	Amendment to Permit for Multiple Dwellings (2)	11 Belgrave Street, Claremont	14/09/2023
PLN-22-276.01	Amendment to Permit for Multiple Dwellings (2)	20 Cammeray Road, Claremont	20/09/2023
PLN-23-030.02	Amendment to Permit for Multiple Dwellings (33)	162A Abbotsfield Road, Claremont	20/09/2023
PLN-23-022	Alterations and additions to Fitness Centre	8A Constance Avenue, Glenorchy	21/09/2023
PLN-23-222	Change to hours of operation for Milk Processing	54-56 Gormanston Road, Moonah	21/09/2023
PLN-23-155	Secondary Residence	1 Amber Street, Claremont	28/09/2023
PLN-23-230	Manufacturing and Processing	17 Springfield Avenue, West Moonah	28/09/2023