GLENORCHY CITY COUNCIL
ATTACHMENTS
MONDAY, 31 JULY 2023

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GLENORCHY CITY COUNCIL

September 2022
Version 2.0

Strategic Asset Management Plan

(Combined with Asset Management Strategy)

2023-2032


Image: Glenorcy CBD, Greg Fox

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Executive summary

CONTEXT

Glenorchy City Council is responsible for the acquisition, operation, maintenance, renewal, and disposal of an extensive range of infrastructure assets with a replacement value of $981,998,955 as of 30/06/2022 (including Assets Held for Sale). Council is also responsible for the management of other assets with a replacement value of $288,082,415 as of 30/06/2022 such as land, land under roads, fleet, plant, ICT assets and office furniture and equipment. This plan will mainly focus on the four major infrastructure asset classes.

The four major infrastructure asset classes include transport, drainage, buildings and parks and recreation assets, which provide services essential to our community's quality of life.

This Strategic Asset Management Plan (SAMP) takes the organisational objectives in the Strategic Plan, develops the asset management objectives, principles, framework and strategies required to achieve our organisational objectives. The plan summarises activities and expenditure projections from individual asset management plans for four major asset classes to achieve the asset management objectives.

CURRENT SITUATION

Our aim is to achieve a 'core' maturity for asset management activities and continue maturity improvement where the benefits exceed the costs. Improvement tasks with costs and target dates have been identified and documented in Table 8.2.

WHAT DOES IT COST?

Operating Outlays (excluding depreciation)

The projected operating outlays necessary to provide the services covered by this SAMP includes operation and maintenance of existing assets over the 10 year planning period is $15,581,195 on average per year.



Capital Outlays

The projected required capital outlays including renewal/replacement and upgrade of existing assets and acquisition of new assets over the 10 year planning period is $16,955,068 on average per year. We have balanced the projected expenditures in the SAMP with financial outlays in the Long Term Financial Plan (LTFP) involving

- community consultation on desirable and affordable levels of service
- balancing service performance, risk and cost in a trade-off of projects and initiatives
- considering the impact of trade-offs and accepting the service and risk consequences.

WHAT WE WILL DO

The Council has implemented a strategic plan 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. The proposed level of service, outlined in the table provided in Appendix A, serves as a summary of our strategy to keep the Council in a sustainable position.

While we strive to meet all service expectations within our current financial capabilities, it is important to note that it may not always be feasible to fulfill all requirements. However, we are committed to engaging with our community and continuously seek their input to ensure that essential services are provided at an appropriate level while managing associated risks. Our aim is to strike a balance between delivering the necessary services and maintaining affordability for our community members.

WHAT WE HAVE DEFERRED

We may not have the funding to provide all the services at the levels that are desired by the community. However, it is an important message to the community that Council can only provide a level of service which the community is able to afford and willing to pay for, rather than the level of service that creates a financial burden to the Council and its community.

Council does not include deferred initiatives and projects listed in the capital works program. Any 'backlog' are works that are above the proposed level of service and cannot be accommodated within the current capital works program such as extensive new/upgrade works and therefore should not be funded in the following years unless either the financial position or the level of service is changed.



MANAGING THE RISKS

There are risks associated with providing services and not being able to complete all identified initiatives and projects. We have identified the major risks as:

- Lack of community engagement - The community is not aware that Council can only provide a level of service which the community is willing to pay for through rates
- Insufficient funding for lifecycle costs - Lack of funding for renewal, upgrade, operation, and maintenance will accelerate the deterioration of assets
- Insufficient asset data and systems - Poor asset data and inefficient asset management systems leading to poor decision making
- Inherited substandard assets - Inherited substandard assets from subdivisions and third parties leading to increased maintenance costs and potential liability claims
- Insufficient workforce capacity - Workforce capacity doesn't meet the requirements of the agreed levels of service.

We will endeavour to manage these risks within available funding by:

- Undertake community engagement on the revision of the SAMP
- Ensure LTFP matches the funding required under the SAMP
- Undertake a core technology review to procure new asset information management systems that tie into maintenance and customer service requests
- Work with the planning department and development engineers to ensure adequate compliance inspections are undertaken on gifted assets provided by developers
- Outsource resealing, large concrete, and more complex projects that cannot be accommodated with Council's workforce capacity.

More importantly, by adopting the asset management seven guiding principles and eleven strategies that are mentioned in this SAMP, the risks associated with providing the infrastructure and services can be managed in an effective and sustainable manner.

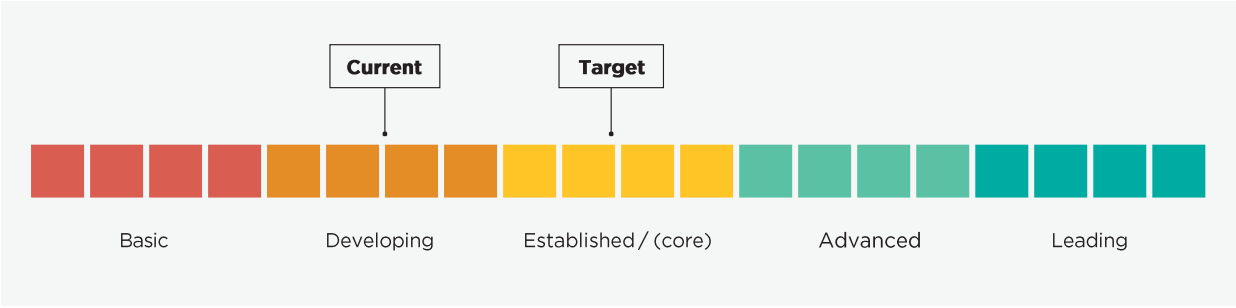


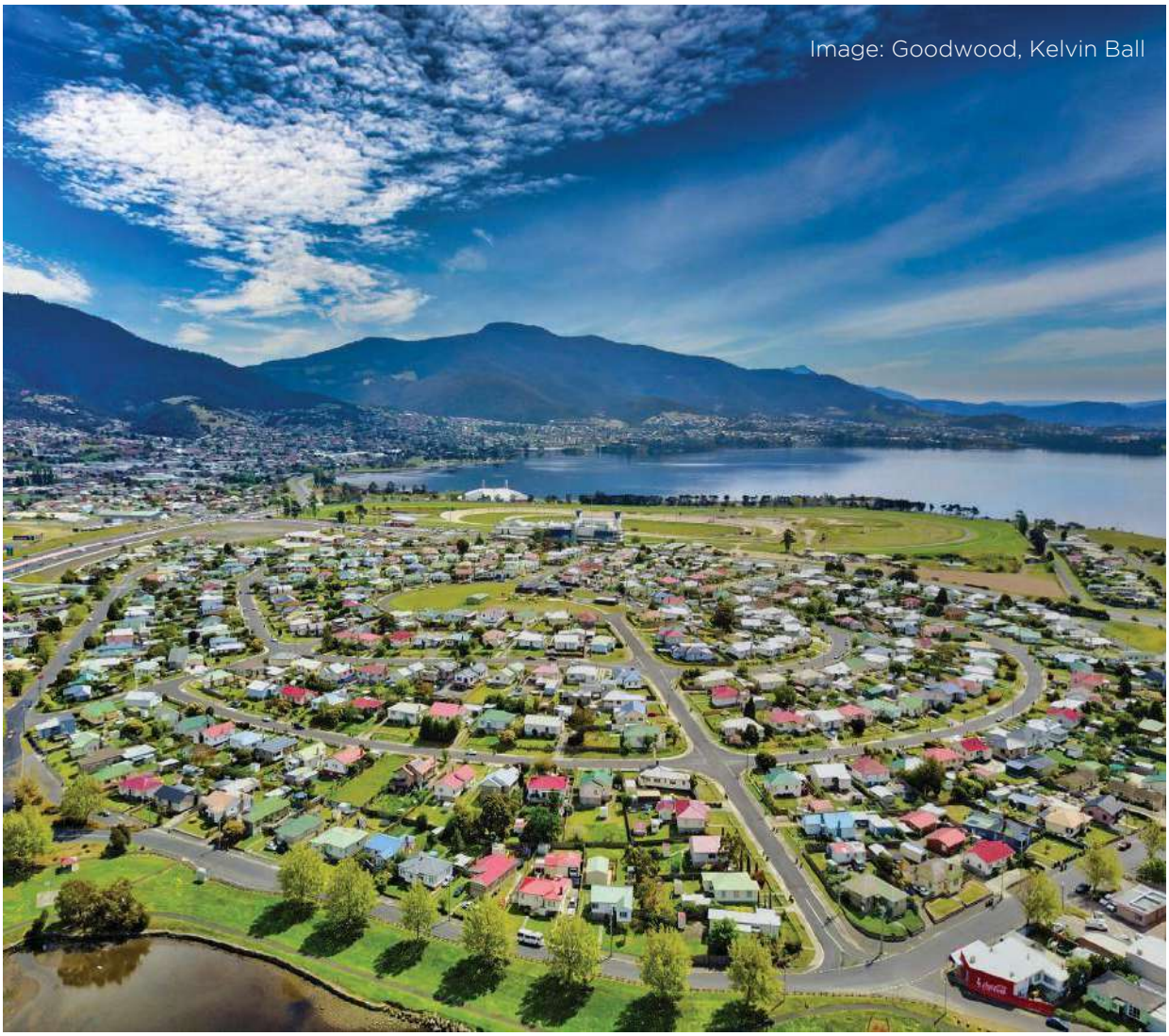
CONFIDENCE LEVELS

This SAMP is based on medium level of confidence information.

THE NEXT STEPS

An improvement plan has been developed and presented in this SAMP to ensure that Council will be moving towards the core asset management maturity while mitigating the risks mentioned in the previous chapter.




Image: Goodwood, Kelvin Ball

2. Asset Management Strategy

2.1 ASSET MANAGEMENT SYSTEM

Asset management enables an organisation to realise value from assets in the achievement of organisational objectives, while balancing financial, environmental and social costs, risk, quality of service and performance related to assets.[1]

An asset management system is a set of interrelated and interacting elements of an organisation to establish the asset management policy and asset management objectives, and the processes, needed to achieve those objectives. An asset management system is more than 'management information system' software. The asset management system provides a means for:

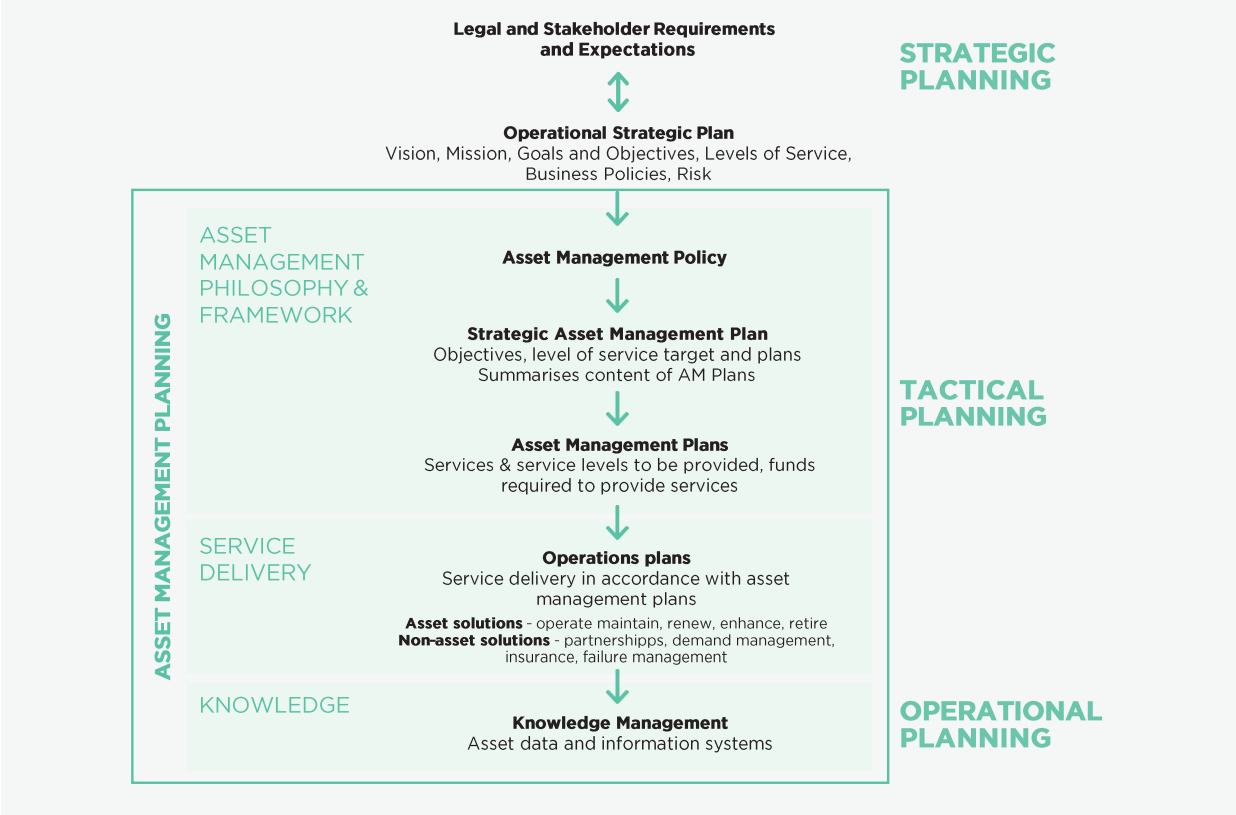
- coordinating contributions from and interactions between functional units within an organisation,[2] and
- consistent application of the asset management processes to achieve uniform outcomes and objectives.

The asset management system includes:

- The asset management policy
- The asset management objectives
- The strategic asset management plan
- The asset management plans, which are implemented in
  - operational planning and control
  - supporting activities
  - control activities
  - other relevant processes.[3]

The Council's asset management system fits within the organisation's strategic planning and delivery process as shown in Figure 1.

FIGURE 1: STRATEGIC ASSET MANAGEMENT PLAN FIT IN PLANNING PROCESS



1. ISO, 2014, ISO 55000, Sec 2.2, p 2
2. ISO, 2014, ISO 55000, Sec 2.5.1, p 5
3. ISO, 2014, ISO 55002, Sec 4.1.1, p 2.

2.1.1 ASSET MANAGEMENT POLICY

The asset management policy sets out the principles by which the organisation intends applying asset management to achieve its organisational objectives[4]. Organisational objectives are the results the organisation plans to achieve, as documented in its Strategic Plan. Our adopted asset management policy is available from our web site.

https://www.gcc.tas.gov.au/wp-content/uploads/2022/09/Asset-Management-Policy-2022-Final.pdf

2.1.2 ASSET MANAGEMENT OBJECTIVES

The asset management objectives developed in Section 2.4.3 provide the essential link between the organisational objectives and the asset management plan(s) that describe how those objectives are going to be achieved. The asset management objectives transform the required outcomes (product or service) to be provided by the assets, into activities typically described in the asset management plans. Asset management objectives should be specific, measurable, achievable, realistic and time bound (i.e. SMART objectives).[5]

2.1.3 STRATEGIC ASSET MANAGEMENT PLAN

This strategic asset management plan is to document the relationship between the organisational objectives set out in the City of Glenorchy Community Plan 2015-2040 and the asset management (or service) objectives and define the strategic framework required to achieve the asset management objectives.[6]

The asset management objectives must be aligned with the organisation's strategic objectives set out in its strategic plan.

This strategic asset management plan encompasses the following services:

- Transport
- Drainage
- Buildings
- Parks & Recreation.

The strategic asset management framework incorporates strategies to achieve the asset management objectives. The strategies are developed in 4 steps:

- What assets do we have?
- Our assets and their management
- Where do we want to be?
- How will we get there?[7]

2.1.4 ASSET MANAGEMENT PLANS

Supporting the strategic asset management plan are asset management plans for major service/asset categories. The asset management plans detail the activities to be implemented and resources to be applied to meet the asset management objectives. The strategic asset management plan summarises the key issues from following asset management plans:

- Glenorchy City Council Transport Asset Management Plan
- Glenorchy City Council Drainage Asset Management Plan
- Glenorchy City Council Buildings Asset Management Plan
- Glenorchy City Council Park & Recreation Asset Management Plan.

The strategic asset management plan is part of the organisation's strategic and annual planning and reporting cycle as shown in Table 2.1.

4. ISO, 2014, ISO 55002, Sec 5.2, p 7.
5. ISO, 2014, ISO 55002, Sec 6.2.1, p 9.
6. ISO, 2014, ISO 55002, Sec 4.1.1, p 2.
7. LGPMC, 2009, Framework 2, Sec 4.2, p 4.

TABLE 2.1: STRATEGIC ASSET MANAGEMENT PLAN WITHIN THE PLANNING AND REPORTING CYCLE

	Plan	Planning Cycle	Performance Reporting	Reporting Method
Community planning	25 year Community Plan	4 – 10 years	Community Objectives Indicators	Annual Report
Strategic planning	10 year Strategic Plan	4 years	Organisational Objectives	Annual Report
	10 year Long-Term Financial Plan		Financial Indicators	
	10 year Strategic Asset Management Plan 10 year Asset Management Plans		Asset Management Objectives	
Operational planning	4 year Operational Plan	4 years	Operational Objectives incorporated into Annual Plan	Annual Report
Annual Planning & Budget	Annual Plan & Budget	Annual	Annual Objectives Budget Objectives	Annual Report Monthly Reports to Council/Board
	Departmental/ Directorate Work Plans		Work Plan Objectives	Monthly Reports to Council/Board
	Individual Work Plans		Work Plan Objectives	Performance Reviews



Image: KGV Sports Ground, Kelvin Ball

2.2 WHAT ASSETS DO WE HAVE?

Council manages a vast range of assets to provide services to our community. The assets provide the foundation for the community to carry out its everyday activities, while contributing to overall quality of life.

TABLE 2.2: ASSETS COVERED BY THIS PLAN

Asset Class	Asset Category	Asset Type	Dimension
Transport	Bridges	Bridge	36 (No.)
		Culvert	6 (No.)
		Jetty/pontoon/Boat Ramp	7 (No.)
	Car Parks	Off-Road	84 (104.13 Km2)
	Kerbs	Barrier Kerb & Channel	2443 (435.3 Km)
		Dry Kerb	6 (0.39 Km)
		Mountable Kerb & Channel	236 (32.3 Km)
		Unknown	87 (13.7 Km)
	Pathways	Cycleway	42 (24.1 Km)
		Footpath	2458 (443.3 km)
		Right of Way	85 (6.7Km)
		Walking Track	169 (21.2 Km)
	Roads	Arterial Road	128 (38.1 Km)
		Collector Road	98 (24.7 Km)
		Link Road	774 (180.5 Km)
		Local Access Road	533 (70.0 Km)
		Minor Access Road	45 (8.1 Km)
		Fire Trail	37 (58.1 Km)
	Traffic Management Device	Access Ramp	1490 (No.)
		Bicycle Parking Ramp	1 (No.)
		Bollard	87 (No.)
		Entry Restriction Device	24 (No.)
		Guide Post	2 (No.)
		Intersection Platform	4 (No.)
		Kerb Blister	75 (No.)
		Mirror	7 (No.)
		Roundabout	30 (No.)
		Safety Barrier	141 (No.)
		Speed Cushion	30 (No.)
		Speed Hump	61 (No.)
		Threshold Treatment	23 (No.)
		Traffic Island	498 (No.)
		Traffic Light & Pole	1 (No.)
		Vehicle Barrier	136 (No.)
		Vehicle Wheel Stop	1 (No.)

Asset Class	Asset Category		Asset Type	Dimension
Drainage	Bores & Wells		Pump Well	3 (No.)
	Irrigation		Irrigation	27 (No.)
	Lagoon		STSB (Stormwater Storage Basin)	13 (No.)
	Stormwater Drains		Box Culvert	48 (1.6 Km)
			Creek	94 (27.6 Km)
			Gravity Main	15991 (401 Km)
			Open Drain	437 (25 Km)
			Property Connection	20048 (No.)
			Sub Soil Drain	443 (26.7 Km)
	Stormwater Pits		Inlet Pit	6502 (No.)
			Maintenance Hole	7325 (No.)
			Miscellaneous	1026 (No.)
			Node Point	3888 (No.)
	Stormwater Pump		Pump	3 (No.)
	Water Nodes		Miscellaneous	3 (No.)
	Water Pumps		Water Pump	1 (No.)
	Water Plant and Equipment		Steel Plate	4 (No.)
Buildings	Buildings	Major Building Structure	Art Centre	1 (No.)
			Change Room	2 (No.)
			Child Care Centre	2 (No.)
			Church Building	2 (No.)
			Clubhouse/Change Room	14 (No.)
			Clubhouse/Change Room/ Community Centre	1 (No.)
			Community Centre	5 (No.)
			Grandstand	4 (No.)
			Hall	5 (No.)
			Office Building	6 (No.)
			Pool Structure	3 (No.)
			Public Toilet	23 (No.)
			Residence	2 (No.)
			Shed	1 (No.)
			Shed/Toilet	1 (No.)
			Workshop	1 (No.)
		Minor Building Structure	Bus Shelter	5 (No.)
			Carport	5 (No.)
			Garage	1 (No.)
			Interchange Box	14 (No.)
			Judge Box	1 (No.)
			Kiosk	2 (No.)
			Official's Shelter	2 (No.)
			Pavilion	3 (No.)
			Picnic Shelter	97 (No.)
			Shade Structure	16 (No.)
			Shed	36 (No.)
			Special Feature	6 (No.)
			Ticket Box	2 (No.)

Asset Class	Asset Category	Asset Type	Dimension
Park and Recreation	Artworks (depreciating)	Memorials	71 (No.)
		Public Art	35 (No.)
	Electrical	Perimeter Beam	1 (No.)
		Conduits & Cabling	1 (No.)
		Power Supply	8 (No.)
		Switchboard	3 (No.)
	Outdoor Equipment & Furniture	Barbeque	45 (No.)
		Bicycle Rack	7 (No.)
		Drinking Fountain	9 (No.)
		Fence	475 (No.)
		Flagpole	6 (No.)
		Gate	199 (No.)
		Handrail	16 (No.)
		Paving	5 (No.)
		Picnic Table	180 (No.)
		Retaining Wall	70 (No.)
		Rubbish Bin	315 (No.)
		Safety Net	1 (No.)
		Seat	395 (No.)
		Shade Structure	3 (No.)
		Special Feature	6 (No.)
		Storage Equipment	15 (No.)
		Tree Guard	19 (No.)
		Water Tank	1 (No.)
		Weighbridge	1 (No.)
	Lighting Fittings & Brackets	Lighting Fitting & Bracket	2828 (No.)
	Lighting	Park Light	189 (No.)
		Street Light	780 (No.)
	Marine Structure	Sea Wall	8 (No.)
	Play and Sports Equipment	Play Equipment	160 (No.)
		Sports Equipment	88 (No.)
		Under Surfacing	11 (No.)
	Signs	Park Sign	1003 (No.)
		Street Sign	1436 (No.)
	Trees (No valuation)	Park Tree	3214 (No.)
		Street Tree	5038 (No.)
		Unknown	37 (No.)
	Playground and Sporting (Valuation was recorded by child assets)	Playground	65 (No.)
		Sports Ground	40 (No.)
	Council Property (Valuation was recorded by child assets)	Facility Complex	52 (No.)
		Park & Reserve	289 (No.)

2.3 OUR ASSETS AND THEIR MANAGEMENT

2.3.1 ASSET VALUES

The infrastructure assets covered by this strategic asset management plan are shown in Table 2.3.1. These assets are used to provide services to the community.

TABLE 2.3.1: ASSETS COVERED BY THIS PLAN AS 30/06/2022

Financial Class	Gross Replacement Cost	Carrying Value	Annual Depreciation
Transport	$554,237,865	$282,345,959	$8,520,558
Drainage	$317,166,255	$200,343,677	$2,672,277
Buildings	$65,496,652	$33,913,490	$959,559
Park and Recreation	$39,397,870	$16,989,350	$1,037,430
TOTAL	**$976,298,642**	**$517,397,303**	**$13,189,824**

Note* Not including Asset Held for Sale

From a sustainability measure, the Remaining Service Potential Index is calculated at 53% for the asset classes covered by this Plan. This ratio is calculated as the Fair Value (Carrying Value) divided by the Gross Replacement Cost. The Remaining Service Potential Index ratio represents the overall health of the asset stock in terms of measuring past asset consumption, via the amount of accumulated depreciation.

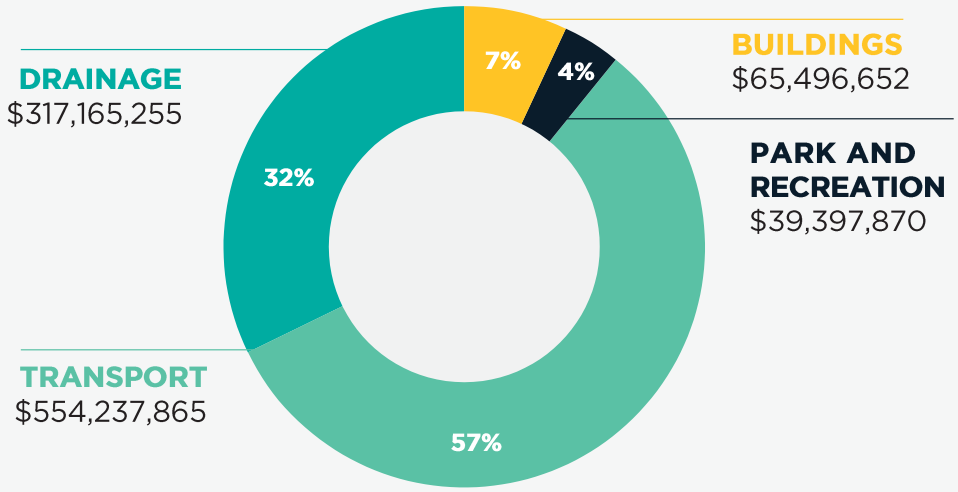
The industry target for this ratio is that it should be at 70% or higher. The lower the ratio, the more the asset stock has been consumed, which typically indicates that historically, not enough capital expenditure has been allocated to the asset.

TABLE 2.3.2: OTHER ASSETS NOT COVERED BY THIS PLAN

Financial Class	Gross Replacement Cost	Carrying Value	Annual Depreciation
Fleet and Plant	$4,557,032	$2,361,966	$380,537
Office Equipment & Furniture (incl. ICT assets)	$11,586,234	$4,993,324	$1,101,007
Land under Property	$117,583,015	$117,583,015	$0
Land under Roads	$150,894,133	$150,894,133	$0
Landfill Restoration	$3,462,000	$3,461,802	$30,654
Total	**$288,082,415**	**$279,294,241**	**$1,512,198**

Figure 2 shows the gross replacement value of our four infrastructure assets

FIGURE 2: ASSET REPLACEMENT VALUES FOR FOUR INFRASTRUCTURE ASSETS



Section 2.3 demonstrates the significance of Glenorchy City Council's investment in infrastructure. An objective for this SAMP is to demonstrate how value is to be obtained from the 976 million investments in providing services to the community. The investment in infrastructure is being consumed at 13 million per annum.

The annual depreciation (asset consumption) is considered a measure of the wearing out or other loss of value of the asset that arises from its use, passing of time or obsolescence through environmental changes. However, the annual depreciation is not an ideal measure and is seldom recommended now in a modern practice with the focus more on sustainability-based analysis of asset service level (Long Term Financial Plan based on strategic lifecycle modelling and planning) as documented in Section 7.

2.3.2 ASSET CONDITION, FUNCTION AND CAPACITY

Our State of the Assets Report monitors the performance of the assets under three community service indicators:

- condition/quality – how good is the service?
- function - does it meet users' needs?
- capacity/utilisation – is the service usage appropriate to capacity?

Figure 3 shows the state of the assets as a percentage of their replacement value.

FIGURE 3: STATE OF THE ASSETS

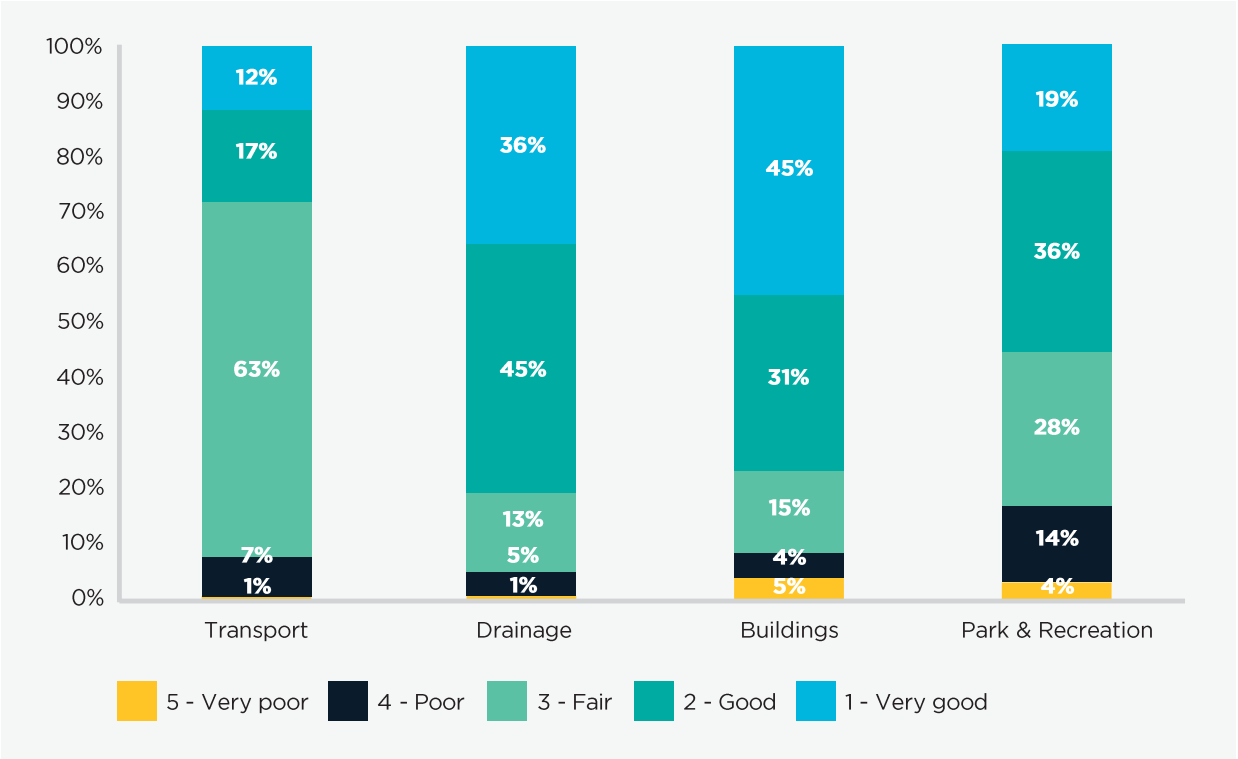


Figure 3 shows the assessment of performance of assets under condition (quality) indicators. Very Good/Good performance is shown by the blue and dark green bars. Very Poor/Poor performance is shown by the yellow and black bars. The green bars show the assets with Fair condition. We will need to improve our understanding of the effect of the Very Poor/Poor condition ratings for Glenorchy City Council of all the infrastructure assets and the subsequent impact on service performance of these assets.

2.3.3 LIFECYCLE COSTS

Lifecycle costs (or whole of life costs) are the average annual costs that are required to sustain the service levels over the longest asset life. Lifecycle costs include operation and maintenance expenditures plus asset consumption (depreciation). Life cycle costs can be compared to lifecycle expenditure to give a comparison of current expenditures to lifecycle costs of services.

Lifecycle expenditures include operation and maintenance expenditures (excluding depreciation) plus capital renewal expenditure. The capital renewal component of lifecycle expenditure can vary depending on the timing of asset renewals.

The lifecycle costs and expenditures averaged over the 10-year planning period are shown in Table 2.3.3.

TABLE 2.3.3: ASSET LIFECYCLE COSTS

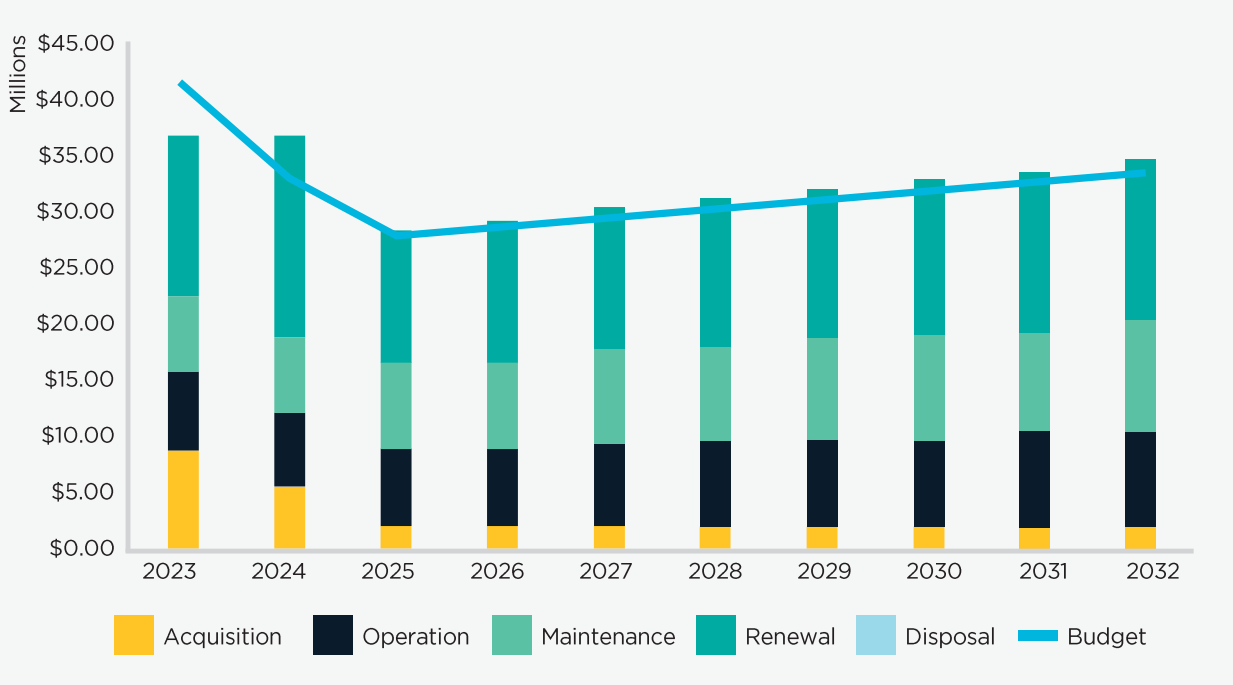
Asset Class/ Category	Lifecycle Cost ($M/yr)	Lifecycle Expenditure ($M/yr)	Lifecycle Expenditure Indicator	Backlog at Year 10 ($M)	Target of Average Condition at Year 10 with current Level of Service
Transport	$15.91	$15.63	98.29%	$2.80	<=3.0
Drainage	$2.70	$2.55	94.62%	$1.50	<=3.0
Buildings	$6.51	$6.34	97.43%	$1.70	<=3.0
Park & Recreation	$7.43	$7.40	99.66%	$0.30	<=3.0
TOTAL	**$32.54**	**$31.93**	**98.12%**	**$6.10**	**<=3.0**

Total lifecycle expenditure may reasonably be lower than lifecycle costs in periods of below average asset renewal/replacement activity. The lifecycle indicator is a measure of estimated need over the long-term. It is dependent on the age profile of the assets, with older assets expected to have a higher LC indicator and newer assets a lower LC indicator. Section 5.4 gives a more accurate indicator of renewal/replacement funding needs over the period of the SAMP.

2.3.4 ASSET MANAGEMENT INDICATORS

An asset management objective is to provide the services that the community needs at the optimum lifecycle cost in a financially sustainable manner. Figure 4 shows the projected operation, maintenance, acquisition, renewal expenditure balanced with financial outlays in the 10-year long-term financial plan. Some activities and/or projects have been deferred to subsequent years to allow further consideration of service level needs and financing options.

FIGURE 4: PROJECTED OPERATING AND CAPITAL EXPENDITURE



The purpose of this strategic asset management plan is to develop the strategies to achieve the asset management objectives through balancing of asset service performance, cost and risk.

Figure 4 shows the results of balancing of service performance, risk and cost in the asset management plans and long-term financial plan to achieve an agreed and affordable position on service level and costs. This includes deferral of lower priority projects and initiatives for at least 10 years and identification and acceptance of the risks associated with the deferrals.

2.3.5 OPPORTUNITIES AND RISKS

We have identified opportunities relevant to the services included in this strategic asset management plan including:

- the growing trend of healthy lifestyles will create a demand for active transportation networks (foot traffic and bicycles) and more park and recreation facilities.
- new technologies could potentially allow for more cost savings and promote sustainable and environmentally friendly design and practice.

Relevant risks to the strategic asset management plan in the future are:

- the population increase, demographical changes and social evolution may demand a different level of service, which can't be afforded by Council
- higher community expectations for the level of service provided will require additional funding
- the increase of construction costs and aging infrastructure will require additional funding to cover the increased costs associated with maintenance and capital works
- climate change with more extreme weather will create damage to the existing assets and reduce the level of service
- legislative reform leads to changes in compliance to existing codes and standards which may have a substantial cost implication on asset owners
- further freezing or reduction of financial assistance grants from both the State and Federal levels (e.g. reduced Roads to Recovery Funding) may increase the funding gap.

Infrastructure risk management plans for these and other relevant risks are summarised with risk management activities and resource requirements incorporated in the relevant asset management plans.

2.3.6 ASSET AND FINANCIAL MANAGEMENT MATURITY

Council has taken steps to improve its asset and financial management performance including assessing asset management maturity against the 3 Frameworks of the Local Government Financial Sustainability Nationally Consistent Frameworks. The target is to achieve 'core' maturity with the Frameworks. Figure 5 shows the current and target 'core' and 'advanced' maturity scores for the eleven elements of the National Frameworks for asset and financial management. These core competencies are:

Financial Planning and Reporting

- Strategic Longer-Term Plan
- Annual Budget
- Annual report

Asset Planning and Management

- Asset Management Policy
- Asset Management Strategy
- Asset Management Plan
- Governance & Management
- Levels of Service
- Data & Systems
- Skills & processes
- Evaluation

In terms of undertaking asset management and implementation within the organisation, Asset Management Maturity (AMM) is the indicator in determining how good the asset management practice is within an organisation.

The web chart in Figure 5 shows the result of a maturity assessment of Council's Asset Management Practice in September 2022 by internal assessment.

FIGURE 5: MATURITY ASSESSMENT



The maturity score web chart shows the current maturity for each maturity elements as assessed by the organisation compared to the 'core' competencies (Level 3) required under the Australian National Assessment Framework (NAF) and the Target maturity competency desired and set by the organisation.

Improvement in 'core' maturity is indicated by movement of the blue ◆ (current maturity) line to the red ■ ('core' maturity) and green line ▲ (desired or aspirational target maturity).

Improvement in maturity is indicated by movement of the blue (current maturity) line to the red (target maturity) and green line (desired maturity).

Elements with low maturity scores comparing to the desired core level maturity are:

- Evaluation
- Governance and Management.

The risk to the organisation from the current maturity is shown in Figure 6.

FIGURE 6: MATURITY RISK ASSESSMENT



Reduction in risk from current NAF maturity is indicated by movement of the blue (current risk) line to the green line (desired or aspirational target risk). Elements with high maturity risk to the organisation are:

- Evaluation
- Governance and Management.

Tasks to improve asset and financial management maturity are prioritised and included within the Improvement Plan shown in Section 7.2.

2.3.7 STRATEGY OUTLOOK

We can maintain current levels of service (The condition of all the assets to be maintained above 'Fair' condition) for the next ten years based on current knowledge and projections in AM Plans and Long-Term Financial Plan.

Funding of current infrastructure lifecycle costs is considered adequate for the next 10 years but below long-term needs. Review of services, service levels and costs will need to be carried out over the next 10 years to identify and monitor changes in demand for services and affordability over the longer-term.

Our current asset and financial management maturity are below 'core' level and investment is needed to improve information management, lifecycle management, service management and accountability and strategic direction.

2.4 WHERE DO WE WANT TO BE?

2.4.1 COMMUNITY EXPECTATIONS

We have identified community expectations for service levels to be generally consistent with current levels of service. We engage with the community through the Community Customer Satisfaction Survey. Community engagement is necessary to ensure that informed decisions are made on future levels of service and costs and that service and risk consequences are known and accepted by stakeholders.

2.4.2 ORGANISATIONAL OBJECTIVES

The organisation objectives are developed in the Council's Strategic Plan 2023-2032 under Vision, Mission, Values and Priority Areas as shown below.

OUR VISION

We are a proud City; a City of arts; of opportunity; of partnerships; a City that makes exciting things happen.

OUR MISSION

To deliver the community's vision, goals and priorities from the City of Glenorchy Community Plan 2015-2040.

OUR VALUES

PEOPLE

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

PLACE

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

OPPOTUNITY

We value innovation, flexibility and imagination in building a better and sustainable community.

TOGETHER

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

ACCOUNTABLE

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

OUR GOALS

MAKING LIVES BETTER

We deliver services to meet our community's needs.
We champion greater opportunities for our community.

BUILDING IMAGES AND PRIDES

We work for a safe and clean City.
We nurture and celebrate our proud and vibrant City with its strong sense of belonging.

OPEN FOR BUSINESS

We value our community by delivering positive experiences.
We encourage responsible growth for our City.

LEADING OUR COMMUNITY

We are a leader and partner that acts with integrity and upholds our community's best interests.
We responsibly manage our community's resources to deliver what matters most.

VALUING OUR ENVIRONMENT

We protect and manage our City's natural environment and special places now and for the future.
We improve the quality of our urban and rural areas as places to live, work and play.

Council's Strategic Plan sets goals and objectives to be achieved in the planning period. The goals set out where the organisation wants to be. The objectives are the steps needed to get there. Goals and objectives relating to the delivery of services from infrastructure assets are shown in Table 2.4.2.

TABLE 2.4.2: STRATEGIC PRIORITY AREAS AND ORGANISATIONAL OBJECTIVES

Community Visions	Strategic Plan Objectives
Making Lives Better	**1.1 We deliver services to meet our community's needs** 1.1.1-Deliver services to our community at defined service levels. 1.1.2-Identify and engage in partnerships that provide services effectively to our community
Building Image and Pride	**2.1 We work for a safe and clean City** 2.1.2- Maintain our roads, footpaths, trails, parks, playgrounds, open spaces, stormwater and building assets so they are functional, safe and clean.
Leading our community	**4.1 We are a leader and partner that acts with integrity and upholds our community's best interests.** 4.1.1 Listen to our community to understand their needs and priorities 4.1.2 Communicate effectively with our community and stakeholders about what Council is doing. 4.1.3 Champion and work together to address our community's needs and priorities. 4.1.4 Make informed decisions that are open and transparent and in the best interests of our community. 4.1.5 Build and maintain productive relationships with all level of government, other councils and peak bodies to achieve community outcomes for Glenorchy and Greater Hobart. 4.1.6 Ensure our City is well planned and prepared to minimise the impact of emergency events and is resilient in responding and recovering from them. **4.2 We responsibly manage our community's resources to deliver what matters most** 4.2.1 Manage the City's assets responsibly for the long-term benefit and growth of our community 4.2.3 Deploy the Council's resource effectively to deliver value while being financially responsible. 4.2.3-Manage compliance and risk in Council and the community through effective systems and processes 4.2.4-Be a healthy, proactive and forward-looking organisation with a strong safety culture and a skilled and adaptable workforce.
Valuing our environment	**5.1 We protect and manage our City's natural environment and special places now and for the future** 5.1.1-Identify and protect our natural values and special places including Wellington Park and the River Derwent foreshore. 5.1.2-Encourage access to and appreciation of natural area. 5.1.3-Work to reduce our resource use and carbon emissions and prepare the City for the impacts of a changing climate **5.2-We improve the quality of our urban and rural area as places to live, work and play** 5.2.1-Make our City more livable by providing and upgrading public places and facilities for people to come together. 5.2.2-Make our City more livable by investing in our City's infrastructure. 5.2.3-Imrove our parks and public spaces for the enjoyment, health and wellbeing of our community. 5.2.4-Working proactively with providers, manage the City's transport infrastructure sustainably to secure accessible, safe and reliable transport options for everyone.

2.4.3 ASSET MANAGEMENT OBJECTIVES

The asset management objectives (or strategies) translate the organisational objectives into the required service outcomes to be provided by infrastructure assets and activities described in the asset management plans. Actions to achieve the asset management objectives with performance targets and timelines are shown in Tables 2.4.3 and included in operational and capital works plans.

TABLE 2.4.3: ASSET MANAGEMENT OBJECTIVES – ALL ASSET CLASSES

Asset Management Objective	Action	Performance Target & Timeline
Organisational Objective 1.1 We deliver services to meet our community's needs		
Provide agreed level of service	Provide infrastructure services to an agreed service level from the Asset Management Plans (AMPs) and within the budget	Achieve agreed Level of Service (LoS) targets for operation/ maintenance, and Capital Works Projects (CWPs) with the annual budget compliance
Organisational Objective 2.1 We work for a safe and clean City Organisational Objective 5.1 We protect and manage our City's natural environment and special places now and for the future Organisational Objective 5.2 We improve the quality of our urban and rural area as places to live, work and play		
Provide services to an affordable standard and cater for the future	Review, update and link the AMPs with LTFP	AMPs are updated and linked with LTFP
Organisational Objective 4.1 We are a leader and partner that acts with integrity and upholds our community's best interests. Organisational Objective 4.2 We responsibly manage our community's resources to deliver what matters most		
Engage with community for the adoption of the Asset Management Policy and AMPs	Engage with community for the adoption of the Asset Management Policy and AMPs with GCC's community engagement tool	Asset Management Policy and AMPs are adopted with community engagement



Image: Moonah Art Centre, Glenorchy City Council

2.5 ASSET MANAGEMENT VISION

To ensure the long-term financial sustainability of the organisation, 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 in the future, in the most cost-effective and fit for purpose manner.

In line with the vision, the objectives of the strategic asset management plan are to:

- ensure that our infrastructure services are provided in an economically optimal way, with the appropriate level of service to residents, visitors and the environment determined by reference to our financial sustainability
- safeguard our assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial resources for those assets
- adopt the long-term financial management plan as the basis for all service and budget funding decisions
- meet legislative requirements for all our operations
- ensure resources and operational capabilities are identified and responsibility for asset management is allocated
- ensure operational and service delivery risks are adequately managed
- continually improve our asset, risk and financial management and service delivery performance
- provide high level oversight of financial and asset management responsibilities through Audit Committee/CEO reporting to Council/ Board on development and implementation of the Strategic Asset Management Plan, Asset Management Plan(s) and Long Term Financial Management Plan.

Strategies to achieve this position are outlined in Section 2.6.

2.6. HOW WILL WE GET THERE?

2.6.1 GUIDING PRINCIPLES

The following guiding principles were developed to provide clear objectives for Council's asset management, focus of the asset management strategy and establish priorities to guide future practice.

Council will:

- invest in high use areas - develop a differentiated approach to service delivery by recognising that greater investment is required in high use areas (e.g. wider footpaths in CBD areas)
- engage with the community - continue to understand the needs of the community through engagement e.g.GCC Future Direction and Budget Survey, customer service requests and project consultation
- provide services to an affordable standard - focus on asset renewals and alternative methods of providing affordable levels of service to meet the needs of the community e.g. relining of stormwater pipes, use of recycled asphalt, increase spending on bituminous resurfacing
- cater for future demand - assess the requirement of new services to cater for future demand of our city. In assessing new services, Council will consider the whole of life cycle costs and the ability to fund. e.g. access external funding to build new destination playgrounds, upgrade public toilets, business case development for the upgrade of sports grounds and facilities and building new footpaths that focus on high traffic areas
- best practice asset management - continue to invest in asset management to achieve a 'core level' of maturity e.g. ensure alignment of asset management plans with the long-term financial plan, training and investment in our people and benchmark our performance
- dispose of surplus assets - dispose of surplus assets to achieve long term sustainability e.g. repurposing of underutilised land, closure/demolition of unused facilities and consolidation of playgrounds
- shared facilities and services - explore the opportunities to work together with other service providers for non-asset methods of providing sustainable service delivery

e.g. delivery of road works on the border with adjoining Councils, working with the Education Department to access sports grounds, developing shared facilities for sport and community users.

2.6.2 STRATEGY

The strategic asset management plan proposes strategies to enable the organisational objectives and asset management policies to be achieved.

TABLE 2.6: ASSET MANAGEMENT STRATEGIES

No	Strategy	Desired Outcome
1	Incorporate Year 1 of long term financial plan revenue and expenditure projections into annual budgets.	Long term financial planning drives budget deliberations and the long term implications of all services are considered in annual budget deliberations.
2	Report our financial position at Fair Value in accordance with Australian Accounting Standards, financial sustainability and performance against organisational objectives in Annual Reports.	Financial sustainability information is available for Council/Board and the community.
3	Develop and maintain a long term financial plan covering 10 years incorporating asset management plan expenditure projections with a sustainable funding position outcome.	Sustainable funding model to provide our services.
4	Develop and annually review asset management plans and strategic asset management plan covering at least 10 years for all major asset classes (80% of asset value).	Identification of services needed by the community and required funding to optimise 'whole of life' costs.
5	Review and update asset management plans, strategic asset management plan and long term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks.	We and the community are aware of changes to service levels and costs arising from budget decisions.
6	Develop and maintain a risk register of operational and service delivery risks showing current risk levels, risk management treatments and report regularly to Council/ Board on current high level risks.	Risk management of operational and service delivery risks is an integral part of governance.
7	Ensure Council/Board decisions are made from accurate and current information in asset registers, on service level performance and costs and 'whole of life' costs.	Improved decision making and greater value for money.
8	Report on our resources and operational capability to deliver the services needed by the community in the annual report.	Services delivery is matched to available resources and operational capabilities.
9	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions.	Responsibility for asset management is defined.
10	Implement an improvement plan to realise 'core' maturity for the financial and asset management competencies within 4 years.	Improved financial and asset management capacity within the organisation.
11	Report six monthly to the Council through the quarterly reporting process on the Performance Measures identified in Section 8.4	Oversight of resource allocation and performance.

2.7 ASSET MANAGEMENT IMPROVEMENT PLAN

The tasks required for achieving a 'core' financial and asset management maturity are shown in priority order in the asset management improvement plan in Section 8.2.

2.8. CONSEQUENCES IF ACTIONS ARE NOT COMPLETED

There are consequences for the Council/Board if the improvement actions are not completed. These include:

- Inability to achieve strategic and organisational objectives
- Inability to achieve financial sustainability for the organisation's operations
- Current risks to infrastructure service delivery are likely to eventuate and response actions may not be appropriately managed
- We may not be able to accommodate and/or manage changes in demand for infrastructure services.



Image: Glenorchy City Cycleway, Kelvin Ball

3. Levels of Service

3.1 CONSUMER RESEARCH AND EXPECTATIONS

The expectations and requirements of various stakeholders are considered in the preparation of asset management plans summarised in this strategic asset management plan.

In the past, The Council Service Satisfaction Survey based on research conducted by LGAT was used to measure the satisfaction residents have with local Councils across Tasmania, and to produce a state-wide benchmark against which Councils may wish to measure the satisfaction of their residents with respect to the services they each provide. Unfortunately, this survey is no longer available.

In order to continuously gain a better understanding of the future direction and community satisfaction standard for Glenorchy. Council has decided to undertake an individual survey for Glenorchy specific satisfaction levels annually to help GCC to develop the performance targets of LoS. Table 3.1 shows available satisfaction levels for these services based on the survey that was conducted in 2023. It showed that the community has lower satisfaction levels with GCC's transport, park and recreation services compared to other services. Community also suggested that Council need to invest these services as the top priorities when preparing budget in the future.

TABLE 3.1: COMMUNITY SATISFACTION LEVELS

		GCC Individual Satisfaction Survey Results					
Asset Management Plan	**Level of Service**	**Very Happy**	**Happy**	**Neutral**	**Fairly Happy**	**Not Happy**	**Average Score**
Transport	Roads	6.98%	9.30%	27.91%	27.91%	27.91%	3.61
	Footpaths and cycleways	9.30%	18.60%	23.26%	30.23%	18.60%	3.30
Drainage	Stormwater and drainage (including flood mitigation)	0	25.58%	32.56%	23.26%	18.60%	2.84
Buildings	Sporting facilities and community halls	4.88%	14.63%	46.34%	26.83%	12.20%	2.88
Other Infrastructure (Park & Recreation)	Parks, playgrounds, and open spaces	4.65%	23.26%	9.30%	34.88%	27.91%	3.58
	Landfill and waste management facilities	9.30%	23.26%	32.56%	23.56%	11.63%	3.06

Source: Future Direction and Budget Survey 2023/2024: Survey Report 15/12/2022 to 28/02/2023
Very Happy (5 scores); Happy (4 scores); Neutral (3 scores); Fairly Happy (2 scores); Not Happy (1 score)

3.2 ORGANISATIONAL OBJECTIVES

Sections 2.4.2 and 2.4.3 of this strategic asset management plan reported the organisational objectives from the Strategic Plan and asset management objectives developed from the organisational objectives.

The organisational and asset management objectives provide focus for the community and technical level of service tables in Section 3.4.

3.3 LEGISLATIVE REQUIREMENTS

Council must meet many legislative requirements including Australian and State legislation and State regulations. These are detailed in the various asset management plans summarised in this strategic asset management plan.

TABLE 3.3: LEGISLATIVE REQUIREMENTS

Legislation	Requirement
Local Government Act 1993	An Act to set out the role, purpose, responsibilities and powers of local governments including the preparation of a long-term financial plan supported by asset management plans for sustainable service delivery.
Local Government (Highways) Act 1982	An Act to consolidate with amendments certain enactments concerning the functions of the corporations of municipalities with respect to highways and certain other ways and places open to the public.
Roads & Jetties Act 1935	An Act to consolidate and amend certain enactments relating to roads and jetties and to make provision for the establishment and maintenance of aerodromes.
Urban Drainage Act 2013	• Obligations of Stormwater Service Providers • Powers of Stormwater Service Providers
Building Act 2016 **Building Regulation 2016**	An Act to regulate the construction and maintenance of buildings and building and plumbing matters and to provide for permits, enforcement matters and resolution of disputes.
National Construction Code (NCC)	The National Construction Code (NCC) is an initiative of the Council of Australian Governments (COAG) developed to incorporate all on-site construction requirements into a single code. The NCC comprises the Building Code of Australia (BCA), Volume One and Two; and the Plumbing Code of Australia (PCA), as Volume Three.
Boundary Fences Act 1908	An Act to consolidate and amend the law relating to boundary fences.
Civil Liability Act 2002	An Act to effect civil liability reforms.
Crown Lands Act 1976	An Act to make fresh provisions with respect to the management, sale, and disposal of the lands of the Crown.
Disability Discrimination Act 1992	An Act relating to the funding of the provision of specialist disability services, and other goods or services, in relation to persons with disability, the regulation of the use of restrictive interventions in relation to such persons, the repeal of the *Disability Services Act 1992*, the consequential amendment of certain legislation, and for related purposes.
Land Use Planning and Approvals Act 1993	An Act to make provision for land use planning and approvals.
Local Government (Building and Miscellaneous Provisions) Act 1993	An Act to provide for matters relating to building and for miscellaneous matters relating to local government.

Legislation	Requirement
Nature Conservation Act 2002	An Act to make provision with respect to the conservation and protection of the fauna, flora and geological diversity of the State, to provide for the declaration of national parks and other reserved land and for related purposes.
Public Health Act 1997	An Act to protect and promote the health of communities in the State and reduce the incidence of preventable illness.
Threatened Species Protection Act 1995	An Act to provide for the protection and management of threatened native flora and fauna and to enable and promote the conservation of native flora and fauna.
Weed Management Act 1999	An Act to provide for the control and eradication of declared weeds and to promote a strategic and sustainable approach to weed management.
Workplace Health and Safety Act 2012	An Act to provide for a balanced and nationally consistent framework to secure the health and safety of workers and workplaces.
Australian Accounting Standards as relevant to assets	Accounting standards to provide guidance for preparing and maintaining all accounting records, accounts and financial statements as relevant to assets.
All other relevant Australian Standards, Codes of Practice, Acts, Regulations, and relevant policies of the Organization	Australian Road Rules, Australian Standards, Codes of Practices, Acts, Regulations, and relevant policies of Organization. For example: • Telecommunication, Electricity and Gas Acts • Dangerous Goods (Road Transport) Act 2010 • Historic Cultural Heritage Act 1995.

3.4 LEVELS OF SERVICE

Service levels are defined in three ways, customer values, customer levels of service and technical levels of service.

Customer Values indicate:

- what aspects of the service is important to the customer
- whether they see value in what is currently provided and
- the likely trend over time based on the current budget provision

Customer Levels of Service measure how the customer receives the service and whether the organisation is providing value.

Customer levels of service measures used in the asset management plan are:

Quality/condition	How good is the service?
Function	Does it meet users' needs?
Capacity/Utilisation	Is the service usage appropriate to capacity?

Our current and projected community levels of service for the services covered by this strategic asset management plan are shown in the AM Plans summarised in this strategic asset management plan.

The community level of service measures provides information on our performance on service delivery. They can indicate areas of possible over and over servicing and potential for reallocation of resources to maximise community value.

Technical Levels of Service - Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that the organisation undertakes to best achieve the desired community outcomes and demonstrate effective organisational performance.

Technical service measures are linked to annual budgets covering:

- Operation – the regular activities to provide services such as availability, cleansing, mowing, etc.
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition (e.g. road patching, unsealed road grading, building and structure repairs)
- Renewal – the activities that return the service capability of an asset similar to that which it had originally (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement) or to a lower service level
- Acquisition – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).

Service managers plan, implement and control technical service levels to influence the customer service levels.[8]

Together the community and technical levels of service provide detail on service performance, cost and whether service levels are likely to stay the same, get better or worse.

Our current and projected technical levels of service for the services covered by this strategic asset management plan are shown in the AM Plans summarised in this strategic asset management plan.

Tables summarising the current and desired technical levels of service for services are shown in Appendix A.

Note: Council is planned to make sure our infrastructure assets to be maintained as an average score of 3 (Fair condition) in 30 years' time. The Tables in Appendix A summarise the agreed sustainable position where trade-offs between service performance, risk and cost have been agreed by the Council.


Image: Abbotsfield Park, Sarah Van Tienen

8 IPWEA, 2011, IIMM, p 2.22

4. Future Demand

4.1 DEMAND DRIVERS

Drivers affecting demand include population change, changes in demographics, seasonal factors, climate change, vehicle ownership rates, consumer preferences and expectations, government decisions, technological changes, economic factors, agricultural practices, environmental awareness, etc.

4.2 DEMAND FORECAST

The present position and projections for demand drivers that may impact future service delivery and utilisation of assets were identified and are documented in Table 4.3.

4.3 DEMAND IMPACT ON ASSETS

The impact of demand drivers that may affect future service delivery and utilisation of assets are shown in Table 4.3.

TABLE 4.3: DEMAND DRIVERS, PROJECTIONS AND IMPACT ON SERVICES

Projection	Impact on services
Population growth	
The population is 51,233 in 2021. Average about 1.3% per annual growth rate from 2011 to 2021.	Population growth will accelerate the wear and tear rate of the infrastructure assets.
Aging population and people with disabilities	
People aged 60 years and over made up 23.2% of the population. About 1.5% per annual increase from 2011 to 2021. People needing assistance with core activities made up 7.5% of the total population. About 2.2% per annual increase from 2011 to 2021.	With an aging population and people with disabilities, there is reduced tolerance for infrastructure defects and a greater demand for access-related facilities like ramps. We will need to prioritise maintenance, promptly address defects, and invest in accessible infrastructure to enhance safety and inclusivity.
Increasement of construction costs	
The increase in construction costs is anticipated to continue and will likely be at a higher rate than CPI.	The increase in construction costs will require additional funding to cover the increased costs for maintenance and capital works.
Higher community expectation	
Community expectations will continue to increase.	Higher community expectations will require more funding to renew/upgrade the existing infrastructure assets and create the additional assets.
Urban and economic development	
The demand from urban and economic development will continue to increase.	The urban and economic development will create significant load on the existing aged infrastructure assets and demand higher or additional services. Also, donated assets from development will require additional funding and affect the future level of service.
Trend for healthy lifestyle	
The promotion of community and sporting activities will be increased.	The growing trend for healthier lifestyles will create demand for the green transportation networks (foot traffic and bicycles) and more park and recreation facilitie

Projection	Impact on services
Changes in technology	
The promotion of energy efficient, environmentally friendly, and sustainable design and practices will increase.	The changes in technology may allow for cost savings and protect the environment.
Legislation reform and changes in relevant standards	
The existing legislations and standards will be changed.	The legislation reform and changes in relevant standards may require Council to adjust the current practice.
Climate Changes	
High-intensity rainfall events and bushfires will occur more often due to climate change.	Climate change with more extreme weather will create damage to the existing assets and reduce the level of service.

4.4 DEMAND MANAGEMENT PLAN

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Non-asset solutions focus on providing the required service without the need for the organisation to own the assets and management actions including reducing demand for the service, reducing the level of service (allowing some assets to deteriorate beyond current service levels) or educating customers to accept appropriate asset failures.[9] Examples of non-asset solutions include providing joint services from existing infrastructure such as aquatic centres and libraries that may be in another community area or public toilets provided in commercial premises.

Opportunities identified for demand management are shown in Table 4.4.

TABLE 4.4: DEMAND MANAGEMENT PLAN SUMMARY

Service Impact	Demand Management Plan
Population growth will accelerate the wear and tear rate of infrastructure assets.	• Continue to conduct condition assessments on infrastructure assets. • Integrate facilities that cater to the needs of the aging and disabled population into capital projects.
With an aging population and people with disabilities, there is reduced tolerance for infrastructure defects and a greater demand for access-related facilities like ramps. We will need to prioritise maintenance, promptly address defects, and invest in accessible infrastructure to enhance safety and inclusivity.	
The increase of construction costs will require additional funding to cover the increased costs for maintenance and capital works.	• Continue to fund high priority projects. Investigate new and cost-efficient technologies and seek external funding. • Integrate infrastructure network with land use planning – encourage increased density to deliver sustainable services. • Identify community needs through consultation when developing the Open Space Strategy. • Develop partnerships with stakeholders to increase the community engagement. • Consider non-asset solutions.
Higher community expectations will require more funding to renew/upgrade the existing infrastructure assets and create additional assets.	
Urban and economic development will create significant load on the existing aged infrastructure assets and demand higher or additional services. Also, the donated assets from development will require additional funding and affect the future level of service.	

9 IPWEA, 2015, IIMM, Sec2.3.6, p2|53.

Service Impact	Demand Management Plan
Changes in technology may allow for cost savings and protect the environment.	• Increase the usage of low energy and sustainable practises in infrastructure project design. • Promote the usage of environmentally friendly and cost-effective materials and rehabilitation techniques. • Adopt the smart city concept. • Promote the use of the most effective technologies to improve the efficiency and accuracy of asset data capture and condition assessment in line with the industrial best practice and guidelines.
The growing trend for healthier lifestyle will create demand for the green transportation networks (walking and bicycles) and more park and recreation facilities.	• Recognise walking as the most fundamental mode of transport and supporting more people to ride bicycles or use public transport by improving the reliability, accessibility, and connectivity of transport networks. • Strategically improve and add park and recreation facilities.
The existing legislations and standards will be changed.	• Provide the information and training to make sure relevant staff to understand and comply the reformed Legislation and changed standards.
Climate change with more extreme weather will create damage to the existing assets and reduce the level of service.	• Identify high-risk areas and develop relevant corresponding plans to deal with the emergency situations.

4.5 ASSET PROGRAMS TO MEET DEMAND

The new assets required to meet growth will be acquired free of cost from land development and constructed/acquired by the organisation. New assets constructed/acquired by the organisation are discussed in Section 5.4.

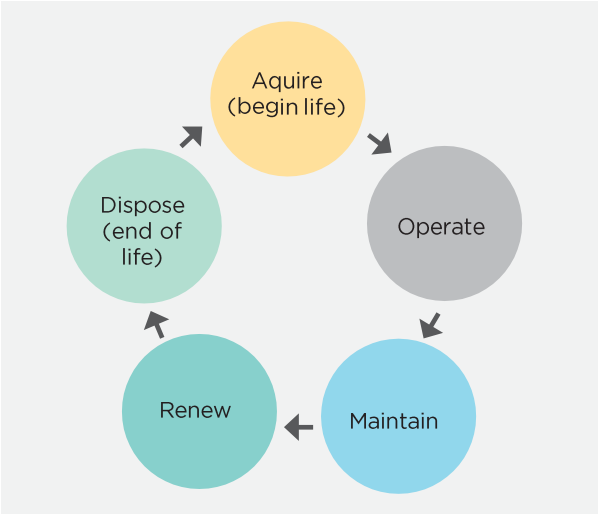
Acquiring these new assets will commit the organisation to fund ongoing operation, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operation, maintenance and renewal costs in Section 6.



Image: White Stone Drive Subdivision, Andrew Walter Constructions

5. Lifecycle Management Plan

The lifecycle management plan details how the organisation plans to manage and operate the assets at the agreed levels of service (defined in Section 3) while optimising life cycle costs and managing risks.



5.1 BACKGROUND DATA

5.1.1 PHYSICAL PARAMETERS

The assets covered by this strategic asset management plan are shown in Tables 2.2 and 2.3.1.

5.1.2 ASSET CAPACITY AND PERFORMANCE

The organisation's services are generally provided to meet design standards where these are available.

Asset capacity and performance is monitored for 3 community service measures at the end of the reporting period for condition (quality), function and capacity/utilisation in a State of the Assets report. The state of the assets is shown in Figure 3.

5.2 ROUTINE OPERATION AND MAINTENANCE PLAN

Operation activities include regular activities to provide services such as public health, safety and amenity, e.g. cleansing, utility services, street sweeping, grass mowing and street lighting.

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

5.2.1 OPERATION AND MAINTENANCE PLAN

Operation activities affect service levels including quality and function, such as cleanliness, appearance, etc., through street sweeping and grass mowing frequency, intensity and spacing of street lights and cleaning frequency and opening hours of building and other facilities.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating, e.g. road patching but excluding rehabilitation or renewal.

Maintenance expenditure levels are considered to be inadequate to meet projected service levels, which may be less than current service levels. Where maintenance expenditure levels are such that will result in a lesser level of service, the service consequences and service risks have been identified and service consequences highlighted in the respective AM Plan and service risks considered in the Infrastructure Risk Management Plan.

5.2.2 OPERATION AND MAINTENANCE STRATEGIES

We will operate and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. The operation and maintenance activities include:

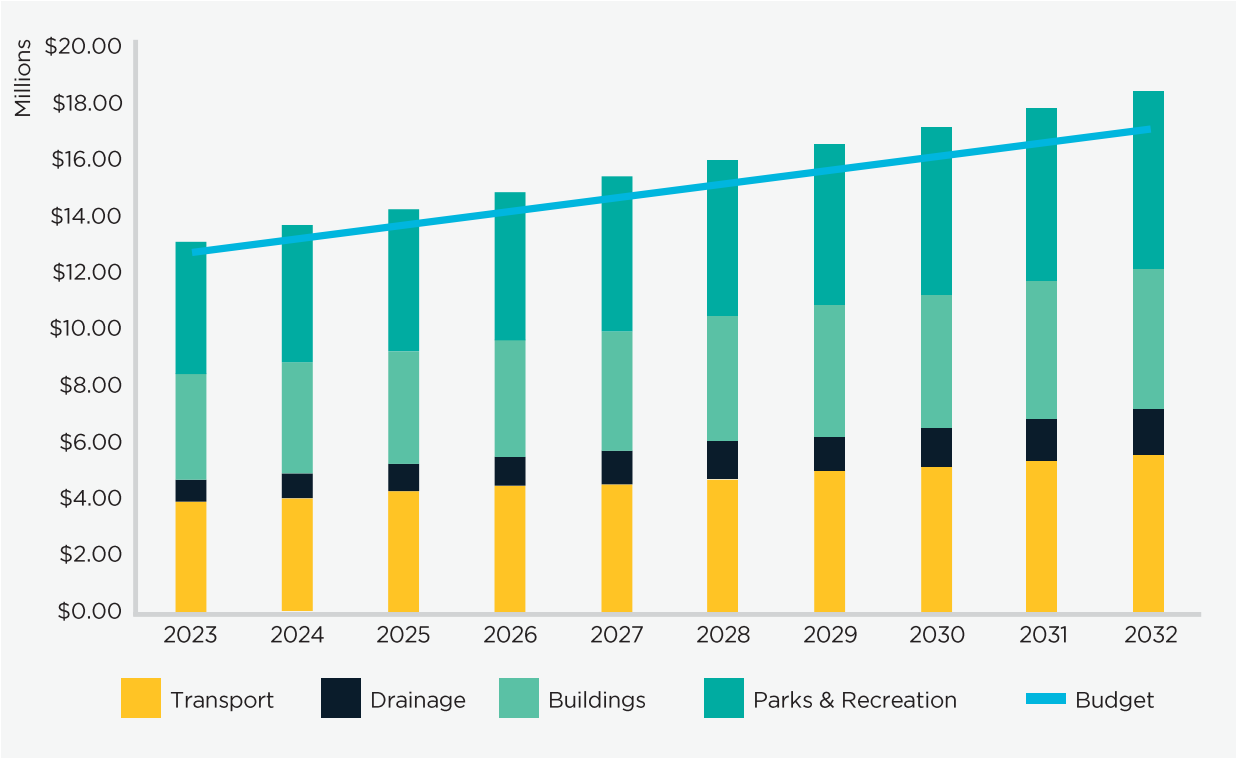
- Scheduling operations activities to deliver the defined level of service in the most efficient manner
- Undertaking maintenance activities through a planned maintenance system to reduce maintenance costs and improve maintenance outcomes. Undertake cost-benefit analysis to determine the most cost-effective split between planned and unplanned maintenance activities (50 – 70% planned desirable as measured by cost)
- Maintain a current infrastructure risk register for assets and present service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council/Board

- Review current and required skills base and implement workforce training and development to meet required operation and maintenance needs
- Review asset utilisation to identify underutilised assets and appropriate remedies, and over utilised assets and customer demand management options
- Maintain a current hierarchy of critical assets and required operation and maintenance activities
- Develop and regularly review appropriate emergency response capability
- Review management of operation and maintenance activities to ensure we are obtaining best value for resources used.

5.2.3 SUMMARY OF FUTURE OPERATION AND MAINTENANCE EXPENDITURES

Future operation and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Figure 7. The forecast expenditures (shown in Appendix B) have been accommodated in the organisation's long-term financial plan. Note that all costs are shown in current dollar values (i.e. real values).

FIGURE 7: PROJECTED OPERATION AND MAINTENANCE EXPENDITURE AND LTFP OUTLAYS



The consequences of deferred maintenance, i.e. works that are identified for maintenance and unable to be funded are to be included in the risk assessment and analysis in the infrastructure risk management plan.

5.3 RENEWAL/REPLACEMENT PLAN

Renewal and replacement expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original or lesser required service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

5.3.1 RENEWAL AND REPLACEMENT STRATEGIES

Council will plan capital renewal and replacement projects to meet level of service objectives and minimise infrastructure service risks by:

- Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner
- Undertaking project scoping for all capital renewal and replacement projects to identify
  - the service delivery 'deficiency', present risk and optimum time for renewal/replacement
  - the project objectives to rectify the deficiency
  - the range of options, estimated capital and life cycle costs for each options that could address the service deficiency
  - and evaluate the options against evaluation criteria adopted by Council/Board, and
  - select the best option to be included in capital renewal programs
- Using optimal renewal methods (cost of renewal is less than replacement) wherever possible
- Maintain a current infrastructure risk register for assets and service risks associated with providing services from infrastructure assets and report Very High and High risks and Residual risks after treatment to management, Audit Committee and Council/Board
- Review current and required skills base and implement workforce training and development to meet required construction and renewal needs
- Maintain a current hierarchy of critical assets and capital renewal treatments and timings required
- Review management of capital renewal and replacement activities to ensure we are obtaining best value for resources used.

Renewal ranking criteria

Asset renewal and replacement is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replace a bridge that has a 5 t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. roughness of a road).

Capital renewal and replacement priorities are indicated by identifying assets or asset groups that:

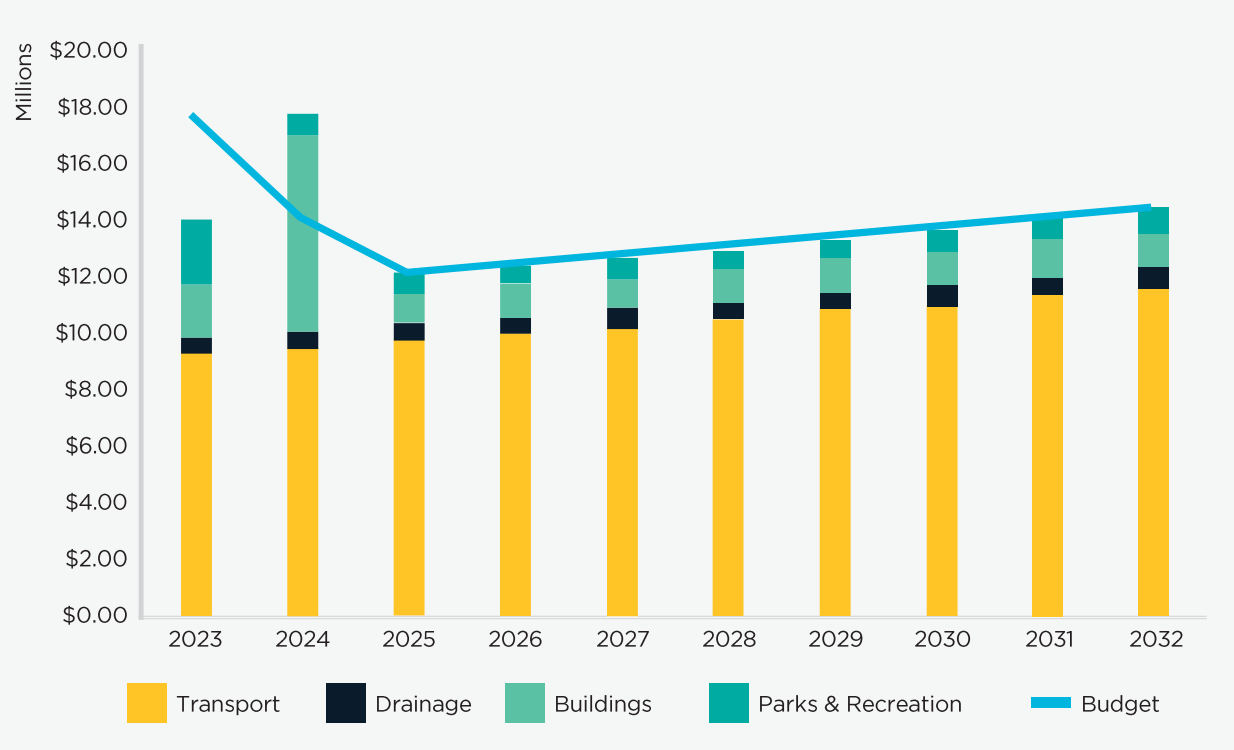
- Have a high consequence of failure
- Have a high utilisation and loss of service would have a significant impact on users
- Have the highest average age relative to their expected lives
- Are identified in the AM Plan as key cost factors
- Have high operational or maintenance costs, and
- Where replacement with modern equivalent assets would yield material savings.

The ranking criteria used to determine priority of identified renewal and replacement proposals is detailed in the respective asset management plans.

5.3.2 SUMMARY OF FUTURE RENEWAL AND REPLACEMENT EXPENDITURE

Projected future renewal and replacement expenditures are forecast to increase over time as the asset stock ages. The forecast expenditures have been accommodated in the organisation's long-term financial plan as shown in Fig 8. Note that all amounts are shown in real values.

FIG 8: PROJECTED CAPITAL RENEWAL AND REPLACEMENT EXPENDITURE AND LTFP OUTLAYS



Where renewal projections are based on estimates of asset useful lives, the useful lives are documented in the relevant asset management plan(s). Projected capital renewal and replacement programs are shown in Appendix C.

The projected renewal and replacement program. Low priority renewal and replacement projects unable to be accommodated within the 10 year long-term financial plan have been deferred for following years (see Figure 4) to allow further consideration in updates of the AM and financial plans.

5.4 CREATION/ACQUISITION/UPGRADE PLAN

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost to the organisation from land development. These assets from growth are discussed in Section 4.5.

5.4.1 SELECTION CRITERIA

New assets and upgrade/expansion of existing assets are identified from various sources such as councillor or community requests, proposals identified by strategic plans or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed in the respective asset management plans.

5.4.2 CAPITAL INVESTMENT STRATEGIES

We will plan capital upgrade and new projects to meet level of service objectives by:

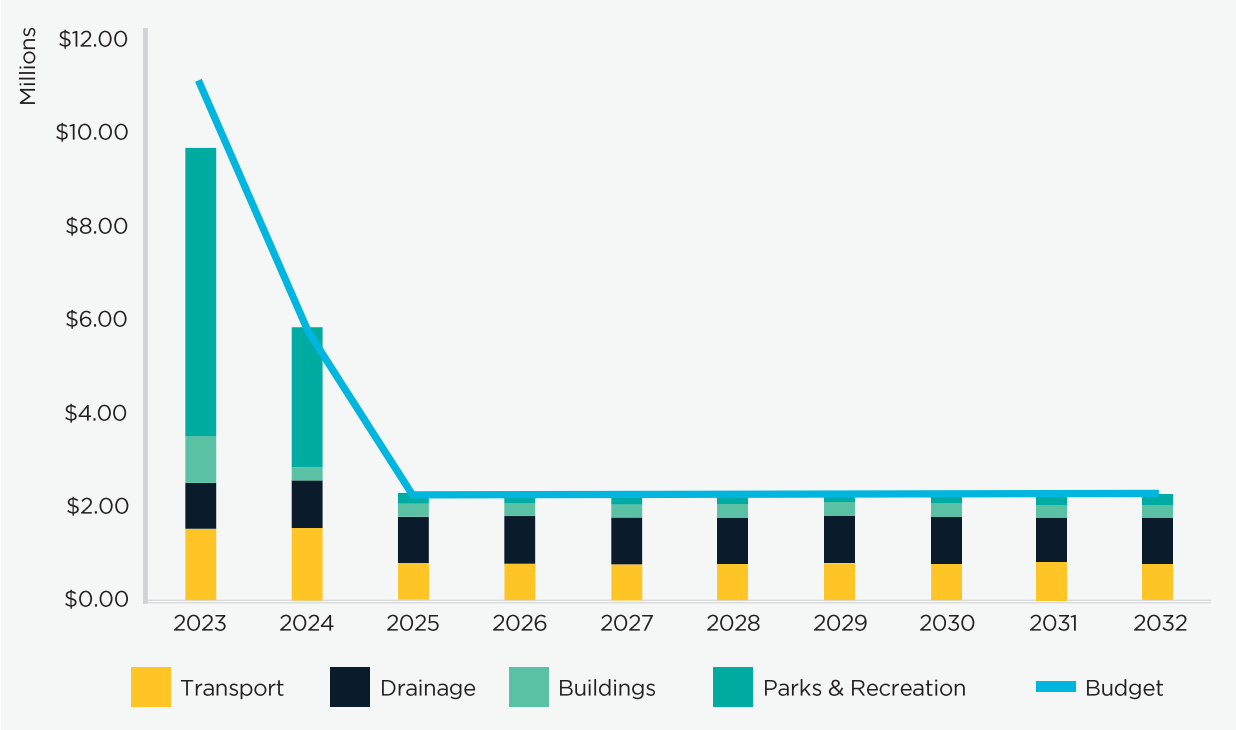
- Planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner
- Undertake project scoping for all Renewal projects to identify
  - the service delivery 'deficiency', present risk and required timeline for delivery of the upgrade/ new asset
  - the project objectives to rectify the deficiency including value management for major projects
  - the range of options, estimated capital and life cycle costs for each option that could address the service deficiency
  - management of risks associated with alternative options
  - and evaluate the options against evaluation criteria adopted by Council/Board, and
  - select the best option to be included in renewal programs
- Review current and required skills base and implement training and development to meet required construction and project management needs
- Review management of capital project management activities to ensure we are obtaining best value for resources used.

Standards and specifications for maintenance of existing assets and construction of new assets and upgrade/expansion of existing assets are detailed in relevant asset management plans.

5.4.3 SUMMARY OF FUTURE UPGRADE/NEW ASSETS EXPENDITURE

Projected upgrade/new asset expenditures and estimated long-term financial plan outlays are summarised in Fig 9. The forecast expenditures have been accommodated in the organisation's long-term financial plan. The projected upgrade/new capital works program is shown in Appendix D. All amounts are shown in real values.

FIG 9: UPGRADE/NEW ASSET EXPENDITURE AND BUDGET



The projected upgrade and new assets program. Low priority upgrade and new projects unable to be accommodated within the 10 year long-term financial plan have been deferred for following years (see Figure 4) to allow further consideration of service performance, risks and cost in updates of the AM and financial plans.

5.5 DISPOSAL PLAN

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in the respective asset management plans summarised in this strategic asset management plan. Currently there are to be defined as required.

5.6 SERVICE CONSEQUENCES AND RISKS

The organisation has prioritised decisions made in adopting the asset management plans summarised in this strategic asset management plan to obtain the optimum benefits from its available resources.

Asset management plans are based on balancing service performance, cost and risk to provide an agreed level of service from available resources in our long-term financial plan.

Asset Management Plans have a life of 4 years and are due for complete revision and updating in FY2025/26.

5.6.1 DEFERRED INITIATIVES AND PROJECTS

There are some operational and maintenance initiatives and capital projects that have been deferred for the next 10 years. These are shown in Appendix E. The major initiatives and projects include:

- Resealing of some Rural Roads
- Re-sheeting of Gravel Roads
- Extensive new/upgrade works to meet community and key stakeholder expectations within a short timeframe.

5.6.2 SERVICE CONSEQUENCES

Operation and maintenance initiatives and capital projects that have been deferred will maintain or create service consequences for users. The major service consequences include:

- Unable to fully maintain and operate current network
- Reduced level of service for low used assets
- Sale the surplus saleable assets.

5.6.3 RISK CONSEQUENCES

The operation and maintenance initiatives and capital projects that cannot be undertaken may maintain or create risk consequences for the organisation. The major service risks include:

- Risk to person or property
- Risk of increased maintenance requirements.

These risks have been included with the Infrastructure risk management plan summarised in the relevant asset management plan and risk management plans actions and expenditures included within projected expenditures.

6. Risk Management Planning

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2009 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2009 as: 'coordinated activities to direct and control with regard to risk'.[10]

An assessment of risks associated with service delivery will identify critical risks that will result in loss or reduction in service from infrastructure assets or a 'financial shock'. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluate the risks and develop a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1 CRITICAL ASSETS

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences.

Examples if failure mode could include:

- Physical failure, collapse
- Essential service interruption.

Critical assets have been identified and their typical failure mode and the impact on service delivery are summarized in Table 6.1:



Image: Humphreys Rivulet, Kelvin Ball

10 ISO 31000:2009, p 2

TABLE 6.1 CRITICAL ASSETS

Critical Asset(s)	Failure Mode	Impact
Roads	Deformation, potholing, cracking	• Increase costs of operation and maintenance activities • Risk to public and property
Kerbs	Displacement/rotation/cracking	
Pathways	Displaced joints, cracking, sink holes	
Stormwater Pits & Pipes	Failure/Under capacity in stormwater pits & pipes	
Major Buildings	Failure in Major building structure / Interior / service and property site	
Play & Sports equipment	Failure in play and sports equipment	
Lighting assets	Failure in lighting structures to provide lighting services	

By identifying critical assets and failure modes an organization can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

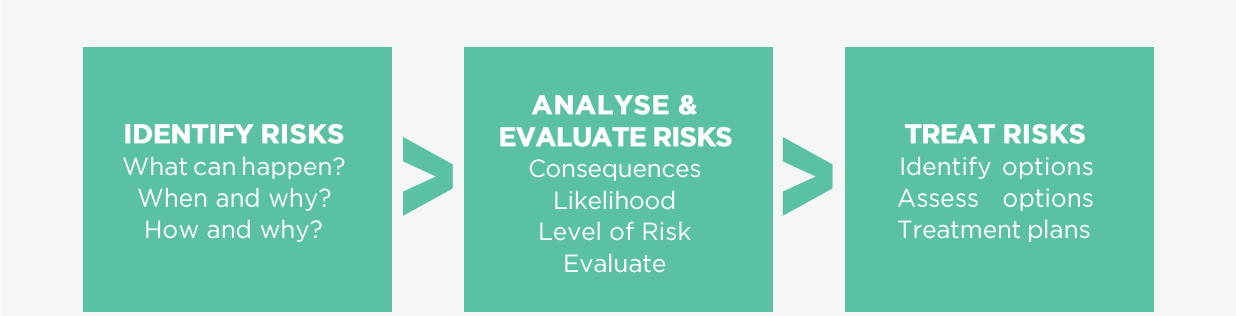
6.2 RISK ASSESSMENT

The risk management process used in this project is shown in Figure 6.2 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of the ISO risk assessment standard ISO 31000:2009.

FIGURE 6.2 RISK MANAGEMENT PROCESS – ABRIDGED



The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk, and develops a risk treatment plan for non-acceptable risks.

An assessment of risks associated with service delivery from infrastructure assets will identify the critical risks that will result in significant loss, 'financial shock' or a reduction in service.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. It is essential that these critical risks and costs are reported to management and Council.

TABLE 6.2: CRITICAL RISKS AND TREATMENT PLANS

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk	Treatment Costs
All assets	Lack of community engagement - The community is not aware that Council can only provide a level of service which the community is willing to pay for through rates.	M	Undertake community engagement on the next revision of the Strategic AMP.	L	TBD
All assets	Insufficient funding for lifecycle costs - Lack of funding for renewal, upgrade, operation and maintenance will accelerate the deterioration of assets.	M	LTFMP to match funding required under the AMP.	L	TBD
All assets	Insufficient asset data and systems - Poor asset data and inefficient asset management systems leading to poor decision making.	M	Core technology review to procure new asset management systems that tie into maintenance and customer service requests.	L	TBD
All assets	Inherited substandard assets - Inherited substandard assets from subdivisions and third parties leading to increased maintenance costs and potential liability claims.	M	Work with planning department to ensure adequate compliance inspections are carried out.	L	TBD
All assets	Insufficient workforce capacity - Workforce capacity doesn't meet the requirements of the agreed levels of service.	L	Outsourcing of resealing, concrete, and more complex projects.	L	TBD

Note * The residual risk is the risk remaining after the selected risk treatment plan is implemented.

6.3 INFRASTRUCTURE RESILIENCE APPROACH

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to "withstand and given level of stress or demand"i and to respond to possible disruptions to ensure continuity of service.

Resilience is built on aspects such as robustness, response and recover planning, financial capacity, and crisis leadership.

We do not currently measure our resilience in service delivery. This will be included in future iterations of the AM Plan.

6.4 SERVICE AND RISK TRADE-OFFS

The decisions made in adopting this AM Plan are based on the objective to achieve the optimum benefits from the available resources.

6.4.1 WHAT WE CANNOT DO

There are some operation and maintenance activities and capital projects that are unable to be undertaken within the next 10 years. These include:

- Extensive new works
- Resealing of some rural roads
- Re-sheeting of gravel roads.

6.4.2 SERVICE TRADE-OFF

If there is forecast work (Operation, maintenance, capital renewal, upgrade / new) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- Reduced level of service for low used assets
- Disposal or Sale the surplus saleable assets.

Council has made the following rules when making service trade off decisions:

- Always consider the asset hierarchy and high used area, not necessarily the worst first
- Always consider operations and maintenance costs when implementing the new projects with consideration of whole life costs and ensure services provided to an affordable standard
- Engage with the community on level of service to ensure fair and transparent use of ratepayer funds
- Prevent assets from declining rapidly due to overly delayed maintenance decisions/delivery and ensure decision making is catering for current and future demand.

6.4.3 RISK TRADE-OFF

The operation and maintenance activities and capital projects that cannot be undertaken may maintain or create risk consequences. These include:

- Risk to the safety to public and property
- Risk to not compliance with relevant legislation and regulation.

These actions and expenditures are considered and included in the forecast costs, and where developed, the Risk Management Plan.

7. Financial Summary

This section contains the financial requirements resulting from all the information presented in the previous sections of this strategic asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

7.1 FINANCIAL INDICATORS AND PROJECTIONS

Asset Renewal Funding Ratio

The Asset Renewal Funding Ratio indicates whether projected capital renewal and replacement expenditure are able to be financed in the long-term financial plan. It is calculated by dividing the projected capital renewal expenditure shown in the AM Plans by the estimated capital renewal budget provided in the long-term financial plan. Over the next 10 years, Council is forecasting that it will have 100% of the funds required for the optimal renewal and replacement of assets.

7.2 FUNDING STRATEGY

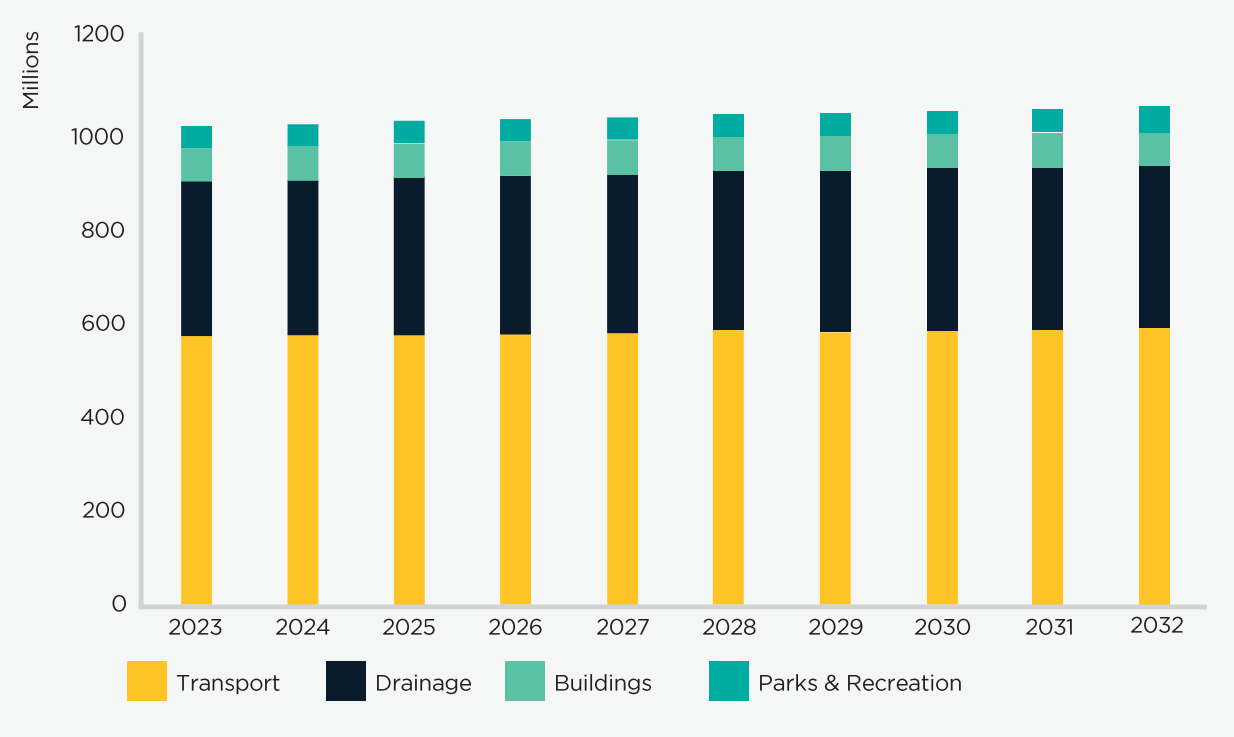
The funding strategy to provide the services covered by this strategic asset management plan and supporting asset management plans are contained within the organisation's 10 year long term financial plan.

The funding strategy was developed in conjunction with the AM Plans and long-term financial plan. We recognise that we are unable to meet all service demand, have reviewed all service needs and demands and agreed on a trade-off of projects and initiatives to balance service performance, risk and costs.

7.3 VALUATION FORECASTS

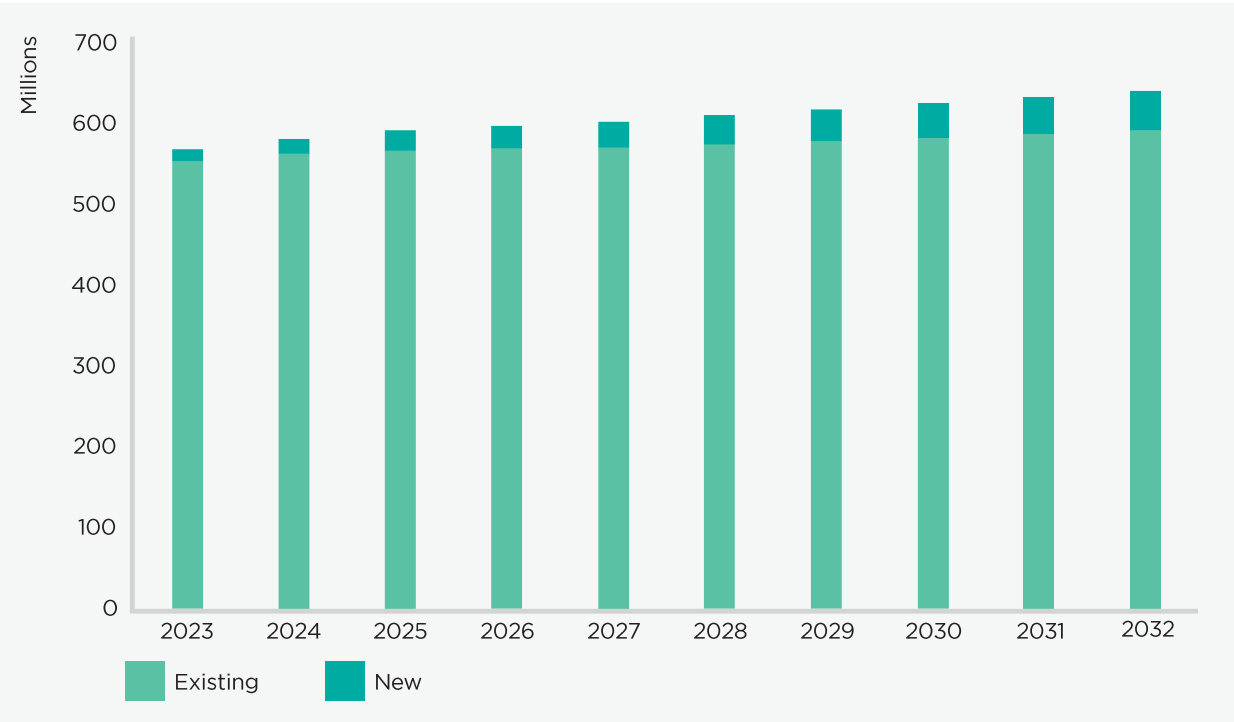
Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by the organisation and from assets constructed by land developers and others and donated to the organisation. Figure 10 shows the projected replacement cost asset values over the planning period in real values.

FIGURE 10: PROJECTED ASSET VALUES



The depreciated replacement cost will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. Forecast of the assets' depreciated replacement cost is shown in Figure 11. The depreciated replacement cost of contributed and new assets is shown in the darker colour and in the lighter colour for existing assets.[11]

FIGURE 11: PROJECTED DEPRECIATED REPLACEMENT COST



11 Note; Fair Value for buildings valued at market value is shown as DRC

An increase in the projected depreciated replacement cost (carrying value) of infrastructure assets indicates that the Council is maintaining/increasing its infrastructure capital in aggregate.
The projection for new and contributed assets is shown by the dark green colour.

Figure 11 indicates that we are maintaining our infrastructure capital over the 10-year period.

7.4 KEY ASSUMPTIONS MADE IN FINANCIAL FORECASTS

This section details the key assumptions made in presenting the information contained in this strategic asset management plan and in preparing forecasts of required operating and capital expenditure and asset values, depreciation expense and carrying amount estimates. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this asset management plan and risks that these may change are shown in Table 6.4.

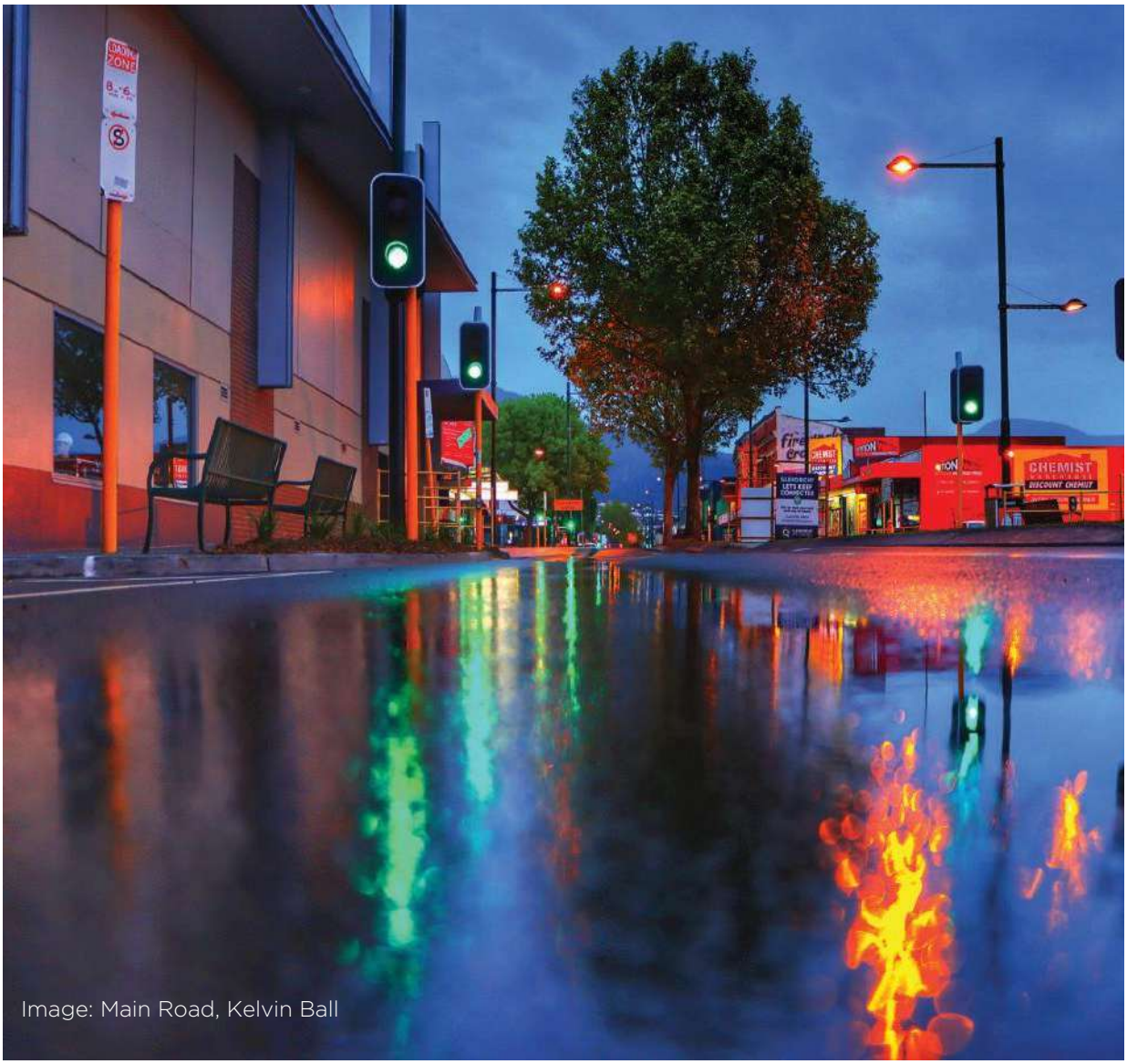


Image: Main Road, Kelvin Ball

TABLE 6.4: KEY ASSUMPTIONS MADE IN STRATEGIC ASSET MANAGEMENT PLAN AND RISKS OF CHANGE

Key Assumptions	Risks of Change to Assumptions
Use of existing inventory data	Low
Use of existing valuations, useful lives and remaining lives	Moderate
Use of LTFP data as developed and updated in FY22/23	Low

7.5 FORECAST RELIABILITY AND CONFIDENCE

The expenditure and valuations projections in this strategic asset management plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management.

The estimated confidence level for and reliability of data used in this strategic asset management plan is shown in Table 6.5.

TABLE 6.5: DATA CONFIDENCE ASSESSMENT

Confidence Grade	Description
A - Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%.
B - Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%.
C - Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%.
D - Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy ± 40%.
E - Unknown	None or very little data held.

TABLE 6.5.1: DATA CONFIDENCE ASSESSMENT FOR AM PLANS SUMMARISED IN STRATEGIC AM PLAN

AM Plan	Confidence Assessment	Comment
Transport	Reliable	Good network data, condition, and replacement rate. Further work required on year of construction for all assets (work has commenced on some suburbs).
Drainage	Uncertain	Good network data and replacement rate. Further work required on identifying the condition of the assets and upgrades due to capacity issues.
Buildings	Uncertain	Reasonable asset data but uncertain of some of the 'construction date', useful life and condition data. Planned inspection in late 2022 will improve strategic data attributes.
Parks & Recreation	Uncertain	Reasonable asset data but uncertain of some of the 'construction date', useful life and condition data. Planned inspection in Financial Year 2023 will improve strategic data attributes.

Over all data sources, the data confidence is assessed as medium confidence level for data used in the preparation of this strategic asset management plan.

Actions to mitigate the adverse effects of data quality are included within Table 7.2 Improvement Plan.

8. Plan Improvement and Monitoring

8.1 STATUS OF ASSET MANAGEMENT PRACTICES

This SAMP will be reviewed during annual budget planning processes and amended to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions.

The key figures presented in this SAMP Plan will be reviewed and updated, if required, to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the long-term financial plan.

8.2 IMPROVEMENT PLAN

The asset management improvement tasks identified from an asset management maturity assessment and preparation of this strategic asset management plan are shown in Table 7.2.

TABLE 7.2: IMPROVEMENT PLAN

Task No	Improvement Type	Asset Management Improvement Plan	Responsibility	Timeline
1	**Policy, Strategy and Plan**	Develop Strategic Asset Management Plan 2023-2032 (including Asset Strategy) and have it adopted by Council.	Infrastructure Engineering Design	2022-2023
2	**Policy, Strategy and Plan**	Review predictive modelling and develop digital dashboards for four major classes.	Infrastructure Engineering Design	2024-2025
3	**Policy, Strategy and Plan**	Annually review relevant data for four major asset classes and link with Long-Term Financial Plan (LTFP) and incorporate Year 1 of revenue and expenditure projections into annual budgets.	Infrastructure Engineering Design, Property, Environment and Waste, Finance	Ongoing
4	**Governance and Management**	Infrastructure Management Group (IMG) to be functioned as an 'Advisory' group to ensure the Council's asset management alignment with the key strategic asset management objectives, monitor the progress of the improvement plan and present the progress of the improvement plan in a report format to ELT annually.	Infrastructure Management Group (IMG)	Monthly
5	**Level of Service**	Review and endorse maintenance service levels manual.	Work Centre	Following adoption of a new core technology system
6	**Level of Service**	Consult the community in terms of the Technical/Community Level of service (obtain results from Council's Community engagement tool).	Infrastructure Engineering Design	2022-2023

Task No	Improvement Type	Asset Management Improvement Plan	Responsibility	Timeline
7	**Data and System**	Improve asset data quality (attribute, condition, useful life, and unit costs, maintenance history etc.).	Infrastructure Engineering Design, Property, Environment and Waste, Work Centre	Ongoing
8	**Data and System**	As part of the core technology review, ensure Asset Management System is integrated with other corporate knowledge systems such as the GIS, finance etc.	Infrastructure Engineering Design, Work Centre, ICT, Finance	Ongoing
9	**Skill and Process**	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.	Infrastructure Engineering Design	2023-2024
10	**Skill and Process**	Develop the asset management skills matrix for asset related positions. Annually review the skill and knowledge requirements and identify the training schedules in staff's Learning and Development Plan. Contingency plans in place to ensure continuity of activities when staff turnover occurs.	Infrastructure Engineering Design	2024-2025
11	**Skill and Process**	Promote the awareness of asset management principals across the organisation, including Alderman, and highlight the importance of funding asset renewals.	Infrastructure Engineering Design	2023-2024
12	**Skill and Process**	Ensure asset management is considered in the Point of Entry process for major projects creating new assets .	Point of Entry Review Group	2022-2023
13	**Skill and Process**	Develop Business Process Manuals (BPM) for each major asset classes, ensuring alignment to Council policies.	Infrastructure Engineering Design	2024-2025
14	**Evaluation**	Technical/Community levels of service are monitored, and performance reported. Monitor and review the Technical/ Community levels of service by conducting GCC customer satisfactory survey via Council's community engagement tool.	Infrastructure Engineering Design	Every four years

8.3 MONITORING AND REVIEW PROCEDURES

The strategic asset management plan has a life of 4 years to match the Council election cycle. Following the next Council election the plan will undergo a complete revision and update.

8.4 PERFORMANCE MEASURES

The effectiveness of the strategic asset management plan can be measured in the following ways:

- The degree to which the required projected expenditures identified in this strategic asset management plan are incorporated into the organisation's long term financial plan
- The degree to which 1-4 year detailed works programs, budgets, business plans and organisational structures take into account the 'global' works program trends provided by the summarised asset management plans
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the organisation's Strategic Plan and associated plans
- The Asset Renewal Funding Ratio achieving the target of 90 - 100%. The asset condition for four major asset classes in 10-30 years will be maintained as 'fair' condition, which is '3'.

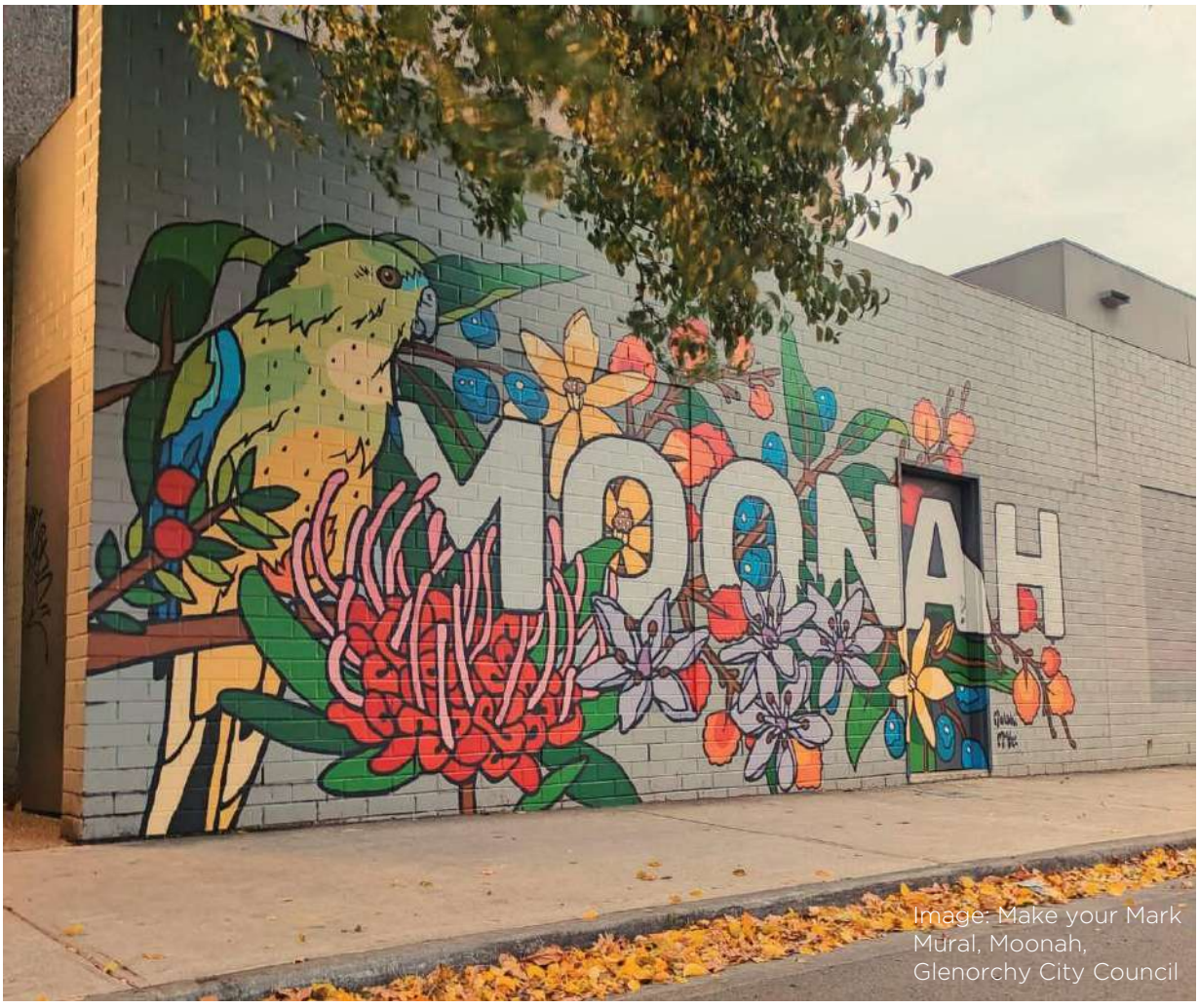


Image: Make your Mark Mural, Moonah, Glenorchy City Council

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10. Appendix

Appendix A Summary Customer and Technical Levels of Service

Appendix B Projected 10-year Operation and Maintenance Expenditures

Appendix C Projected 10-year Capital Acquisition and Renewal/Replacement Expenditures

Appendix D Projected 4-year Detailed Capital Acquisition and Renewal/Replacement Works Programs

Appendix E Asset Revaluation and Annual reviews

Appendix F Asset Management Definitions

APPENDIX A SUMMARY CUSTOMER AND TECHNICAL LEVELS OF SERVICE

TABLE A1.1: SUMMARY CUSTOMER LEVELS OF SERVICE – TRANSPORT ASSET CLASS

Type of Measure	Level of Service	Performance Measure	Current Performance	Desired Performance*
CUSTOMER LEVELS OF SERVICE				
Quality/ Function/ Capacity and Use	Provision and maintenance of local roads/bridges Management of local traffic Provision of adequate / affordable parking	Future direction and budget survey	3.61	3.00
	Provision and maintenance of footpaths / pedestrian areas Provision and maintenance of cycle paths	Future direction and budget survey	3.30	3.00

*Very Happy (1 score); Happy (2 scores); Neutral (3 scores); Fairly Happy (4 scores); Not Happy (5 scores)

TABLE A1.2: SUMMARY TECHNICAL LEVELS OF SERVICE – TRANSPORT ASSET CLASS

Type of Measure	Level of Service	Performance Measure	Current Performance	Desired Performance
TECHNICAL LEVEL OF SERVICE				
Operation and Maintenance	Transport assets are maintained to agreed service level targets	Number of Customer Requests	Number of Customer Requests is 1096	Number of Customer Requests to be decreased by 10%
Renewal	Transport assets are renewed to agreed service levels	Condition assessment	Overall condition Index is 2.82	Overall condition Index to be in condition 3 (out of 5) or better in year 30
Upgrade and New	Transport assets capacity and function match usage	Council Strategies	Projects guided by Black Spot and VRUP grant funding	Transport assets upgrade and expansion are guided by Council strategies with consideration of full lifecycle cost

TABLE A2.1: SUMMARY TECHNICAL LEVELS OF SERVICE – DRAINAGE ASSET CLASS

Type of Measure	Level of Service	Performance Measure	Current Performance	Desired Performance*
CUSTOMER LEVELS OF SERVICE				
Quality/ Function/ Capacity and Use	Provide effective Drains / Stormwater maintenance and repairs	Future direction and budget survey	2.84	2.50

*Very Happy (1 score); Happy (2 scores); Neutral (3 scores); Fairly Happy (4 scores); Not Happy (5 scores)

TABLE A2.2: SUMMARY TECHNICAL LEVELS OF SERVICE – DRAINAGE ASSET CLASS

Type of Measure	Level of Service	Performance Measure	Current Performance	Desired Performance
TECHNICAL LEVEL OF SERVICE				
Operation and Maintenance	Drainage assets are maintained to agreed service level targets	Number of Customer Requests	Number of Customer Requests is 326	Number of Customer Requests to be decreased by 10%
Renewal	Renew Drainage assets based on condition, capacity, and risk data	Condition assessment	Overall condition Index is 2.06	Overall condition Index to be in condition 3 (out of 5) or better in year 30
Upgrade and New	Drainage assets capacity and function match usage	Council Strategies	Projects guided by reactive flooding issues	Drainage assets upgrade and expansion are guided by Stormwater System Management Plan (SSMP) with consideration of full lifecycle cost

TABLE A3.1: SUMMARY CUSTOMER LEVELS OF SERVICE – BUILDINGS ASSET CLASS

Type of Measure	Level of Service	Performance Measure	Current Performance	Desired Performance*
CUSTOMER LEVELS OF SERVICE				
Quality/ Function/ Capacity and Use	Provision and maintenance of public art Provision and maintenance of public toilets Provision and maintenance of Recreation / Aquatic Centres / sporting facilities	Future direction and budget survey	2.88	2.50

*Very Happy (1 score); Happy (2 scores); Neutral (3 scores); Fairly Happy (4 scores); Not Happy (5 scores)

TABLE A3.2: SUMMARY TECHNICAL LEVELS OF SERVICE – BUILDINGS ASSET CLASS

Type of Measure	Level of Service	Performance Measure	Current Performance	Desired Performance
TECHNICAL LEVEL OF SERVICE				
Operation and Maintenance/	Building assets are maintained to agreed service level targets	Number of Customer Requests	Number of Customer Requests is 47	Number of Customer Requests to be decreased by 10%
Renewal	Renew Building assets based on condition, capacity and risk data	Condition assessment	Overall condition Index is 2.23	Overall condition Index to be in condition 3 (out of 5) or better in year 30
Upgrade and New	Building assets capacity and function match usage	Council Strategies	Projects guided by Council strategies	Building assets upgrade and expansion are guided by Council strategies with consideration of full lifecycle cost

TABLE A4.1: SUMMARY CUSTOMER LEVELS OF SERVICE – PARK & RECREATION ASSET CLASS

Type of Measure	Level of Service	Performance Measure	Current Performance	Desired Performance
CUSTOMER LEVELS OF SERVICE				
Quality/ Function/ Capacity and Use	Recreation / Aquatic Centres / sporting facilities The maintenance and cleaning of public areas Provision and maintenance of parks, gardens, and playgrounds Lighting	Future direction and budget survey	3.58	3.00
	Landfill and waste management facilities	Future direction and budget survey	3.06	3.00

*Very Happy (1 score); Happy (2 scores); Neutral (3 scores); Fairly Happy (4 scores); Not Happy (5 scores)

TABLE A4.2: SUMMARY TECHNICAL LEVELS OF SERVICE – PARK & RECREATION ASSET CLASS

Type of Measure	Level of Service	Performance Measure	Current Performance	Desired Performance
TECHNICAL LEVEL OF SERVICE				
Operation and Maintenance/	Park & Recreation assets are maintained to agreed service level targets	Number of Customer Requests	Number of Customer Requests is 293	Number of Customer Requests to be decreased by 10%
Renewal	Renew Park & Recreation assets based on condition, capacity and risk data	Condition assessment	Overall condition Index is 2.86	Overall condition Index to be in condition 3 (out of 5) or better in year 30
Upgrade and New	Park & Recreation assets capacity and function match usage	Council Strategies	Projects guided by Council strategies	Park & Recreation assets upgrade and expansion are guided by Council strategies with consideration of full lifecycle cost

APPENDIX B PROJECTED 10-YEAR OPERATION AND MAINTENANCE EXPENDITURE

TABLE B1 PROJECTED 10-YEAR OPERATION AND MAINTENANCE EXPENDITURES INCLUDED IN THE LONG-TERM FINANCIAL PLAN FOR FOUR MAJOR ASSET CLASSES

Year	Transport $		Drainage $		Buildings $		Park and Recreation $	
	Operation	Maintenance	Operation	Maintenance	Operation	Maintenance	Operation	Maintenance
2023	$865,906	$2,941,946	$136,261	$603,224	$2,923,771	$800,173	$2,179,191	$2,311,964
2024	$902,473	$3,066,182	$145,680	$644,921	$3,005,097	$822,272	$2,246,383	$2,383,250
2025	$932,508	$3,168,227	$155,342	$687,696	$3,090,225	$845,440	$2,311,477	$2,452,310
2026	$963,354	$3,273,027	$165,254	$731,576	$3,177,684	$869,237	$2,378,448	$2,523,361
2027	$995,033	$3,380,658	$175,422	$776,591	$3,267,539	$893,680	$2,447,350	$2,596,462
2028	$1,027,567	$3,491,195	$185,853	$822,769	$3,359,855	$918,786	$2,518,241	$2,671,672
2029	$1,060,981	$3,604,719	$196,554	$870,141	$3,454,701	$944,573	$2,591,177	$2,749,051
2030	$1,095,297	$3,721,310	$207,531	$918,737	$3,552,146	$971,061	$2,666,217	$2,828,663
2031	$1,130,541	$3,841,052	$218,792	$968,591	$3,652,263	$998,268	$2,743,423	$2,910,573
2032	$1,166,738	$3,964,032	$230,345	$1,019,733	$3,755,124	$1,026,214	$2,822,857	$2,994,847

TABLE B2 PROJECTED 10-YEAR OPERATION AND MAINTENANCE COSTS FROM RELEVANT ASSET MANAGEMENT PLANS FOR FOUR MAJOR ASSET CLASSES

Year	Transport $		Drainage $		Buildings $		Park and Recreation $	
	Operation	Maintenance	Operation	Maintenance	Operation	Maintenance	Operation	Maintenance
2023	$877,797	$2,982,344	$141,265	$625,376	$2,936,129	$803,406	$2,255,681	$2,393,115
2024	$918,343	$3,120,102	$155,084	$686,556	$3,030,102	$829,119	$2,373,864	$2,518,498
2025	$955,842	$3,261,993	$169,319	$749,571	$3,126,894	$855,604	$2,447,506	$2,596,627
2026	$994,466	$3,393,654	$183,980	$814,476	$3,226,589	$882,884	$2,523,357	$2,677,100
2027	$1,034,249	$3,529,265	$199,081	$881,329	$3,329,276	$910,982	$2,601,484	$2,759,987
2028	$1,075,225	$3,668,944	$214,635	$950,187	$3,435,043	$939,922	$2,681,955	$2,845,360
2029	$1,117,431	$3,812,813	$230,656	$1,021,111	$3,543,983	$969,731	$2,764,839	$2,933,295
2030	$1,160,903	$3,960,999	$247,157	$1,094,162	$3,656,191	$1,000,435	$2,850,211	$3,023,868
2031	$1,205,678	$4,113,630	$264,154	$1,169,405	$3,771,765	$1,032,059	$2,938,143	$3,117,158
2032	$1,251,798	$4,270,840	$281,660	$1,246,906	$3,890,807	$1,064,632	$3,028,714	$3,213,246

APPENDIX C PROJECTED 10-YEAR CAPITAL ACQUISITION (NEW/ UPGRADE) AND RENEWAL/REPLACEMENT PROGRAM

TABLE C1 PROJECTED 10-YEAR CAPITAL NEW/UPGRADE AND RENEWAL AND REPLACEMENT EXPENDITURES INCLUDED IN THE LONG-TERM FINANCIAL PLAN FOR FOUR MAJOR ASSET CLASSES

Year	Transport $		Drainage $		Buildings $		Park and Recreation $	
	Acquisition	Renewal	Acquisition	Renewal	Acquisition	Renewal	Acquisition	Renewal
2023	$480,000	$7,984,000	$695,000	$825,000	$1,276,808	$4,136,902	$8,480,192	$4,592,098
2024	$3,150,000	$9,456,000	$980,000	$534,000	$154,408	$3,685,600	$1,525,592	$367,400
2025	$750,000	$9,692,000	$980,000	$549,000	$300,000	$1,076,364	$200,000	$699,636
2026	$750,000	$9,934,000	$980,000	$563,000	$300,000	$1,103,636	$200,000	$717,364
2027	$750,000	$10,183,000	$980,000	$577,000	$300,000	$1,130,909	$200,000	$735,091
2028	$750,000	$10,437,000	$980,000	$591,000	$300,000	$1,160,000	$200,000	$754,000
2029	$750,000	$10,698,000	$980,000	$606,000	$300,000	$1,189,091	$200,000	$772,909
2030	$750,000	$10,966,000	$980,000	$621,000	$300,000	$1,218,182	$200,000	$791,818
2031	$750,000	$11,240,000	$980,000	$637,000	$300,000	$1,249,091	$200,000	$811,909
2032	$750,000	$11,521,000	$980,000	$653,000	$300,000	$1,280,000	$200,000	$832,000

TABLE C2 PROJECTED 10-YEAR CAPITAL NEW/UPGRADE AND RENEWAL AND REPLACEMENT PROGRAM FROM RELEVANT ASSET MANAGEMENT PLANS FOR FOUR MAJOR ASSET CLASSES

Year	Transport $		Drainage $		Buildings $		Park and Recreation $	
	Acquisition	Renewal	Acquisition	Renewal	Acquisition	Renewal	Acquisition	Renewal
2023	$1,500,000	$9,225,000	$980,000	$522,750	$935,000	$1,932,375	$6,210,000	$2,145,000
2024	$1,500,000	$9,455,625	$980,000	$535,819	$300,000	$6,850,625	$2,964,075	$682,906
2025	$750,000	$9,692,016	$980,000	$549,214	$300,000	$1,076,891	$200,000	$699,979
2026	$750,000	$9,934,316	$980,000	$562,945	$300,000	$1,103,813	$200,000	$717,478
2027	$750,000	$10,182,674	$980,000	$577,018	$300,000	$1,131,408	$200,000	$735,415
2028	$750,000	$10,437,241	$980,000	$591,444	$300,000	$1,159,693	$200,000	$753,801
2029	$750,000	$10,698,172	$980,000	$606,230	$300,000	$1,188,686	$200,000	$772,646
2030	$750,000	$10,965,626	$980,000	$621,385	$300,000	$1,218,403	$200,000	$791,962
2031	$750,000	$11,239,767	$980,000	$636,920	$300,000	$1,248,863	$200,000	$811,761
2032	$750,000	$11,520,761	$980,000	$652,843	$300,000	$1,280,085	$200,000	$832,055

APPENDIX D PROJECTED 4-YEAR DETAILED CAPITAL ACQUISITION (NEW/ UPGRADE) AND RENEWAL/REPLACEMENT PROGRAMS

TABLE D1 TRANSPORT ASSET CLASS - (ASSET OWNER: MANAGER INFRASTRUCTURE, ENGINEERING & DESIGN)

	FY2023		FY2024		FY2025		FY2026	
Normal Capital Work Program	**New / Upgrade**	**Renewal**	**New / Upgrade**	**Renewal**	**New / Upgrade**	**Renewal**	**New / Upgrade**	**Renewal**
PTT - New footpath and cycleway construction	500,000		500,000		500,000		500,000	
RUS - Road User Safety Improvements	250,000		250,000		250,000		250,000	
RR - Road Resurfacing		3,000,000		3,000,000		3,000,000		3,000,000
FR - Footpath Renewal		2,500,000		2,500,000		2,500,000		2,500,000
PR - Pavement Rehabilitation		3,225,000		3,455,625		3,692,016		3,934,316
BSL - Bridge and Street Lighting Renewal		150,000		150,000		150,000		150,000
HP - Heavy Patching		350,000		350,000		350,000		350,000
Sub Total for Normal Capital Work Program	750,000	9,225,000	750,000	9,455,625	750,000	9,692,016	750,000	9,934,316
	FY2023		**FY2024**		**FY2025**		**FY2026**	
Grant Capital Work Program	**New / Upgrade**	**Renewal**	**New / Upgrade**	**Renewal**	**New / Upgrade**	**Renewal**	**New / Upgrade**	**Renewal**
Sub Total for Grant Capital Work Program	750,000		750,000					
Sub Total for Transport Asset Class	1,500,000	9,225,000	1,500,000	9,455,625	750,000	9,692,016	750,000	9,934,316
Total for Transport Asset Class	**10,725,000**		**10,955,625**		**10,442,016**		**10,684,316**	

TABLE D2 DRAINAGE ASSET CLASS - (ASSET OWNER: MANAGER INFRASTRUCTURE, ENGINEERING & DESIGN)

	FY2023		FY2024		FY2025		FY2026	
Normal Capital Work Program	**New / Upgrade**	**Renewal**	**New / Upgrade**	**Renewal**	**New / Upgrade**	**Renewal**	**New / Upgrade**	**Renewal**
Flood Mitigation and System Upgrade	680,000		680,000		680,000		680,000	
Service Extension	300,000		300,000		300,000		300,000	
Stormwater Asset Renewal		522,750		535,819		549,214		562,944
Sub Total for normal capital work program	980,000	522,750	980,000	535,819	980,000	548,214	980,000	562,944
Total for Drainage capital work program	**1,502,750**		**1,515,819**		**1,529,214**		**1,542,945**	

TABLE D3 BUILDINGS ASSET CLASS - (ASSET OWNER: MANAGER PROPERTY, ENVIRONMENT AND WASTE)

	FY2023		FY2024		FY2025		FY2026	
Normal Capital Work Program	**New / Upgrade**	**Renewal**	**New / Upgrade**	**Renewal**	**New / Upgrade**	**Renewal**	**New / Upgrade**	**Renewal**
PTU - Public Toilet Upgrades		460,000		550,625		576,691		603,813
FSG - Facilities and Sports Grounds	40,000	137,375	100,000	300,000	100,000	300,000	100,000	300,000
CB - Commercial Buildings	70,000	360,000	200,000	250,625	200,000	276,891	200,000	303,813
Sub Total for Normal Capital Work Program	110,000	957,375	300,000	1,050,625	300,000	1,076,891	300,000	1,103,813
	FY2023		**FY2024**		**FY2025**		**FY2026**	
Grant Capital Work Program	**New / Upgrade**	**Renewal**	**New / Upgrade**	**Renewal**	**New / Upgrade**	**Renewal**	**New / Upgrade**	**Renewal**
Sub Total for Grant Capital Work Program	825,000	975,000		5,800,000				
Sub Total for Buildings capital program	935,000	1,932,375	300,000	6,850,625	300,000	1,076,891	300,000	1,103,813
Total for Buildings Asset Class	**2,867,375**		**7,150,625**		**1,376,891**		**1,403,813**	

Attachments - Council - 31 July 2023

TABLE D4 PARK & RECREATION ASSET CLASS - (ASSET OWNER: MANAGER PROPERTY, ENVIRONMENT AND WASTE)

Normal Capital Work Program	FY2023 New / Upgrade	FY2023 Renewal	FY2024 New / Upgrade	FY2024 Renewal	FY2025 New / Upgrade	FY2025 Renewal	FY2026 New / Upgrade	FY2026 Renewal
P&R - Parks and Reserves – Playspace renewal		345,000		422,906		439,979		457,478
P&R - Parks and Reserves – Signage	10,000	40,000	10,000	40,000	10,000	40,000	10,000	40,000
P&R - Parks and Reserves – Fencing and gates	20,000	80,000	20,000	90,000	20,000	90,000	10,000	80,000
P&R - Parks and Reserves – Seating and tables	10,000	40,000	10,000	80,000	10,000	80,000	20,000	90,000
T&T - Tracks and trails			160,000	50,000	160,000	50,000	160,000	50,000
Sub Total for normal capital work program	40,000	505,000	200,000	682,906	200,000	699,799	200,000	717,478
Federal/State Government Grant Capital Work Program	**FY2023 New / Upgrade**	**FY2023 Renewal**	**FY2024 New / Upgrade**	**FY2024 Renewal**	**FY2025 New / Upgrade**	**FY2025 Renewal**	**FY2026 New / Upgrade**	**FY2026 Renewal**
Sub Total for grant capital work program	6,170,000	1,640,000	2,764,075					
Sub Total for Park & Recreation capital program	6,210,000	2,145,000	2,964,075	682,906	200,000	699,799	200,000	717,478
Total for Park & Recreation capital program	**8,355,000**		**3,646,981**		**899,979**		**917,478**	

Attachments - Council - 31 July 2023

APPENDIX E ASSET REVALUATION AND ANNUAL REVIEWS

The following detail outlines Glenorchy City Council's approach to asset revaluations.

Fair Value - subsequent to the initial recognition of assets, non-current physical assets, other than Land Improvements, Plant and Equipment, Heritage and Intangibles, are measured at their fair value in accordance with AASB 116 Property, Plant & Equipment and AASB 13 Fair Value Measurement.

Council reviews the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximates its fair value. Where the carrying value materially differs from the fair value at balance date, this would lead to a revaluation of this asset class.

In addition, Council undertakes a formal revaluation of asset classes, measured on the fair value basis on a four-year rolling cycle. The valuation is performed either by experienced Council officers or independent experts. The cost of acquisitions and capital works during the year is considered to represent their fair value.

Council annually reviews indicators that lead to the asset carrying value to materially differs from the fair value.

The following indicators may require a revaluation out of the ordinary cycle:

- Material changes in costs
- Material changes to an index
- Unexpected and significant natural disaster.

Asset Classes revalued on a four cycle as detailed below (notwithstanding the effect of indicators):

- 2022-2023
  - Building Asset Class
  - Park & Recreation Asset Class
- 2023-2024
  - No Revaluation
- 2024-2025
  - Drainage Asset Class
- 2025-2026
  - Transport Asset Class.

Detail annual review process is guided by Glenorchy City Council Asset Annual Review Guideline that was developed by the following the recommendations from LGAT Financial Sustainability Practice Summary 14.

APPENDIX F ASSET MANAGEMENT DEFINITIONS

The following definitions are to be read in conjunction with this and other Council asset management documents including the Asset Management Policy and Asset Management Plans.

INFRASTRUCTURE ASSETS

Physical assets that contribute to meeting the needs of organisations or the need for access to major economic and social facilities and services, e.g. roads, drainage, footpaths, and cycleways. These are typically large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed, or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally the components and hence the assets have long lives. They are fixed in place and are often have no separate market value.

NON-CURRENT ASSETS

Assets with a service life exceeding one year. For local government this includes roads, bridges, footpaths, stormwater, recreational buildings and facilities, computer software, plant and equipment, and intellectual property.

MAINTENANCE

All actions necessary for retaining an asset as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets operating, e.g. road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

RENEWAL/REFURBISHMENT

Restores, rehabilitates, replaces existing asset to its original capacity, e.g. gravel resheets. See Capital expenditure - renewal.

CAPITAL EXPENDITURE - RENEWAL

Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service capacity, it generally has no impact on revenue, but may reduce future operating and maintenance expenditure if completed at the optimum time, e.g. resurfacing a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval.

UPGRADE/NEW

Upgrade enhancements to an existing asset to provide higher levels of service, e.g. widen a sealed road. New assets are created to meet additional service level requirements, e.g. a new building.

CAPITAL EXPENDITURE - UPGRADE

Expenditure, which replaces a previously existing asset with enhanced capability or function, where an option existed for replacement without the enhanced capability or functionality. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in the organisation's asset base, e.g. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility.

CAPITAL EXPENDITURE - NEW

Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operating and maintenance expenditure.

"WHOLE OF LIFE" OR "LIFE CYCLE COST"

Includes all costs associated with the ownership of an asset that allows it to continue to function and meet service needs over its life or even multiple iterations including planning, creation, operations, maintenance, depreciation, renewal, and disposal. If asset planning is limited to a single phase such as creation, decisions may not take into account long-term issues and the ongoing cost to the community.

SERVICE LEVELS (LEVELS OF SERVICE)

Services are the reason for having assets. Levels of Service are outcomes that Council delivers to the community which are not limited to safety, customer satisfaction, quality, capacity, reliability, availability, and costs which meet the organisations social, political, economic, and environmental objectives. Service levels can be measurable, helping inform councils defined service quality and identify opportunities. A large proportion of Council's annual budget is spent on delivering services to the community.

USEFUL LIFE

The period over which an asset is expected to be available for use by an entity. It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the entity.

DEPRECIATION

The systematic allocation of the depreciable amount of an asset over its useful life and recognises the consumption of economic benefit of the asset.

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Lacus

Detailed Inspection and Report of Glenorchy War Memorial Swimming Pool

1 Anfield Street, Glenorchy, Tasmania

Prepared for: Know-Ledge Asset Management Services

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1 INTRODUCTION

The City of Glenorchy public swimming facilities are important infrastructure assets, providing the community with the opportunity for participation in physical activity, recreation, and leisure. They also provide an important role in the rehabilitation and recovery of injured and disabled members of the community. The proper maintenance and care of these facilities is key to the continued, safe, and effective delivery of these community services. Council policy supports improved health outcomes for the community, encouraging increased participation in physical activity, recreation, and leisure. The swimming pools and leisure centres are an important part of the implementation of that policy. Many of these facilities are now of an advanced age and require regular maintenance or repairs. From time to time, they also require upgrading to address defects or meet new standards. As the owner and manager of these assets, Council has an obligation to ensure these facilities are appropriately maintained and operated.

2 SCOPE OF WORKS

Lacus Consulting Pty Ltd has been engaged by Know-Ledge Asset Management Services to undertake a visual inspection on the pool and provide a detailed report with respect to the pool condition and to provide a scope of works to be undertaken for the site. Our observations made on site have been captured below with the photo commentary along with our recommendations, an indication of the urgency for the works to be undertaken, and an indication of budget costs for the works to be completed. Budget costs have been provided based on the individual items being completed without allowing for preliminaries etc. This will allow multiple items to be added together to form the basis of and Budget figure. Note that when a multiple of items are added together the budget estimate will be higher than actual costs due to efficiencies in larger projects.

To complement the photo commentary, we have prepared the attached site plan to which we have added notes about some items and identified the various areas referred to in the commentary.

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3 LIMITATIONS OF RISK

This report has been prepared in accordance with the agreement between the Know-Ledge Asset Management Services and Lacus Consulting Pty Ltd.

Within the limitations of the agreed upon scope of services, this work has been undertaken and performed in a professional manner, in accordance with generally accepted practices, using a degree of skill and care ordinarily exercised by members of its profession and consulting practice. No other warranty, expressed or implied, is made.

The opinions, conclusions and any recommendations in this report are based on assumptions made by Lacus Consulting Pty Ltd when undertaking services and preparing the report.

This report is solely for the use of Know-Ledge Asset Management Services, and any reliance on this report by third parties shall be at such party's sole risk and may not contain sufficient information for purposes of other parties or for other uses. This report shall only be presented in full and may not be used to support any other objective other than those set out in the report, except where written approval with comments is provided by Lacus Consulting Pty Ltd.

This report relates only to the scope of works described within this report, and the following should also be noted:

While the investigation has attempted to identify and locate all risks and features as outlined in this report, it should be noted that the review was limited and involved a non-invasive visual inspection.

Therefore, it is possible that conditions and features, which may be concealed within inaccessible areas/voids, may not have been located and assessed during the inspection.

Where Lacus Consulting has provided cost estimates and/or an indication of the budget pricing for recommended works, the pricing is high level only and based on our experience in the industry. Actual pricing should be confirmed by preparing an accurate scope of works and being priced by a qualified Quantity Surveyor or by going to market.

This report is not intended to be used for the purposes of tendering, programming of works, refurbishment works, or demolition works unless used in conjunction with a specification detailing the extent of the works. To ensure its contextual integrity, this report must be read in its entirety and should not be copied, distributed, or referred to in part only.

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4 GLENORCHY SWIMMING POOL

4.1 SWIMMING POOL DESCRIPTION

Glenorchy War Memorial Pool, located at 2a Anfield Street, Glenorchy, Tasmania is an outdoor aquatic centre consisting of a 50m swimming pool, two wading pools, 60m waterslide, shaded seating areas, volleyball court, children's party room and kiosk.



Image courtesy of www.themurcury.com.au

This aquatic facility commemorates those who have served in the various conflicts in which Australia has been involved.

The 50m pool was a scum gutter pool, the slide run out pool was a skimmer pool, and the two wading pools were wet deck pools. When we were on site the pools were not running and the water level on all the pools had dropped below the normal operating mark. The 50m pool with the scum gutter would be the original set up. Scum gutter pools are designed for the water to over flow into the scum gutter which is used to remove the contaminated surface water. When the bathing load is high, the depth of the pool will increase due to the bathers and the water is able to rise above the scum gutter due to the perimeter hob on the pool. When this occurs the soiled water collection pipe will be running full of water, and in the plant room the water level in the soiled water pit will also rise. The wading pools had a perimeter stainless steel grate for the surface water removal. The wading pools would have originally been scum gutter pools and at some stage have been modified, probably to remove the hob which can be difficult for young bathers to get over. However, cutting the hob off means the water cannot rise in the pool without overflowing the pool. We were not able to check the level on site and have not been provided with a survey, however it is likely the toddler pool will be losing water during those periods of peak bather loads.

The slide run out pool appears to be of newer construction and was probably added specifically for the slide. This pool is a skimmer pool which is able to handle a fluctuating water level.

Filtered water was being introduce to the 50m pool though a central duct with slots, introducing the water vertically into the pool. Filtered water was being introduced to the other pools through discrete filtered water inlets and eye ball fittings. Each of the pools will have a valve, sometimes in the field in a pit below ground, to adjust the flow of water into each pool.

There were no deep water suction points sighted in any of the pools.

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The soiled water from each of the pools drained to a soiled water collection pit in the plant room. A single suction for the pit lead to a single strainer, and then onto twin filtration pumps that were being used to draw water from the soiled water pit and push it through 4 cell pressure filters before the water was sanitised and returned to the pools. Gas boilers and heat exchangers were heating the pools. The pool heating used twin pumps to draw water from the soiled water pit and push through the heat exchangers, and then re-inject it into the filtered water return to the pools.

The facility had a semi decent filtration capacity consisting of 4 cell Filtration and Water Softening Pty Ltd Filtration Filter, and 2 No 11kw Southerncross pumps that is estimated to be providing a turnover time for all the pools of approximately 4.5 hours.

The pools were being sanitised by sodium hypochlorite (liquid Chlorine) and the pH is being adjusted with Sulfuric Acid, before being sent back to the pool. Generally, the pool and the pool plant are in a serviceable condition considering their age, however, in need of many repairs and maintenance.

4.1 Extract of Site Plan Drawing

Refer to Appendix for full size drawings.



Attachment 1

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4.2 Existing Conditions/Observations

The following photo commentary has been prepared to capture the main items that were observed on site.

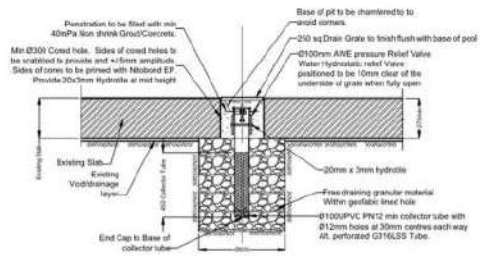
Priority ranking has been provided in the following manner:

1. Urgent: is used for items that pose an immediate risk to health and safety.
2. As Soon As Possible: is used for items that pose a potential risk for further damage to the assets if the action is not taken; or poses a potential risk to the public.
3. As Soon As Practical: refers to items that require attention, however, do not pose risk to the public or assets in the short term.
4. Monitor: has been applied to items that have been identified, however, no action needs to be taken at this time unless the situation worsens.
5. Observation/No Action: has been applied to items of interest that were noted on site, however, no action is required.
6. On Going Maintenance: is an ongoing maintenance item that requires regular attention.

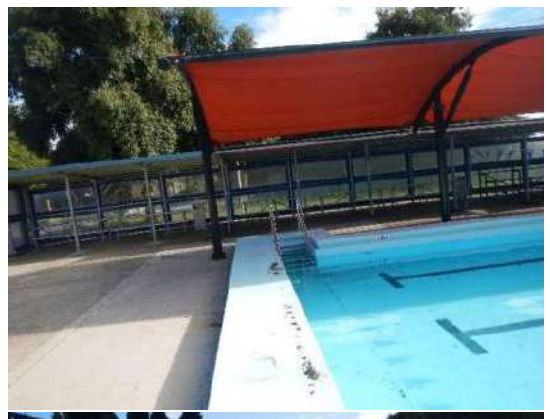
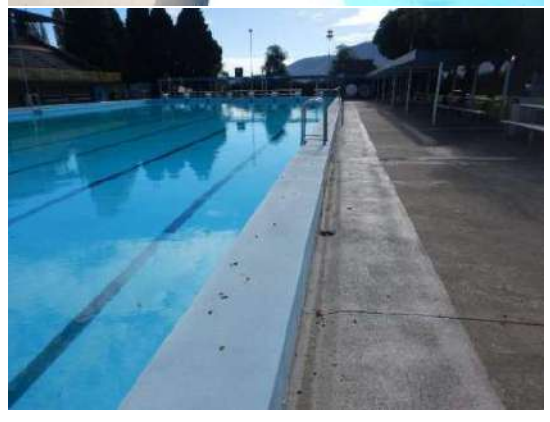
In preparing the following table, we have provided an indication of the budget pricing for each of the recommended works. The budget pricing is high level only and based on our experience in the industry. Actual pricing should be confirmed by preparing an accurate scope of works and being priced by a qualified Quantity Surveyor or by going to market. The pricing has been provided per item/recommendation, to allow multiple items to be added together to provide an overall budget price, however, where a large number of items are to be added together. Lacus Consulting should be consulted as often, there will be an economy of scale that comes into play providing a reduction in the budget pricing as a result of adding the individual items together.

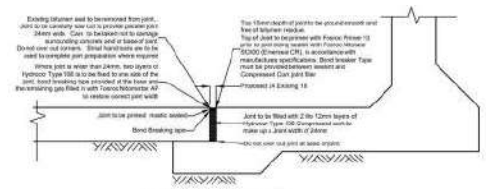
Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
1.	Main Pool	 	The main pool is 50m x 19.8m wide. The shallow end of the pool was 1.2m deep and graded at approximately 1 in 31 to 2.8m deep in the deep end. The pool was reinforced concrete and had been painted. The pool was using a sum gutter down each side of the pool. Often these older pools were provided with deep water balance pipes to ensure there was sufficient water for the pumps to operate if the water dropped below the scum gutter, however we did not observe this when we were on site. The pool had a hob down each side that is the same height as the end walls. The hob allows for changes in water volume within the pool and allows the water to rise and fall during operation. The gradual grade from the shallow end of the pool will make this pool good for leisure activities and help to assist bathers to stay in shallow water. There were no grates or pits sighted in the base of the pool. In the plant room there is a confined space entry pit in the floor that extends under the plant room floor and the pool concourse. We have provided further details below with respect to this pit. At the far end of the pit was what appeared to be a pump pit. We believe this will be a drainage pit that extends below the base of the pool that services the pool under drain system. Generally, the pool base slabs are only 150mm thick which means when the pool is empty and the ground water is 200m above the water in the pool or the floor of the pool, the base slabs are beginning to lift by hydrostatic pressure. When the base slabs in the pool begin to lift, they will generally destroy the	Observation/No Action The pit under the plant room is to be cleaned out of debris. Note: The entry to the pit requires special precautions as it is a confined space and is high risk. The pool under drain pit is to be investigated and if need be, cleaned out. The existing fixed pump is to be removed. If the pool is ever to be emptied, it must be written in the procedures that this pump well is confirmed free of water and or pumped out. Ideally an access hatch should be provided in the pool concourse allowing a submersible pump to be dropped in when required without having to enter a confined space.	Observation/No Action As Soon As Possible	Observation/No Action $20,000

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Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
		 	expansion joints and sometimes the concrete panel will crack and fail. Often debris is washed under the panel preventing the panel from going back to its original position. If there are pipes connected or traveling through the concrete panel, they are usually sheared off.	Instal 8 No Ø100mm hydrostatic relief valves  Retro Fit Pool Hydrostatic Valve Cored	As Soon As Possible	$20,000
2.	Main Pool		The pool was originally bult circa 1963 which makes the pool about 60 year old. The pool was constructed of formed and poured concrete. While on site there was no major damage sighted on the pool shell as it had been well maintained/painted. In the plant rooms and the pit under the plant rooms the original concrete surface can be seen, and it is showing signs of its age and exposure to pool chemicals. Over time the concrete will absorb chloride ions from the pool water and the chloride ions tend to build up in concentration within the concrete. Over time the chloride ions migrate into the concrete. When the chloride concentration reaches 0.06% of the weight of the concrete at the reinforcement, the reinforcement is on the verge of corrosion initiation. Soon after the initiation of corrosion, the concrete will begin to crack and spall, which in turn accelerates the process.	Given the age of this pool, prior to undertaking extensive work on pools that are older than 10 years we recommend under taking an investigation into the life of the concrete structure. The investigation involves taking samples from the concrete in the pool and analysing them in and laboratory to determine the health of the concrete, at various depths from the concrete surface. The result can then be used to model how the concrete has been performing, and to extrapolate the life remaining in the pool shell. Typically, we take samples at varying heights on the pool wall, and the base of the pool/tank as it is often found that the tops of the walls and gutters are in worse condition than low down the wall and in the base of the pool. These results can be used to determine if the top of the pool wall can be retained or if they should be demolished and rebuilt.	Prior to undertaking major works.	$45,000 for the three pools.

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Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
3.	Main Pool	  	Access to and from the pool was via 2 stairs in the shallow end of the pool and 6 grab rails, two 1/3 along the pool, two 2/3 along the pool, and two in the deep end. This form of access does not comply with current requirements. Access stairs, ramps and ladders in public spaces are required to comply with the National Construction Code (NCC), AS1428 and AS1657. The general public has become accustomed to stairs and handrails in society, and as a result when stairs and handrails differ from the requirements, they pose a particular risk to trips, slips, and falls. Under the current National Construction Code (NCC) pools with a perimeter that is 70m or more are to be provided with either: • A zero-depth entry (beach entry). • Compliant entry ramps or, • A Platform lift. This type of access was not required when the pool was built however, if major works were to be undertaken at the facility, it can trigger the requirement for the pool to be brought in line with current requirements. There were no handrails on the stairs to this pool.	Technically access stairs were compliant at the time they were built and hence do not need to be updated; however, they still pose a risk of injury to people using the available access. Installing a Beach entry to the main pool is not practical. Therefore, the main pool should be provided with a complaint access ramp and stair. An alternative is to install a compliant access platform lift such as a Pool Pod, https://poolpodproducts.com/ (or approved equivalent). Until the access to the pool can be upgraded it will need to be managed by the pool operators and lifeguards.	As Soon As Possible As Soon As Practical As Soon As Practical On Going Maintenance	Supply and install complaint handrails $10,000. Retro fit ramp and stair $250,000 Supply and install a pool pod and controls $150,000. On Going Maintenance

Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
4.	Main Pool	 	The pool expansion joints were becoming excessively wide resulting in a very wide mastic joint. The issue with excessively wide joints is they are more prone to failure due to their exposed surface, and the joint uses an excessive quantity of mastic when they are to be resealed. There are a number of pools where the expansion joints were removed with a road saw that was run down the side of each joint. This may have happened here or where the sides of the joint have been ground clean multiple times has resulted in the joint becoming wider that originally planned.	The existing mastic is to be removed from the joint and the sides and base of the joint cleaned to remove all mastic and any of the original bitumen residual from the original joints. The joint is rebuilt using an epoxy high build mortar and the expansion joint material is replaced with compressed cork. Finally, the joint is sealed with Nito seal SC600 (or approved equivalent).  Existing Joint Repair	As Soon As Practical	$80,000
5.	Main Pool		Generally, the pool appeared to be well painted. Some of the lane lines were beginning to wear which is an indicator that the pool may be approaching a repaint in the near future.	Pool is to be repainted/patch painted. Care is required to ensure the correct preparation undertaken. If the paint is getting too thick, then the paint will need to be ground back to the concrete to allow for joints and cracks to be repaired and the whole pool to be repainted.	As Soon As Practical	$40,000

Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
6.			The 50m pool's filter water inlet is through a central duct with slits cut in the lid. This introduces the water into the pool vertically which is poor for distribution and can lead to micro climates across the bottom and the corners of the pool. This can lead to algae and mould growth. The existing system does not allow from any in pool adjustment.	If major works are to be undertaken on the 50m pool to improve the filtration flow, we would break open the duct in the base of the pool and install PVC header pipes and discrete filtered water risers that are to be fitted with Waterco or Hayward adjustable filtered water inlets. These inlets can be mounted flush with the floor and in turn direct the water horizontally providing better water distribution and mixing in the pool body.  The inlets are also adjustable which allow them to be used to balance the flow into the pool by turning the adjustment screw in the cover. Allowing the water to be directed to the end of the pool where it is mostly required.	As Soon As Practical however would be best paired with and upgrade to the filtration system.	$100,000 Excluding emptying of the pool.
7.	Pool Concourse		The concourse to the pools were concrete pavement that was ground bearing. The pavement had been jointed in the traditional manner to provide some articulation and allow for shrinkage cracks. When the pavement was originally poured it would have graded to designated drainage points. Much of the pavement had subsided and moved over the years however, generally there is still a reasonable fall to the drainage points. Some areas had been demolished and replaced. The subsidence is likely due to the combination of poorly compacted soils, which would have been placed behind the walls of the pool when it was constructed, combined with wash out of these materials. Over time, as water drains down the back of the pool wall it will wash sand and soil with it, causing subsidence in the pavement, and the potential for	Vehicles are to be prevented from driving on the concourse due to the possibility of them being suspended and not being able to take the load. Damaged areas of concourse and paving are to be demolished and rebuilt. The pavements & concourses that are to be retained are to be inspected each year and areas are to be patched and/or ground smooth as required. Additional concourse drainage is to be provided to drain those areas ponding.	Urgent As Soon As Practical On Going Maintenance As Soon As Practical	 $5,000 On Going Maintenance $10,000

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Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
		  	cavities to occur under the concourse slab. It is common for the concrete slabs around the pool to become suspended when they were originally designed as being ground bearing. Areas where steps and trip hazards have occurred in the concourse have been ground smooth. Drainage on the outside edge of the concourse is poor, in particular where the grass is higher than the pavement.			

Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
8.	Pool Concourse	  	This facility had some old custom made and cast iron pit lids in the concourse. The lids with holes drilled in them pose a digit entrapment risk. All the steel lids pose a hot surface risk and are supposed to be equipotentially bonded (earthed) we have provided further advice below with respect to this topic.	Replace the lids with new complaint grates that do not pose an entrapment risk and do not get hot. FRP lids and grates are commonly used as it also solves the weight issue and resolves the equipotential bonding issue.	As Soon As Practical	$50,000 For the lids we observed on site.

Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
9.	Pool Concourse	 	The shade structure posts have been mounted directly on the concourse. This may or may not have been engineered. The exposed base plates have been covered in rubber rock, which solves the abrasion/cutting risk however increases the tripping risk. Rubber rock and similar products are porous and will hold moisture. This is likely to lead to corrosion of the column base plates and fixings.	Confirm the engineering of the base plates fixed to the concourse is satisfactory. The tripping hazard of the rubber rock will need to be managed for the life of the existing conditions. Regular inspection of the base plates and fixings to ensure they are serviceable.	As Soon As Practical On Going Maintenance 24 Month intervals	$5,000 On Going Maintenance $5,000 per inspection
10.	All Pools	 	The adjacent images show some of the items we observed on site that were not Equipotentially Bonded. These items include but are not limited to: • Pool Ladders • Handrails • Drain Grates • Lane rope Anchors (will be larger than 100mm when the lane rope is connected) • Shade structures (also a Royal Life Saving requirement) • Concourse and pool reinforcing • Concourse seating (also a Royal Life Saving requirement) • Pennet Posts The required equipotential bonding is specified in the AS3000 and requires all conductive items with a dimension equal to, or greater than 100mm, that is within arm's reach of the pool water to be earthed back to the filtration supply board with a resistance that is less than 0.5 Ohms. Stainless steel is not a particularly good conductor and is very hard to achieve a low resistance connection.	All conductive items within arm's reach of the pool water are to be checked by a licenced electrician for their resistance back to the filtration supply board. All resistance values are to be listed in detail, i.e., pass/fail result is not satisfactory. Those items that do not comply are to be rectified. Note: Testing includes lane rope anchors as they are longer than 100mm when the lane rope is connected. Note: That the definition of arms reach is provided in AS3000, and we have included an extract in the appendix of this report. We recommend the bonding to be extended to a minimum of 3m from the water's edge. In recent time Life Saving Victoria have required seating around pools to also be Equipotentially Bonded.	As Soon As Possible As Soon As Possible	Testing $3,500 Rectification $25,000

Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
		 				
11.	Wading Pools		There are two wading pools side by side. It is likely these used to be the same pool however a dividing wall was introduced, probably when they were converted to a wet deck. The wading pools are nominally 6.9m x 5.7m and ranges in depth from 440mm to 550mm and 4.2m x 5.7m and 700mm Deep. The pools were provided with a number of filtered water inlets. Flow to the pool is controlled by a valve located in the concourse water distribution pit. Wading pools are classed as high risk from a contamination perspective, and current best practice is to separate them from the other pools to avoid the other pools being affected by a contamination event in the toddler pool. There was no cracking sighted in the pool and the pool had been well painted.	The flow to the wading pool should be sufficient to turn the pool over in less than 1 hour. If there is a contamination event in the wading pool, all the pools are to be shut for cleaning and until the department of health requirements are met. A number of sites have provided a small filtration and sanitation plant located near/by the wading pool allowing it to be detached from the other pools.	On Going Maintenance As Soon As Practical	On Going Maintenance $100,000

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Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
12.	Water Slide	  	The water slide is not a part of the original pool facility and was added later. Looking at the slide run out pool, which is sprayed construction and the style of slide, we estimate is was added in the 1990's. It appears that filtered water is deliver to the pool, and the soiled is being removed by the skimmer box which is piped back to the soiled water collection pit in the plant room. This will keep the slide pool filtered and sanitised while the filtration system is running. The slide itself is receiving water from a set of pumps located next to the pool and the slide. The pool had a cover on it at the time of the inspection and we were not able to get a clean view of the pool itself, and as such cannot comment on the source of water for the slide. If it is being source from the pool, it should be coming from a submerged suction that is compliant with AS1926.3 Swimming Pool Safety Water recirculation and filtration systems. The slide manufacture is unknown and is an older style open slide. Current preferred slides are closed as it reduces the risk of falls (see below for further information on this item). The slide has been painted inside and out not so long ago and is still looking fresh. The slide is dropping into a pool that is 1.1m deep, which is considered suitable for this type of slide	Observation/No Action	Observation/No Action	Observation/No Action

Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
13.	Water slide		Access stairs and handrails out of the water slide pool are not compliant with AS 1428 and NCC.	Handrails are to be replaced and steps reconfigured to be compliant.	As Soon As Practical	$80,000
14.	Water Slide		The water slide access is via a long step ladder. Based on our visual appraisal (i.e., no Measurements) the step appears to be compliant with AS1657, however it is not complaint with AS1428 and anti-discrimination laws. The access is also high risk to abled body persons due to the steepness of the stair. Two scenarios are high risk, the first being a patron losing their balance, and/or being pushed and falling backwards into a queue of bathers on the steps. The second is when a bather climbs the steps and then wants to come back down. Naturally they will want to go down forwards, which is hard to do on a step type ladder which are designed to be traversed down backwards	Replace the step type ladder with and complaint stair. Manage the risk with rules and supervision by the pool operators and lifeguards.	As Soon As Possible On Going Maintenance	$100,000 On Going Maintenance

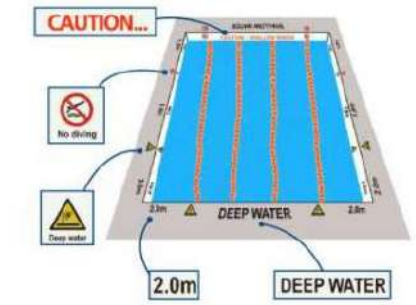
Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
		 				
15.	Water Slide		At the top of the slide is a barrier to protect the bather who is using the slide from a potential fall risk. There is also a bar across the slide which forces the use to lie down before going down the slide. An issue arises for the operator and or lifeguard, who should be inspecting the slide every day before opening to ensure there is no damage and/or object present likely to cause injury. For the inspector, they would naturally duck under the bar and begin to walk down the slide, they are then presented with being at the full height of the slide with a barrier less than ½ a meter high.	Initially procedures are to be put in place to ensure inspectors do not walk down the slide however *slide* down the slide, Providing low friction mats and/or similar may assist with this being adopted. Replace the slide with a tube slide.	As Soon As Possible As Soon As Practical	On Going Maintenance $500,000

Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
16.			Water inlets to slide present an entrapment risk to hands etc. of inquisitive bathers.	Water inlets to be provided with new grates.	As Soon As Possible	$3,000
17.	Water Slide		Chips in paint with sharp edges. The slide had been recently repainted inside and out and was looking generally fresh.	The slide should be inspected every day before use. Chips and minor damage can be smoothed out with some wet a dry sand paper prior to opening. More major damage would need to be assessed and fibre glass repairer brought in to assess and repair.	On Going Maintenance As Required As Required	On Going Maintenance As Required As Required
18.	Water Slide		This was intriguing, because most of the slide appears to be in good order however this bracket is severely corroded. This situation suggests that it might have been corroded before and was painted over and now the paint has begun to flake off. The alternative is this bracket, since being painted been exposed to pool chemicals which have accelerated the corrosion, or there is a transient current/bonding issue.	To close this item out, all the supporting posts and brackets should be inspected for corrosion and confirmed they are suitable for service. Damage sections are to be repaired and repainted. Chemical handling and dosing procedures are to be assessed and corrected, if need be, noting chemical should not be added to the pool while bathers are in the areas and the concentrated chemicals should not be added to the soiled water pit, as the high concentration can destroy your pumps and plant very quickly. The earthing and bonding of the slide supports is to be checked and made compliant.	Before the slide is used again On Going Maintenance Refer Above	$8,000 allowing for a boom lift. On Going Maintenance Refer Above

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Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
19.	Water slide		Valve next the pool is likely the filtration control valve.	Observation/No Action	Observation/No Action	Observation/No Action
20.	Water slide	 	Run out pool is a Skimmer pool 1.1m deep, that appears to have been constructed circa 1990's based on the pool construction and the slide style.	Observation/No Action	Observation/No Action	Observation/No Action

Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
21.	Water Slide	 	Slide pumps were located in a small shelter constructed next to the slide. We could not access the shelter however peering through the gaps in the cladding the pumps appeared to be in poor condition.	Pumps are to be inspected and serviced as required , they may need a new coat of paint to protect them from corrosion.	As Soon As Practical	$8,000
22.	Pool Advisory Signage		The pools generally had fair to good pool advisory signage that was clearly visible from outside and from within the pool. The pool side advisory marking were on the side of the pool hob/upstand. They were generally further apart than the requirements as required in RLSAA GSPO AS4. Markings on the concourse or wet edge tiling, is the last point of call to warn and bather of the pool depth before they enter the pool.	Pool side concourse signage to be re assessed and made good in accordance with the recommendation of the RLSAA GSPO AS4.	On Going Maintenance	$10,000

Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
		  		  We have included a copy of the RLSAA GSPO AS4. In the appendix to this report		

Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
						
23.	Pool Covers	 	The pool covers for the 50m pool were rolled up and in storage in the administration building. The covers appeared to be in good condition. The cover on the slide pool appeared to be older and was beginning to degrade. We did not sight covers for the wading pool.	The covers are to be repaired as soon as they are damaged to prevent the damage worsening.	On Going Maintenance	On Going Maintenance

Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
						
24.	Lane Ropes	 	The lane ropes to the 50m pool were being stored on rollers. The ropes were in poor condition and approaching end of life.	Pool lane ropes are to be replaced.	As Soon As Practical	$60,000

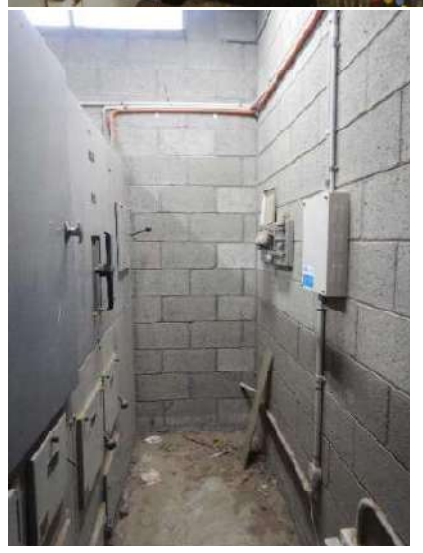
Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
25.	Pool Plant	  	The filters were the original Water Softening and Filtration Co concrete pressure filters, with a steel fabricated multiport valve providing approximately 25sqm of filter area spread across 4 No reinforced concrete pressure filter cells, and 2 No Southerncross Pumps 150x125-250 (236 with a 11kW motors running at 1450RPM and estimated to be providing 65lt/s at 12.5m head each with total flow of 130lt/s (468m3/hr) which is providing a turnover time for all the pools of approximately 4.5 hours. The soiled water from the pool drains by gravity back to a soiled water pit in the plant room. The water is drawn from the soiled water pit by the filtration pumps which directs the water to the filters. After the water is filtered it is sanitised before being directed back to each of the pools. The back wash water is directed to the adjacent 100,000lt corrugated tank where it is being stored and is drained at a controlled rate to waste. The filtration capacity of the system is well below current requirements and industry best practice, however depending on the bather load, may serve well for the pools collectively or is more likely to be suitable for the 50m pool on its own, if the smaller high risk pools were provided with their own filtration systems. Providing new plant to the toddler pool will provide the required separation between the pools and increase the available filtration capacity to the main pool while maintaining the existing filtration plant, however the improvement will be minimal. The existing filters often consisted of 5 layers of graded media, sand, pea gravel, stone (approx. 20mm), rock (approx. 100mm) and finally an underdrain which is often a piece of corrugated asbestos sheet. It is not a simple fix to solely provide addition filters and pumps to decrease the turnover times of the system as this is only one part of the system. The whole system would need to be assessed including the pipe work to and from each of the pools and the in-pool hydraulics.	On site operations are to manage and maintain water quality that meets the Department of Health requirements, this may require bather loads to be limited. If Council wanted to improve the filtration system on this site, we recommend the existing filtration system is to be demolished and replaced with new. This system must be properly designed as the existing pool hydraulics will not have sufficient capacity to be able to handle the required DHHS and industry best practice filtration flows. Based on our visual inspection we would expect the following items would need attention to bring the pool in line with current requirements: 1. Separate the wading pools and the slide pool, from the main pool. 2. New balance tanks, 1 for each pool. 3. New filtration system, 1 for each pool. 4. Upgrading of the filtered water inlets in each pool. 5. Upgrading of the soiled water collection drains, it is likely the existing gutter will not have sufficient capacity to handle the new flow, and as such additional piped gutter outlets will be required around the pool to maintain the existing gutter, this will require the concourses to be demolished and reinstated. 6. New plant room to house the plant. 7. New chemical controllers, 1 for each pool. The existing boilers are at their end of life and need to be replaced with similar, newer technology or a combination of both. A detailed study of the existing pool hydraulics can be undertaken to determine the extent of the above, and often, a balanced solution can be prepared that maximises the improvement of the filtration system based on the existing pool hydraulics and limiting the capital expenditure.	On Going Maintenance As Soon As Practical	On Going Maintenance $2 Million

Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
26.	Pool Plant Room Pit	  	In the plant room there is an access hatch in the floor that leads to a confined space. We did not enter the space and assessed it from the opening in the plant room. The space is high risk as a result of a build-up of water and debris in the base, which can lead to the production of hydrogen sulphide gas and other gases that do not support life. The access way does have a chain and sign indicating it is a confined space, however, that is sometimes not enough to prevent the inquisitive person from investigating what's in the hole. In the space under the floor and the pool concourse are some old pumps and valves that control the flow to and from the pools. Pallets have been laid on the floor to allow access without getting wet feet.	This space must be locked, and sign posted as a confined space to which access can only be obtained with keys and the correct permit. Access can only occur by trained personnel with the appropriate equipment and training. A confined space register is required to record who goes in and who comes out of the confined space. We have provided recommendation above as to how the need to access this space can be reduced, which includes providing an access hatch in the concourse near the pool. The provision of such an access hatch would decrease the risk of this space as it would allow flow through ventilation when all openings are open.	Urgent	$50,000

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Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
						
27.	Pool Plant	 	The soiled water suction pit has been created with a reinforced concrete pit in the plant room, with the top of the pit the same height at the hob on the pool. Looking inside the pit, the pit has been lined and the water entering the pit is flowing through a lint screen to help remove debris. It is usual on these older pools that the top of the pit is set to be the same as, or a little below the coping height of the main pool so that when the pumps are turned off the water does not overflow the pit. Pipes connecting to the pit include the soiled water suction pipe, heating loop suction, water to the ball valve for automatic make up, and the manual 50mm make up. There is evidence of chemicals being added directly to the soiled water pit. Care is required when this is being done as the chemical content in the soiled water pit can very quickly reach high levels, which in turn will be sucked through the pool plant and filters before being sent to the pool. Generally, the pool plant is designed for a maximum exposure to 10ppm of chlorine, however dosing a 50m pool directly in to a small, soiled water pit can lift the chlorine concentration above 100ppm if the chemicals are not being diluted.	The pit is to be assessed. Joints and pipe connections are to be sealed and the pit provided with a liner/membrane. Old pipe work that is not required is to be removed and the penetrations are to be sealed. The auto make-up ball valve is to be serviced. The heated water circulation loop is to be assessed and the pipe penetrations resealed, if required we can provide detailing as to how this can be achieved. Chemicals should be diluted in water and added directly to the pool when the pool is not open to the public, as opposed to adding chemicals to the soiled water pit.	As Soon As Possible As Soon As Possible As Soon As Possible As Soon As Practical On Going Maintenance	$5,000 $2,500 $2,500 $750 On Going Maintenance

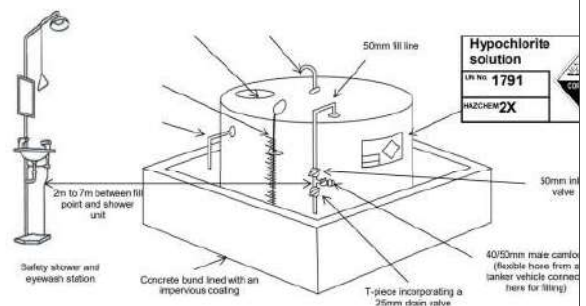
Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
28.	Pool Underdrain Pit		In the plant room floor there is a pit with a barrier, ladder and signage indicating it is a confined space. We did not enter this pit as we did not have the right gear to do so, however we were able to take some photos from the hatch in the plant room floor. At the back corner next to the pool there is what appears to be a riser to a pit with permanent mounted pumps and power supply. The pump has long since failed. We believe this will be a drainage pit that extends below the base of the pool that services the pool under drain system. The lid to the pit posed an OH&S issue due to its weight and being partially under the fence making it difficult to open.	Prior to emptying, the correct approval is to be obtained, to ensure the water is being drained to the correct system being either stormwater or sewer. This requirement varies depending on where the pool is located and the quality of the pool water. The under drain pit is to be regularly inspected to ensure it is free draining, being emptied by the pump. If this pit blocks up, the water around the pool will be able to rise and increase the risk of damage to the pool due to hydrostatic pressure. We have recommended above that, an access hatch be provided in the concourse to allow access to this pit, to confirm if there is water around the pool and if necessary, drop a submersible pump in to the drain around the pool before the pool is emptied.	As Soon As Possible As Soon As Practical On Going Maintenance	$2,500 On Going Maintenance On Going Maintenance

Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
29.	Plant room	  	The adjacent images are of the pool filtration power board located in the plant room.	Observation/No Action If work is to be undertaken on the sub board it can trigger for the whole board to be upgraded to current requirements.	Observation/No Action	Observation/No Action

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Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
		 				
30.	Plant room		Filtration pump was 2 No Southerncross Pumps 150x125-250 (236 with a 11kW motors running at 1450RPM and estimated to be providing 65lt/s at 12.5m head each total flow of 130lt/s (468m3/hr) The strainer is a custom fabricated stainless-steel strainer which appears to be a suitable size. The pump and strainer appeared to be in a serviceable condition. Note: The pumps were showing extensive corrosion due to the presence of chemicals and poor ventilation in the plant room.	Observation/No Action	Observation/No Action	Observation/No Action

Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
						
31.	Chemical Control		At the time of the inspection, we did not have leys to access the chemical store and dosing room. We were able to take some pictures through the chain wire gates. The chemical controller is Prominent however we do not know what model. The Public Health and Wellbeing Regulation 2019 require the pH and the Free Available Chlorine to be measured at 4 hourly intervals. As this pool is using ORP the required FAC testing would need to be undertaken and recorded manually.	The probes should be stored in a distilled water/buffer when not being used. Upgrade the Chemical controller to a Prominent DiaLog 700. Being an outdoor pool without CO2.	On Going Maintenance As Soon As Practical	On Going Maintenance $20,000 Including new probes
32.	Chemical store		The pool is currently being sanitised with Sodium Hypochlorite (liquid Chlorine). The chlorine is being stored in a 2 No 5000lt tank shown adjacent. The tank has not been provided with a suitably sized bund as the height of the tank is too high for the size/height of the surrounding bund. The bund itself appears to be of a suitable size to capture the volume. The height issue can be overcome by installing a splash screen around the tank. The tanks are located in a storeroom and hence is shaded from direct sunlight. The chlorine dosing pumps are currently fixed to the wall of the storeroom next to the storage tank. A better option is for the dosing pumps to be located over the chlorine storage bund to catch any leaks. The dosing pump is to also be located behind a splash screen, which will provide protection from high pressure chlorine leaks.	Move the dosing pump over the bund and provide a spill catch tray and a splash screen. Initially and protective screen is to be provide around the storage tank to bring it in line the requirements of AS3780. An alternative is to demolish the tank on site and install a new self bunder chemical storage tank.	As Soon As Possible As Soon As Possible As Soon As Practical	$1,500 $3,000 $30,000

Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
		 	 Figure 3 - AS 3780 designed tank installation where product is pumped out The chemical fill point has been positioned inside the gate and outside the bund and hence the delivery driver needs keys to access the chlorine store so the delivery driver can connect to the tank. No tank gauge was sighted and as such the driver will not know the tanks are full until they overflow. This set up is problematic and cumbersome which will increase the risk of a potential spill. The safety shower is well located with respect to the tank and fill point and is in the same storeroom.	 These are appropriate to be positioned outdoors and would provide a suitable storage that is the correct distance away from the chlorine store. The tanks can be provided with a cabinet to house the dosing pumps.		
33.	Building structure		Quite advanced degradation of the grandstand building columns was noted while on site.	Columns are to be assessed and the required temporary propping installed while the essential repairs are completed.	Urgent	$500,000

Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
34.	Chemical delivery Bund	 	There is no formal delivery bund for this site. It appears the delivery truck is being parked in the driveway in front of the sodium hypochlorite store. The delivery bay is not acceptable with respect to the requirements of the EPA and AS3780. The delivery bay has no bunding or means to capture and chemical spills. A spill in this location will go straight into the adjacent waterway.	Compliant chemical delivery bund to be provided.	As Soon As Possible	$80,000
35.	Plant yard		The existing back wash outlet has been provided with a diversion to a 100,000lt tank, which is then being discharged through a Ø50mm line, and a mag meter, which is normally required for industrial waste disposal to record the quantity of the industrial waste being discharged	Sludge will build up in the base of this tank and will need to be regularly cleaned/sucked out.	On Going Maintenance	On Going Maintenance

Detailed inspection and audit report
Attachment 1
Attachments - Council - 31 July 2023

Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
		 				
36.	Adjacent areas		Humphreys Rivulet, which flows to the river Derwent 400m away, is the adjacent water way approx. 100m away from the chemical store.	Observation/No Action	Observation/No Action	Observation/No Action

Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
						
37.	Pool Plant	 	Inside the plant room near the soiled water pit was a store of Sulfuric Acid. No other store of acid was found and hence it was assumed this was being used for pH correction. Sulphuric and Sodium Bisulphate should not be used as the sole source of pH correction as they can lead to a build-up of sulphates in the pool which in turn can attached and dissolve cementitious materials, including the pool shell, pool tile adhesive and grout. The bund was a plastic container of sufficient size for the containers being stored in it. The dosing pump was fixed to the wall adjacent to the enclosure.	Sulfuric and Hydrochloric acid tends to fume and is very corrosive. Where possible acid should be stored in a well-ventilated area away from pool plant and control equipment. Where this cannot be achieved the storage containers are to be fitted with Acid Scupper vents. The acid is to be stored in a Drum spill bund as per the image below.  The drum spill bund is to be of a suitable size to hold all the full and empty HCL carboys on site. There may not be sufficient space in the current storage location. An alternative is to provide self-bunded chemical storage tanks similar to the unit below.	As Soon As Possible As Soon As Practical As Soon As Practical	$5,000 $1,000 $1,000

Detailed inspection and audit report
Attachment 1
Attachments - Council - 31 July 2023

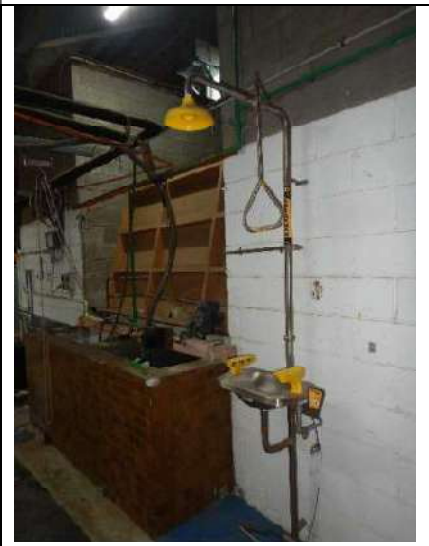
Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
				 These are appropriate to be positioned outdoors and would provide a suitable storage, which is the correct distance away from the chlorine store. The tanks can be provided with a cabinet to house the dosing pumps. The operators should consider replacing the current 30% HCL with low concentration HCL, around 10% which is less likely to fume and corrode metallic items nearby. The dosing pump will need to be adjusted for the lower concentration. The lower concentration is less of a handling risk.		
38.	Pool Heating		Two direct fired gas boilers are heating the pool each with their own heated water circulation pump via a heated water circuit and two heat exchangers. The pool water is drawn from the soiled water collection pit by two pool heated water circulation pumps, and directed through the heat exchangers where the water is heated and reinjected into the treated pool water system, before going back to the pools. Drawing water from the soiled water pit can be problematic with debris getting caught in the heat exchangers. The 2 No pool heated water circulation pumps appear to be the source of water on the floor in the plant room. The heated pool water pumps then direct the water to 2 No Alfa Laval titanium plate heat exchangers. The heat exchangers are being provided with heated water from the 2 No gas boilers located in the plant room.	Repair the leak in the pool heated water suction line. Move the heated water circulation suction point to after the pool filter to reduce the fouling and maintenance of the heat exchangers.	On Going Maintenance As Soon As Practical	On Going Maintenance $8,000

Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
		  				

Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
						
39.	Pool Plant	 	Existing gas Boilers were manufactured in 2000 (boiler 1) and 2005 (Boiler 2). Boiler No 2 the beige unit is beyond its service life and should not be turned on again as it has a cracked casing, the insulation has fallen on to the heat exchanger and is in very bad condition. Each of the boilers have their own heated water circulation pumps. The pumps are in poor conditions with heavy corrosion. The pumps are located between the wall and the boiler making access for servicing and maintenance difficult.	Boiler 2 (Beige Unit) is to be abolished and removed from site. Boiler 1 is to be assessed and repaired, if possible, prior to being put back into service. Heated water circulation pumps that are to be retained are to be serviced and made good before being put back into service again.	Immediately Before being commissioned back into use. Before being commissioned back into use.	$5,000 $15,000 $15,000

Detailed inspection and audit report
Attachment 1
Attachments - Council - 31 July 2023

Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
		  				

Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
40.	Pool Plant		Different types of dry were being stored on site within the same room as the pumps, and the soiled water suction pit. The chemicals were being stored on pallets and on the floor with no bunding. The adjacent image shows cyanuric acid and granular chlorine being stored together; these items should be at least 7m apart as mixing them can create chlorine gas which is deadly.	The storage of full and empty containers and is to be within suitable spill bunds. Chlorine and acid should be a minimum of 7m apart. Empty containers are to be disposed of promptly. Dry chemical should be stored in a drum spill bund as per the image below.  The spill bund can be provided with plastic sides which can allow bags to be stacked right to the sides of the bund. Viking Plastics in Braeside Vic. can provide custom chemical storage bunds.	As Soon As Possible	$3,000
41.	Plant Room		There were two combination soft eye washes and safety showers on this site. One was in the plant room and the other was near the Sodium Hypochlorite store. Both were well placed relative to the potential risks.	Safety showers appeared to be in good order.	Observation/No Action	Observation/No Action

Attachment 1

Attachments - Council - 31 July 2023

Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
42.	Plant Room		PPE Storage cabinet.	Observation/No Action	Observation/No Action	Observation/No Action
43.	Viewing Platforms	 	Viewing platforms not bolted down. This presents a high risk as a crowd will at certain events (e.g., swimming carnivals) move/jump together. This in turn could cause the platforms to overturn and result in mass injuries.	Viewing platforms are to be assessed and positively fixed in place.	Prior to being used again.	$20,000

Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
						
44.	Surrounding Structures	 	Movement in the wing wall near the wading pool. Likely to be from shallow foundations, subsidence and or moisture in the founding clays.	Wall is to be broken down and made safe.	Urgent	$1,000

Item Number	Location		Description	Rectification/Further investigation	Urgency/Time Frame	Budget Cost
45.	Emergency Access		Emergency Service access is poor and obstructed.	Access gate is to be cleared of vegetation. Locks are to be confirmed as functional and key located with a record kept as to their location. It takes less than a minute for a child to pass away when drowning.	Urgent	$500
46.	Facility Perimeter		Dense Perimeter foliage creates a haven for undesirable people, paedophiles, and perverts who can hide and watch bathers in the pool. This is a big issue around wading pools and splash pads.	Provide solid fencing and or remove dense foliage that can be used as a hidy hole. Ensure that high risk areas are being patrolled by on site operations and life guards.	On Going Maintenance	On Going Maintenance

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4.3 RECOMMENDATIONS

Generally, the Glenorchy Swimming pools were in fair condition when considering their age. The shell had been well painted however there were no major cracks and areas in need of repair.

Typically pool paint will last between 3 to 5 years and the mastic seals in the pool will typically last between 3 and 5 years depending on the products used, how they were installed, and how the pool is run. If the pool is being regularly super chlorinated, it can be expected the time between maintenance will be shortened. Originally there would have been tiles to the perimeter of the pool , however these have be either removed and /or painted over.

The pools do not comply with current all-abilities access requirements. It is likely the pools complied when they were constructed, however, the current requirements for the 50m pool is for the pool to be provided with either an access ramp or a platform lift. The other pools should be provided with at least compliant stair access with handrails.

The pools are under filtered when compared to current requirements and industry best practice. However depending on the bather load the filters may be able to keep up with demand, however noting that all the pools are on the same filtration system which means if there is a contamination event in the wading pool all the pools will need to be closed until the department of health requirements are fulfilled with respect to clean up and sanitation.

If full compliance is required, the filtration system and pipe work to and from the pools, will need to be replaced, and the individual pools should be separated from each other. This will also allow the facility to remain open when there is a faecal event in the wading pool.

There is no chemical delivery bund and currently the delivery truck is parking on an asphalt drive way that drain to the adjacent creek. A formal and correctly designed chemical delivery bund is to be provided.

The existing pool plant is located in various spaces under the grand stand. liquid chlorine is being stored in tanks in a room adjacent to the driveway and the chlorin dosing pumps are also located in this room. The chlorine is being stored in tanks, located in a bund which appears to be suitably sized, however, the bund has a drain, with a valve, that discharges to the stormwater system on site.

The remainder of the pool plant is located in the main pant room under the grandstand. The plant room is typical for its ages however is far from compliant with current requirements. The main electricity supply board is the original board from when the pool was constructed. There is pipe work, pumps, and heat exchangers everywhere and there was water leaking from the soiled water pit in the middle of room which is puddling on the floor to almost 25mm deep As changes and additions had been made to the plant room, the contractors have just added on to the existing system, which had created a system with poor layout and functionality. The pool was using sulphuric acid for pH control and the acid was in a bund in the main plant room, which was resulting in corrosion of the pool equipment. The pools were being heated by two gas boilers which were also located in the plant room, and these heaters were also showing their age, and years of being exposed to a corrosive atmosphere. The plant room was filthy and had not been washed down for a very long time, which will in turn increases, the rate the equipment will degrade. The original filters were the gold standard, when they were installed and providing the spider valve top is functioning and the there is no loss of filters sand, the filters can be maintained as functional for the site in the short term. In the long term the filters pose a confined space access risk for any internal works. We have looked at boosting the flow through similar filters in the past, however, the risk of personal working inside them is high and ultimately it was deemed more appropriate for the filters to be replaced with modern, bobbin wound fibre glass pressure filters. and access is poor. .

Based on the condition of the pool shells, in pool hydraulics and the pool filtration plant, the pools, and pool plant should be maintained to prolong their life to allow for planning and design for the pools to be replaced. Replacing the pools will address the issues that have been identified and provide the opportunity to re-plan the site to function better and more efficiently. In the meantime, the pool operators

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will need to manage the water quality on site to ensure it is maintained within the requirements of the department of health, this may require that bathers are turned away during periods of heavy use to ensure the filtration system is able to cope with the loading.

As noted above there are some urgent items that need attention which include; managing the confined space risk with the pit in the plant room floor, breaking down of the block wing wall, and clearing the emergency entry or ensuring the emergency services know to go to the other entry.

In preparing these recommendations it is to be noted that no chemical analysis of the pool shell and concrete has been undertaken in preparing our recommendations. Should you wish for chemical analysis to be undertaken, to enable a remaining life expectancy of the pool to be advised, and permit long term solutions to be specified, we can arrange for these investigations to be undertaken upon your direction. In lieu of this information, all repair specifications should be considered short term and the pool will require on going inspections and maintenance to keep the pool in service.

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5 APPENDIX 1 PROJECT GENERAL ARRANGEMENT DRAWING



Note: This drawing has been produced using information gathered though a visual/non-destructive site inspection, existing PDF drawings and aerial images for the site which do not align with each other, and as such, existing features have been drawn as lines of best fit. Contractors are to confirm all dimensions and presence of existing services, whether shown or not, on site prior to ordering materials or commencing work.

This drawing must not be scaled, only use figured dimensions

Issue	Description	Drawn	Checked	Date
P1	Preliminary	LC	mrl	12 May 2023

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Client: KnowLedge ASSET MANAGEMENT SERVICES

Project:
Glenorchy Memorial Pool
2A Anfield St, Glenorchy
TAS 7010

SITE PLAN

PRELIMINARY
NOT FOR CONSTRUCTION

Scale:1: 200 @ A1 | Date: 12/05/2023

Project Number: **L230014** | Drawing Number: **S100** | Revision: **P1**

L230014

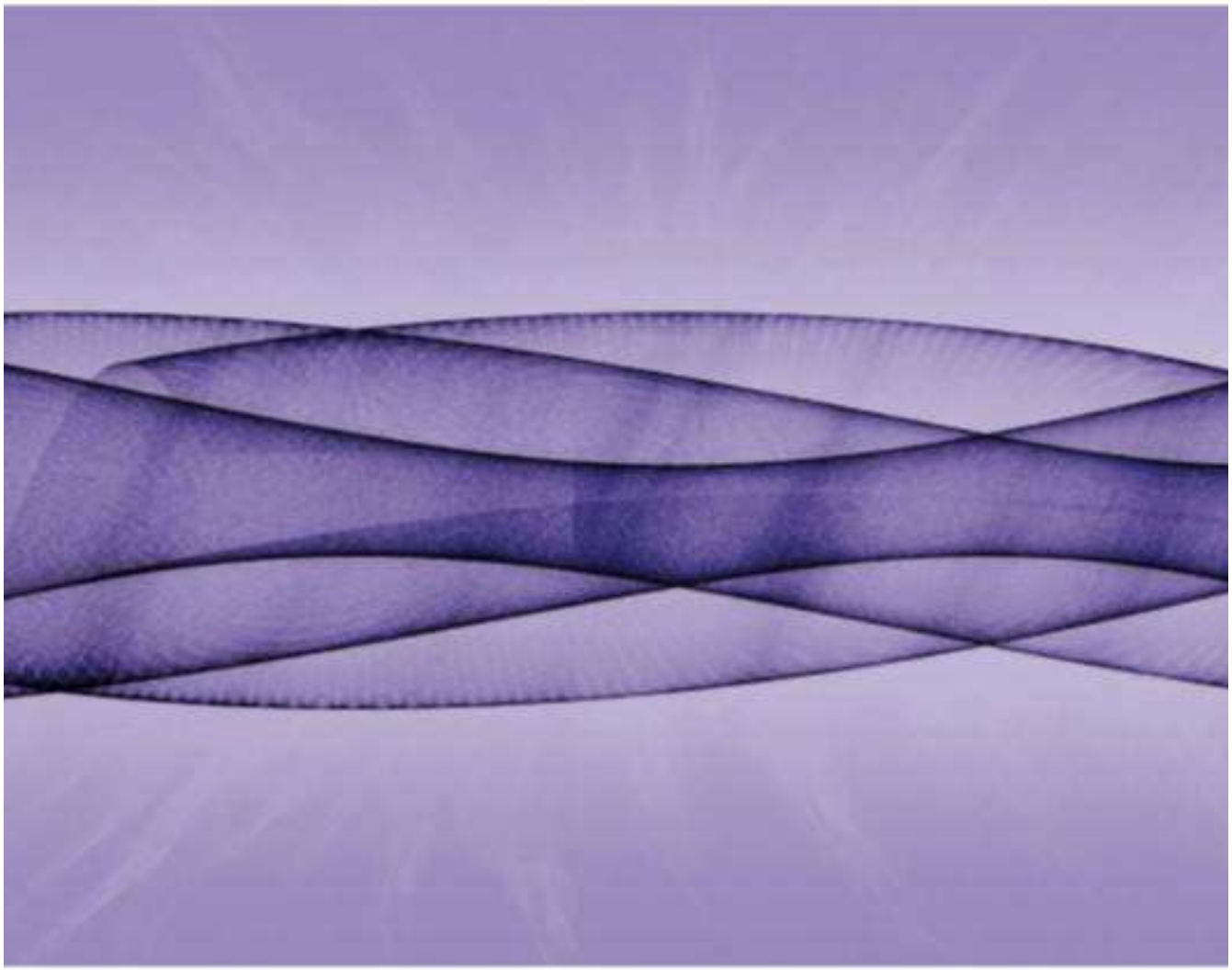
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6 APPENDIX 2 AS3000 EQUIPOTENTIAL BONDING EXTRACT

AS/NZS 3000:2018

Electrical installations
"Wiring Rules"



STANDARDS Australia

STANDARDS NEW ZEALAND

5.6 EQUIPOTENTIAL BONDING

5.6.1 General

Equipotential bonding is intended to minimize the risks associated with the occurrence of voltage differences between exposed conductive parts of electrical equipment and extraneous conductive parts.

Such voltage differences can arise from a range of sources including the following:

(a) A fault external to the installation, either on an incoming extraneous conductor (such as a water or gas pipe, etc.) or on the supply neutral and protective earthing system.

(b) Distribution system load current in the soil passing through a swimming pool.

(c) Telecommunication system voltages on equipment adjacent to exposed conductive parts.

(d) Lightning discharges either directly within the installation or effecting the incoming extraneous conductor or the supply mains.

5.6.2 Arrangement

5.6.2.1 *General*

Equipotential bonding arrangements shall be provided in accordance with Clauses 5.6.2.2 to 5.6.2.6 to avoid any potential differences that may occur between electrical equipment connected to the electrical installation earthing system and any conductive piping (including taps etc.) that may independently be in contact with the mass of earth (see Figures 5.7 and 5.8 for arrangement details).

Additional equipotential bonding requirements apply for:

(a) Patient areas of hospitals, medical and dental practices and dialyzing locations, in accordance with AS/NZS 3003.

(b) Explosive atmospheres, in accordance with Clause 7.7.

(c) Telecommunications installations, in accordance with AS/NZS 3015.

(d) Film, video and television sites, in accordance with AS/NZS 4249.

(e) Photovoltaic arrays, in accordance with AS/NZS 5033.

* (f) Grid connected inverters, in accordance with AS/NZS 4777.1.

(g) Generating systems, in accordance with Clause 7.3.

(h) Separated circuits, in accordance with Clause 7.4.

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5.6.2.5 *Showers and bathrooms*

Any conductive reinforcing within a concrete floor or wall of a room containing a shower or bath shall be bonded to the earthing system of the electrical installation.

An equipotential bonding conductor, in accordance with Clause 5.6.3, shall be connected between the reinforcing material and any part of the earthing system.

* For a combined outbuilding, each structure within that outbuilding that contains a shower or bathroom shall contain its own individual bonding connection to the conductive reinforcing within that structure.

* Providing the reinforcement is electrically continuous across the whole of the combined outbuilding (refer to Note 3), one bonding conductor connecting the reinforcement to the earth bar or link of the switchboard that supplies all of the combined outbuilding is satisfactory.

NOTES:

1 This requirement is intended to avoid any potential differences that may occur between conductive material connected to, or in contact with, the electrical installation earthing system or earthed electrical appliances and the concrete floor or wall.

2 A conductive grille or reinforcement mesh laid in the floor and connected to the equipotential bonding conductor may also be used.

3 Conductive tie-wires used during construction of reinforced concrete structures are considered to be an adequate electrical bond between the conductive reinforcing components. Provided that the reinforcement is satisfactorily electrically connected together, one point of connection of the bonding conductor to the reinforcement is sufficient.

4 In existing electrical installations, the bonding requirement of this Clause for concrete floors and walls containing conductive reinforcing need not apply, but should be adopted wherever practicable.

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5.6.2.6 *Swimming and spa pools*

* **5.6.2.6.1** *Bonding arrangement*

An equipotential bonding conductor, in accordance with Clause 5.6.3, shall be connected between—

(a) the conductive pool structure and the pool equipotential bonding conductor connection point specified in Clauses 5.6.2.6.2 and 5.6.2.6.3;

(b) the items of electrical equipment specified in Clause 5.6.2.6.4;

(c) the conductive fixtures and fittings specified in Clause 5.6.2.6.5; and

(d) the earthing conductors associated with each circuit supplying the pool or spa, or the earthing bar at the switchboard at which the circuits originate.

The resistance of an equipotential bonding conductor connected between the items listed (a) to (d) shall not exceed 0.5 Ω.

* A bonding arrangement for pools and spas is provided in Figure 5.9.

5.6.2.6.2 *Conductive pool structures*

Where the pool structure is conductive, all extraneous conductive parts, including the reinforcing metal of the pool shell or deck, shall be connected to a pool equipotential bonding conductor connection point complying with Clause 5.6.2.6.3.

The connection point shall also be bonded to the earthing conductors associated with each circuit supplying the pool or spa, or the earthing bar at the switchboard at which the circuits originate.

* Where the pool structure is conductive, the connection point shall be installed and bonded to the installation earthing system regardless of other requirements specified in Clauses 5.6.2.6.4 and 5.6.2.6.5.

Exception: This requirement need not apply where the reinforcing metal of the pool shell or deck is electrically continuous (0.5 Ω) to the reinforcing metal within the concrete floor of the electrical installation, and that reinforcing metal has been bonded to the earthing system of the electrical installation as required in Clause 5.6.2.5.

NOTES:

1 Connections to the conductive reinforcement of the pool will generally be subject to the effects of water during the construction phase and to subsequent dampness.

2 Conductive tie-wires used during construction of reinforced concrete pools are considered to be an adequate electrical bond between the conductive reinforcing components. Provided that the reinforcement is satisfactorily electrically connected together, one point of connection of the bonding conductor to the reinforcement is sufficient.

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* **5.6.2.6.3** *Pool equipotential bonding conductor connection point*

An equipotential bonding conductor connection point, as required by Clause 5.6.2.6.2, may be used as a connection point for the bonding arrangements required by Clauses 5.6.2.6.4 and 5.6.2.6.5.

The connection point shall be—

(a) located in a position that will be accessible with space for connections to be made after pool construction (e.g. located adjacent to the pool equipment);

(b) identified by marking of its location on the switchboard at which the circuits supplying the pool or spa originate, or other permanent location;

(c) designed and constructed in accordance with Clause 3.7;

(d) protected against mechanical damage in accordance with Clause 5.5.5.2; and

(e) protected against corrosion in accordance with Clause 5.5.5.3.

5.6.2.6.4 *Electrical equipment*

The following items associated with electrical equipment shall be equipotentially bonded:

(a) The exposed conductive parts of any electrical equipment in the classified pool zones.

(b) Any exposed conductive parts of electrical equipment in contact with the pool water, including water in the circulation or filtration system, e.g. filtration pumps and heating systems.

NOTES:

1 Where electrical appliances and luminaires are supplied as a separated circuit in accordance with Clause 7.4, all conductive parts of such electrical equipment are deemed to be separated from live parts by double insulation.

2 Underwater luminaire bezels should be made of plastics and any associated fixing screws be insulated or of insulating material.

* **5.6.2.6.5** *Conductive fixtures and fittings*

Where any items specified in Clauses 5.6.2.6.2 or 5.6.2.6.4 are required to be equipotentially bonded, the bonding shall be extended to any fixed conductive material (such as pool ladders, diving boards, conductive fences, pipework and reinforcing metal in a concrete slab) that is installed within arm's reach of the pool edge, and that is in contact with the general mass of earth either directly or indirectly.

NOTES:

1 The general mass of earth itself may not provide a low enough impedance to operate a protective device or be suitable as an electrical bond.

2 Refer to Clause 1.4.16 and Figure 1.1 for the zone of arm's reach and Clause 1.4.60 for the definition of equipotential bonding.

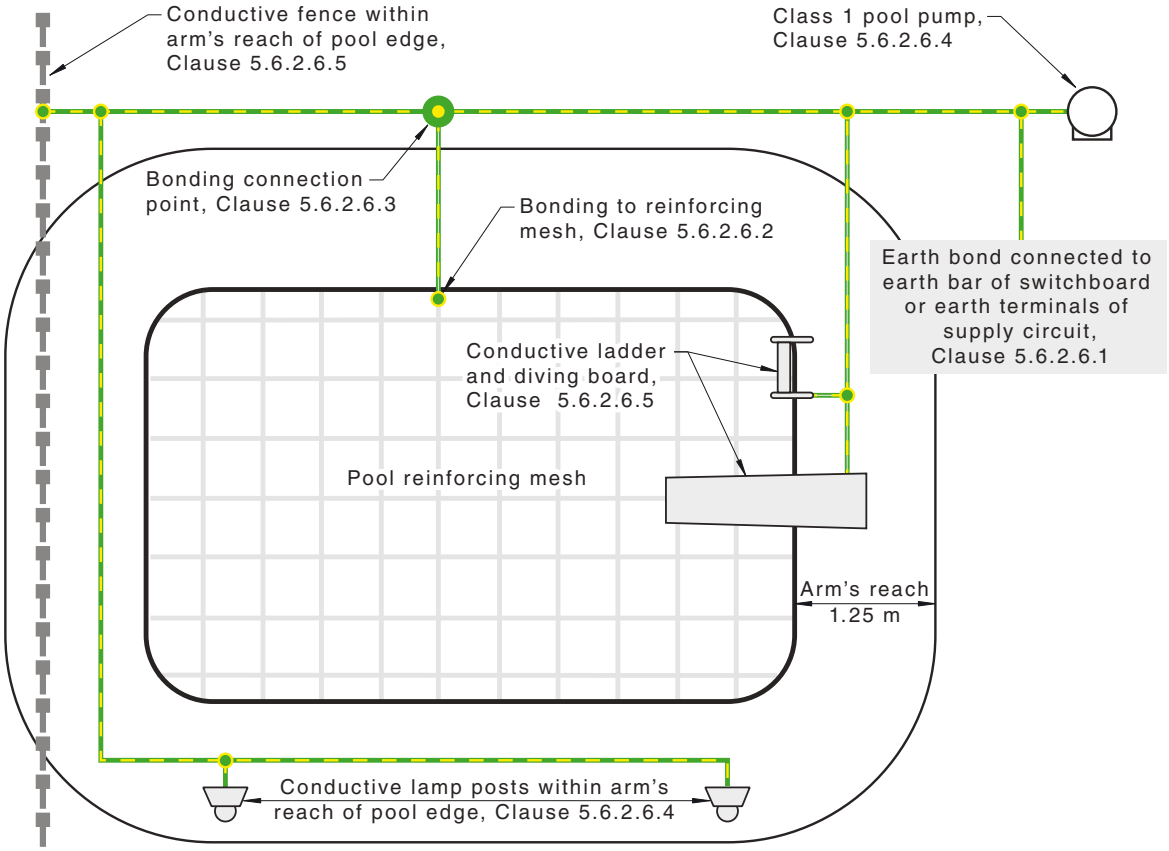
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Exception:

1 *Where any fixed conductive material (such as pool ladders, diving boards, etc.) is installed within arm's reach of the pool edge and is electrically continuous (0.5 Ω) to the reinforcing metal of a concrete slab into which it is installed, and where that reinforcing metal is electrically continuous with the reinforcing metal of the pool shell or deck, then no additional bonding is required.*

2 *This requirement need not apply to fixed conductive parts and fittings that are not part of electrical equipment and have no individual accessible part greater than 100 mm in any dimension.*



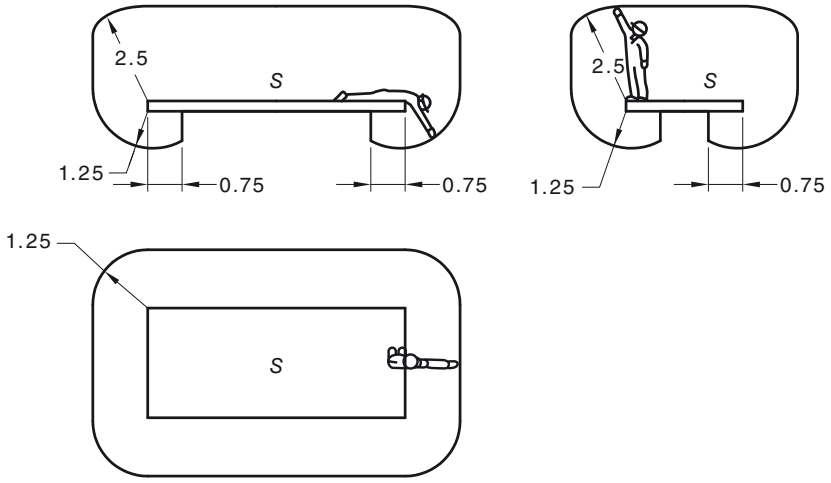
* FIGURE 5.9 EXAMPLE OF BONDING ARRANGEMENT FOR POOLS AND SPAS

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1.4.16 Arm's reach

A zone extending from any point on a surface where persons usually stand or move about, to the limits that a person can reach with the hand in any direction without assistance (e.g. tools or ladder) (see Figure 1.1).



LEGEND:
S = Surface expected to be occupied by persons

DIMENSIONS IN METRES

FIGURE 1.1 ZONE OF ARM'S REACH

*

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Lacus

7 APPENDIX 3 RLSAA GSPO AS4

ROYAL LIFE SAVING AUSTRALIA

AS4 - POOL SIGNAGE

AS4 - POOL SIGNAGE

Issue Date	Effective Date	Version
19/09/2017	01/01/2018	1.0

4.1 Purpose

4.1.1 To establish guidance for the design of signs in and around swimming pools.

4.2 General

4.2.1 Signs should be placed in a position where they can be seen by users before entering the water, from the pool side and within the water.

4.2.2 All pool signage should be installed to minimise fading or damage from bather traffic or from cleaning.

4.3 Pool Depth Marking

4.3.1 All depth markings should be provided in metric measurements. If used, it is desirable to provide imperial measurements in brackets next to the metric measurements.

4.3.2 Depth markings should be in metres, eg. 0.9m, 1.2m, 1.5m, 1.8m, 2.0m.

4.3.3 The depth markings should be in numerals and letters at least 100mm in height.

4.3.4 The number and location of depth markings will vary dependent upon the size and configuration of the pool. However there should always be depth markings at the shallow end and deep end, and additional markings along the length of the pool, as necessary to be visible from all areas inside the pool and the surrounding concourse.



4.4 Shallow Water

4.4.1 In shallow water - 1.2m deep or less - the words shallow water and the Shallow Water Sign should be displayed.

4.4.2 In water less than 1.8m for "wet-deck" pools or less than 2.0m for pools with surrounding walls greater than 380mm above the water level, Australian Standard "No Diving" signs as well as the words NO DIVING should be displayed.









4.5 Deep Water

4.5.1 In deep water - 1.8m deep or more - the words 'Deep water' and the Deep Water sign should be displayed. N.B. Additional Supervision Signage should also be displayed.

4.6 Pool Gradient

4.6.1 Any sharp change in gradient the words Sudden drop off and the Sudden Drop Off sign should be displayed. (Refer to Guideline on Pool Tanks)



4.7 Lifeguard Supervision

4.7.1 If there is no Lifeguard supervision provided at the pool, a "No Lifeguard on Duty" sign should be prominently displayed.



4.8 Pool Signage (Example Only)

4.9 Temporary Pool Signage

4.9.1 Temporary pool signage is recommended where there is need to advise aquatic users of the following:

a) Pool Closure or Lane Closure

b) Lane Activity (Training or Program in progress)

c) Lane Speeds

4.10 Moveable Floors Signage

4.10.1 Appropriate signage indicating the depth of the pool at any time should be clearly visible from all pool access points.

4.10.2 Depth signage should have numerals and letters at least 100mm in height.

4.10.3 The signage should be synchronised with the height of the floor.

4.10.4 Moveable floors which have the ability to slope on an angle should have adequate signage along the length of the slope to indicate the actual depth at intermediate depths of 0.3m variation. This signage is in addition to depth signs at the deep and shallow ends.

4.10.5 If diving is one of the activities to be accommodated in the pool, the following points should also be taken into account:

a) Electrically-operated 'no diving' signs should be provided in the statutory format which should be clearly visible whenever the floor is in its swimming mode and a manual backup should always be available;

b) Diving facilities should not be accessible to bathers unless the floor is at its full diving depth. Various measures are possible to ensure that this condition is observed, and the floor manufacturer should be consulted on those which are most suitable for any given location.

4.11 References

- AS 1319-1994 Safety Signs for the Occupational Environment
- AS/NZS 2416.1:2010 Part 1, Part 2 and Part 3 Water Safety Signs and beach safety flags
- ISO 7001 Graphic Symbol – Public Information Symbols
- AS 2419 Fire Hydrant Installations
- AS 2293.3 2005 Emergency Escape Lighting and Exit Signs for Buildings
- National Construction Code of Australia 2016 (NCC)

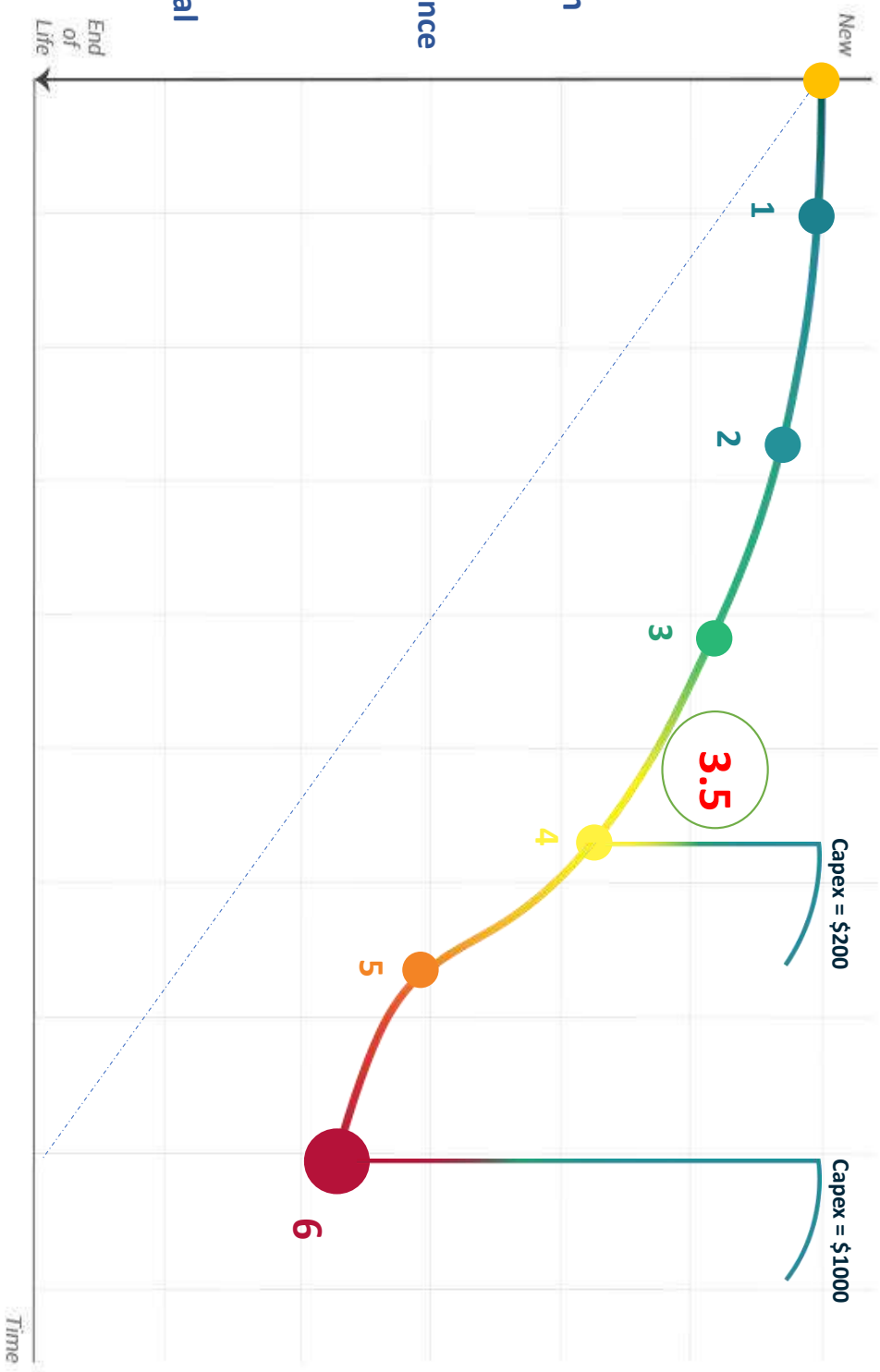
4.12 Previous Versions

- FD3 Pool Depth Marking 1 Nov 2007 Issue 3
- FD4 Advisory Signs 1 Nov 2007 Issue 3



Glenorchy War Memorial Pool Discussion

Asset Lite Cycle and Performance



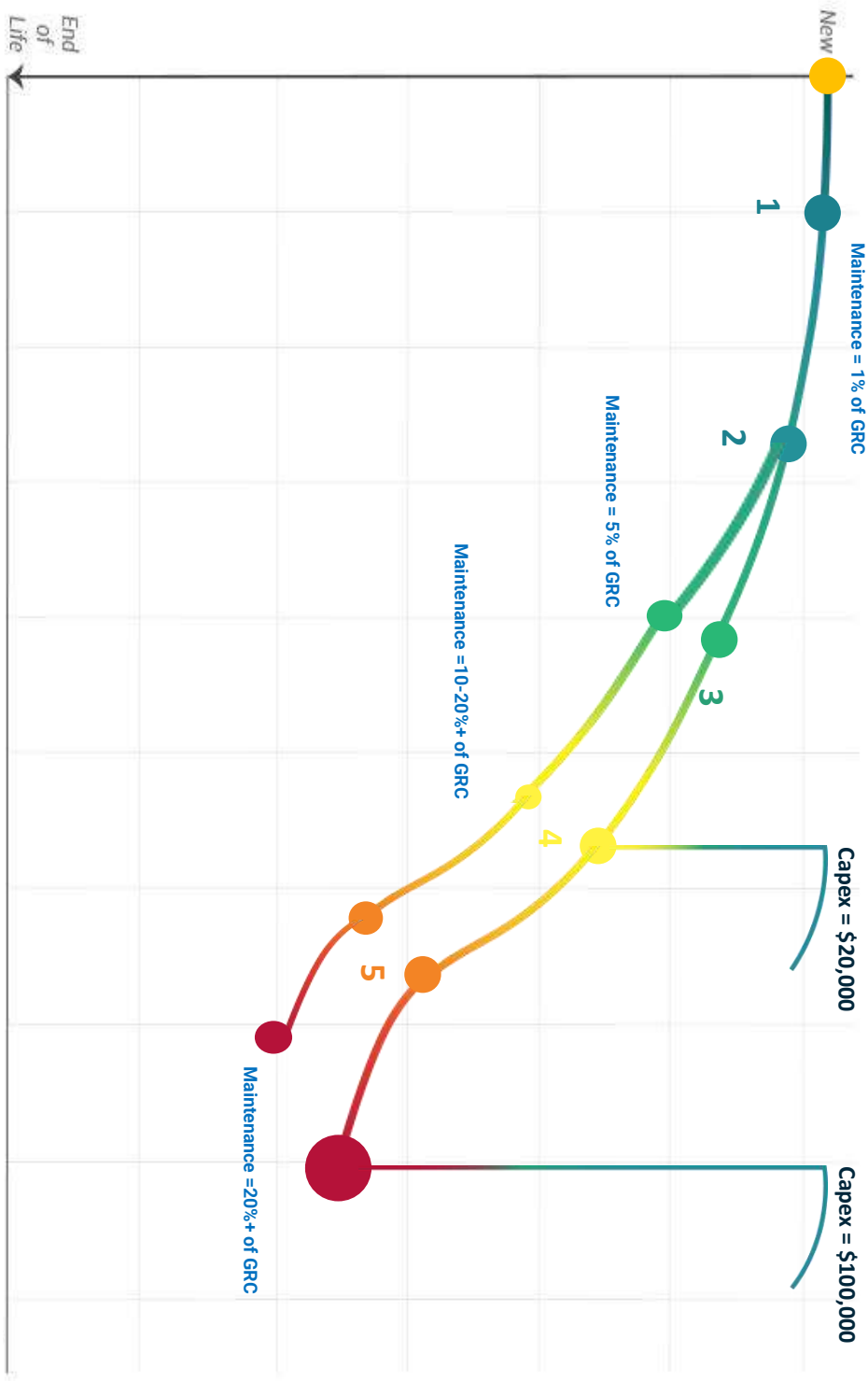
Capital Vs Maintenance

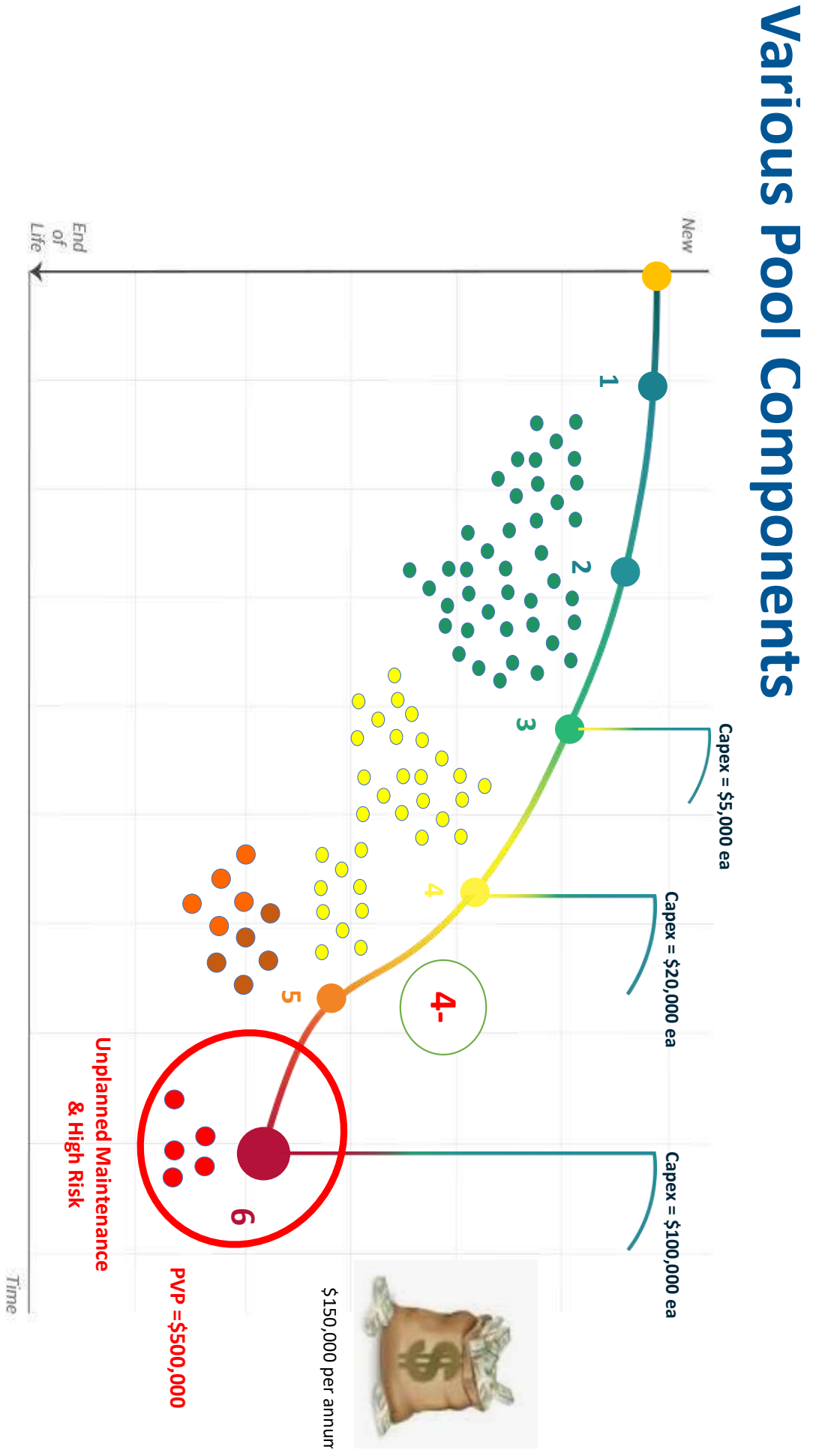
Capital Activity : Enhances LoS

and/or

Material in nature eg $25,000.

Life Cycle - Capital and Maintenance Link




Various Pool Components
New
End of Life
Time
1
2
3
4
5
6
Capex = $5,000 ea
Capex = $20,000 ea
Capex = $100,000 ea
4-
Unplanned Maintenance & High Risk
PVP =$500,000
$150,000 per annum

Nationally Published Condition Assessment Guidelines

Follow Benchmark Publications











Rank	Description of Condition
1	**Very Good Condition** 90-100% remaining life
2	**Minor Defects Only** Normal to Minor maintenance required
3	**Renewals Required to Return to Acceptable Level of Service**
4	**Major Replacements Required over next 3-5 years.**
5	**Critical and Major Renewals in next 1- 2 years.**
EoL	**Component is not fit for use and presents imminent risk and action needed.**

Pool Service Expectation

- Swimming Facility (including Swim Club)
- Toddler Paddling Facility
- Learn to Swim Program
- Waterslide
- Change & First Aid
- Kiosk
- External Activities (Volleyball)
- Outdoor Activities including shaded areas & BBQs.



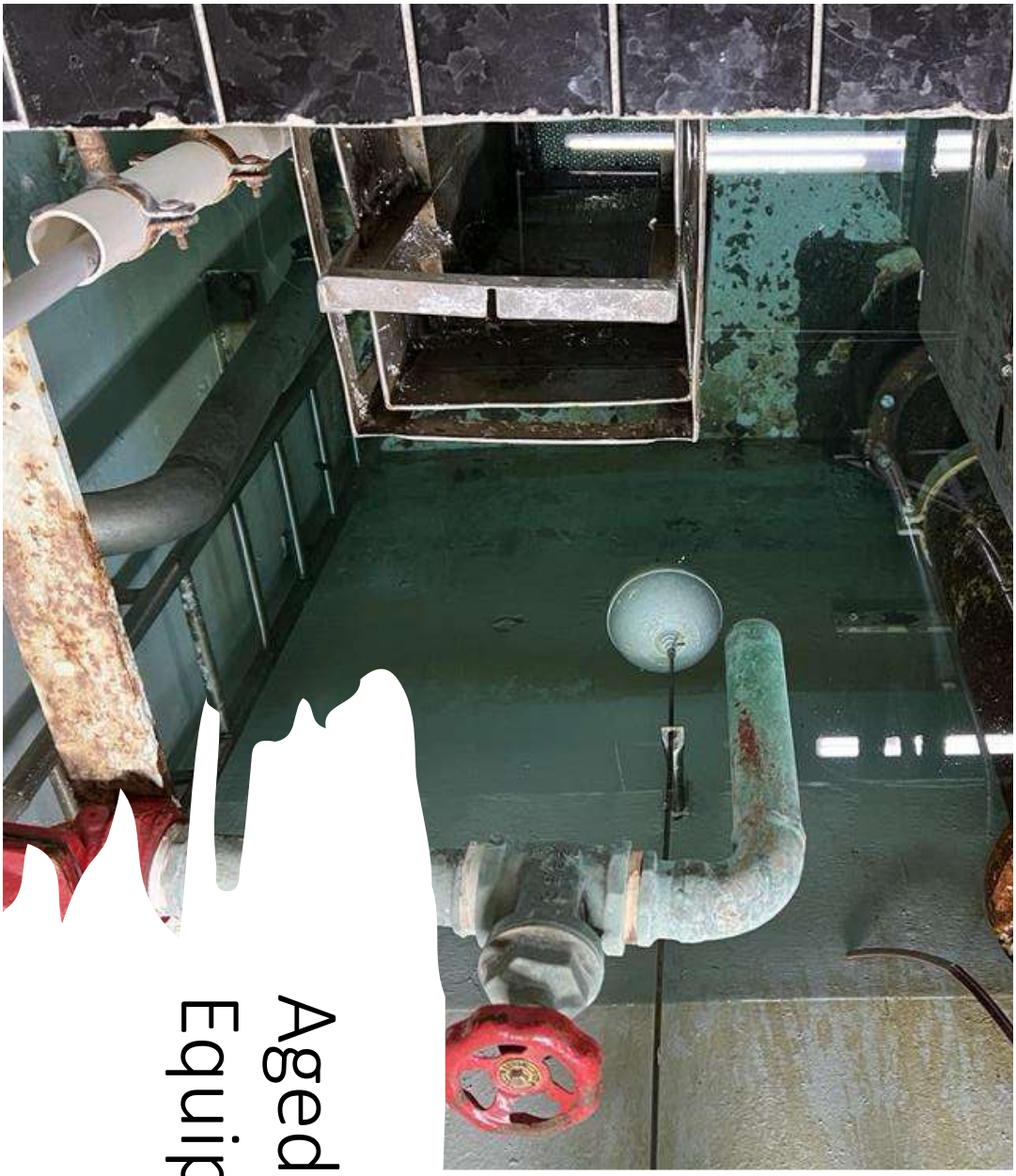
Site Layout


Block wall to be broken down
Deep 1.5m
Deep 1.5m
Deep 1.5m
Deep 1.5m
Deep 1.5m
First aid room
Tiers under grandstand
Adjacent creek
Chemical Delivery Area without a bund
Plant room under grandstand

Site Layout Concerns

- Severe water loss in all pools.
- Grandstand housing Filter Room in poor structural state.
- Filtration equipment has passed the “use by” date.
- Water flooding in the filter room.
- The switchboard is a major safety risk coupled with the flooding.
- Chemical management for delivery & handling inadequate.
- First Aid supplies inadequate & under resourced.
- Trip, Slip & Fall hazards throughout the concourses.
- Structural adequacy of the water slide is questionable.
- Capacity to cut water supply in emergency with rusted valves is concerning.

Flooding & Electrocution Risk (Plant Room)



Aged Plant & Equipment







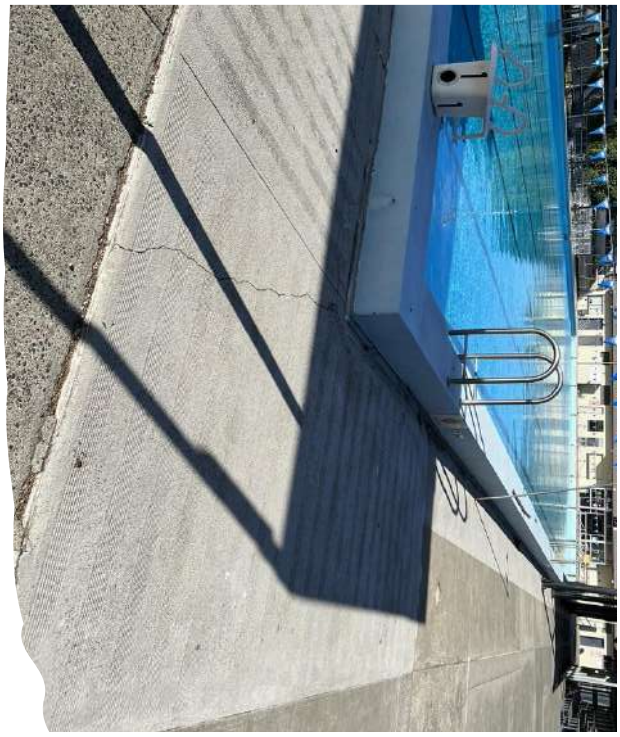
Grandstand Structural Concern

Emergency Safety Management

Accessibility Concerns



Slip, Trip & Fall





Outdated Change Facilities



Current State – Future Options & Scenarios

1- BAU - Maintain and Keep running

2- Repairs to reduce critical issues

3- Major Overhaul

4- New - Complete Upgrade

Current State:

$ 8M GRC

Overall Condition 3.5

Average Annual Maintenance Required =10% = 800K pa

Options & Scenarios

Option 1: Business As Usual

- The first option for consideration is to retain the current facility, maintain the current declining level of service, and determine ways and means to maintain operation of a failing asset.
- A strategic decision to Do Nothing must be monitored for risk.
- Without some immediate maintenance / upgrade work the pool would be unsafe to open in next season.
- **This Option creates a risk profile for Council that is not tolerable nor sustainable.**

Estimated Ongoing: $800K per annum (minimum)
Current Liability: $373K excluding water loss & major maintenance

Options & Scenarios

Option 2: Make Necessary Repairs

- To critical infrastructure, repairing the damage to the pool shells, considering the concept of improvement to the change and administrative facilities, and replacement of filtration.
- The current repairs to make the pool viable for sustaining would include prevention operations to mitigate leaking, replacement of significant volumes of aging equipment, determining the current state of disrepair from the past “best practice” of minimising carbon dioxide with a preference to hydrochloric acid for PH balances. And making good the water slide area to ensure the safety of users into the next 5-15 years, by removing sway and impediments to operation.
- Changes would only occur to the swimming facilities, with change-rooms and open space assets remaining static. The move to anti-bullying and self-sufficient independent cubicles to combat the issues of social media/cameras are becoming more commonplace across the sector. Failing to address this matter would certainly have an impact on usage, particularly if Hobart & Clarence aquatic centres are moving towards and/or reached compliance.
- This action will require 18-24 months to complete, only achieving a further 5 year service life expectancy extension.

Estimated : $1.35 million plus Ongoing circa $600k per annum

Options & Scenarios

Option 3: Major Overhaul & Renewal

- Option 3 presents significant improvements.
- The capital investment would require a complete renewal of the existing pool shell to manage the leaking problem. The need to addressed disability issues remains constant. Replacement of significant plant and equipment with new, including a switchboard capable of taking the anticipated load. A revision of the medium term practice in water management. Upgrading of change and open space facilities to meeting the shifting demands associated with a modern aquatic facility.
- Despite a significant investment, the reality must not be understated, the facility remains an outdoor operating pool, even with water slides, the facility will remain availed of a very limited swimming season window being in Hobart.
- The need to comprehensively **review return on investment using a life cycle model** is essential in making a medium to long term financial decision.
- This action will require 24-36 months to complete, only achieving a further 5 year service life expectancy extension.

Estimated Value: $5.133 million plus ongoing circa $500k per annum

Options & Scenarios

Option 4: Complete Replacement

- The 4th option is a complete renewal strategy of the current facility including new pool shell, new aquatic building and all associated parts of an aquatic facility be entirely renewed.
- The immediate liabilities are the loss of the pool facility for some 12-18 months whilst the new facility is constructed, assuming the same site remains the preferred location. The immediate benefit is the loss of the financial liability that is the outdoor pool, in favour of a new indoor aquatic facility that can house a gymnasium, childcare services, and offer all year round swimming facilities, training and lessons in water safety.
- Elected members will need to inform themselves with a Life Cycle Cost Model to determine future costs and upkeep.
- Depreciation is increased in the aquatic environment, occurring at 2.5-5% annually, equating to $750K - $1.5million.

Estimated Value: $27-30 million plus ongoing circa $300k pa

Options & Scenarios

Option 5: Close Facility & Seek Sharing Arrangements

- Aquatic Facilities generally have a service lifecycle of 30-40 years, Glenorchy has achieved 60 years (a good innings)
- The preferred option is Close the Facility as the use-by date has well & truly passed.
- The preferred service alternative outcome is seek agreements with neighbouring Councils for sharing resources.
- Doone Kennedy Aquatic Centre in City of Hobart to the south.
- Clarence Aquatic Centre in Clarence City Council to the east.
- Brighton Council options to be explored for the north.
- The arrangement to seek equal opportunity for residents of Glenorchy City Council in each of the neighbouring LGAs.
- **The benefits to GCC:**
  - Extreme risk removal from the existing service provision.
  - Major financial burden mitigated.
  - Community safety is assured through service deletion.
- **The liabilities to consider:**
  - A current service is removed.
  - Some backlash on the decision, which is easily countered using the community safety argument.

Value Proposition:

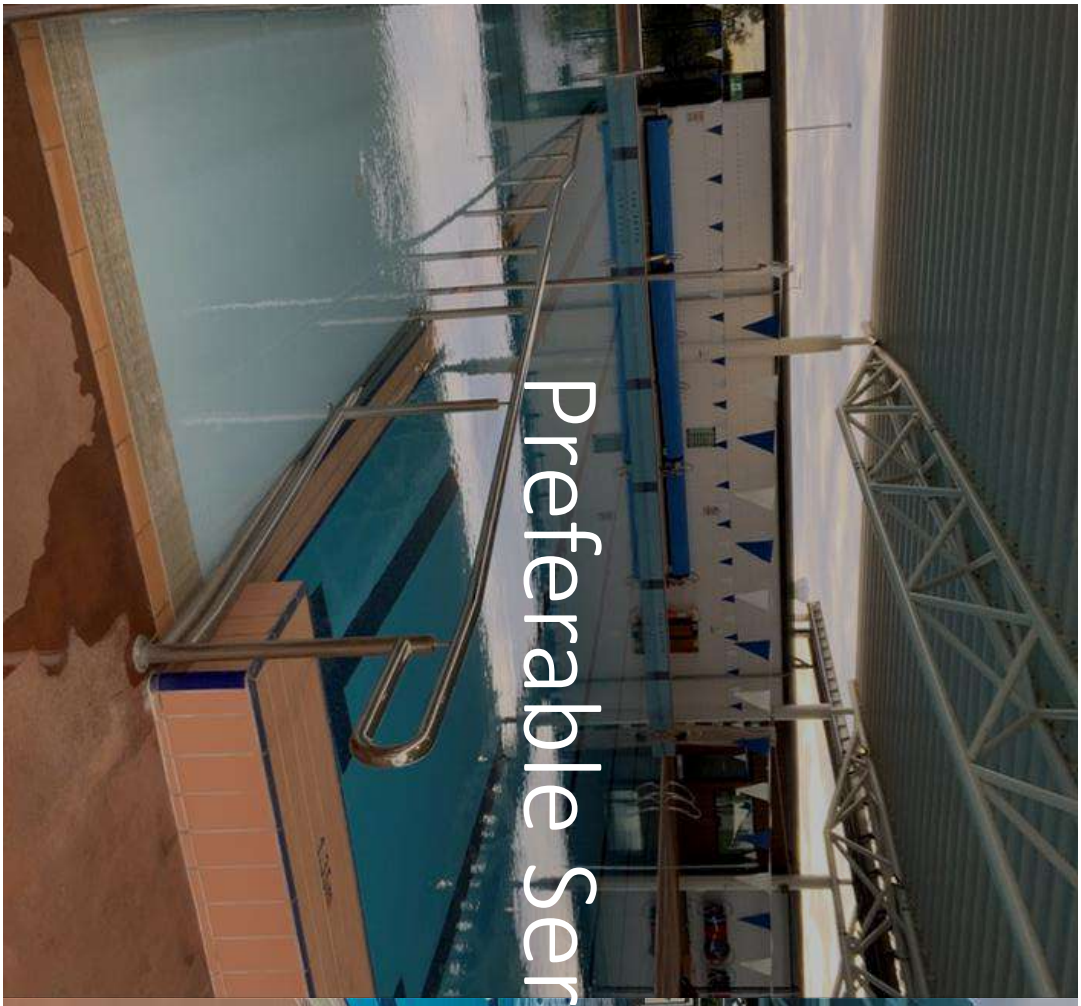
- **Financially sound decision**
- **Community Benefit in the short to medium term.**
- **Community Safety remains our greatest risk for mitigation.**

Options, Scenarios, Benefits & Liabilities

Option 5: Working with other LGA's for Service Delivery.

Option	Benefit	Liability
1	• The service is retained.	• Operating costs remain & increase with operations. • The risk profile is not tolerable nor sustainable.
2	• The service is retained. • A short term window of physical improvement is achieved through urgent repairs.	• ASAP risks fail to be addressed. • The risk to personnel is lowered not mitigated. • Operational cost will continue to rise. • The work cannot occur before the next swimming season. • All other structural assets remain unaddressed.
3	• The service is retained. • The plant & equipment is significantly improved. • Operating costs are stabilised.	• Operating costs remain constant. • The work requires 2-3 years. • The $5 million will only provide 5 more years after completion. • Other structural assets continue to decay.
4	• A brand new asset with 30-50 years of operating service.	• GCC enters into a massive undertaking with other providers of the same service could be utilised. • Design, consultation & construction will require 3 years minimum.
5	• Community safety can be assured. • The financial burden is mitigated. • The service is maintained through community agreements.	• The service is lost inside the GCC LGA.

Preferable Service Provision


Preferable Service Provision

Media release

11 July 2023

Pool to remain closed due to safety concerns

Glenorchy Mayor Bec Thomas said she would seek an urgent discussion with both state and federal governments about the future of the Glenorchy War Memorial Pool which will remain closed for the coming season due to safety concerns.

Mayor Thomas said the council's general manager has determined the pool will stay closed until further notice after a consultant's report into the ageing facility found a number of issues – some of which pose a health and safety risk.

"Like many such facilities around the country built in the 1960s, the Glenorchy Pool has served its community extremely well over the last 60 years, but it has reached a point where it is deteriorating and is no longer safe for the community to use.

"While we will consider our options, the scale of the work required is not something the Glenorchy City Council would be able to afford on our own.

"Therefore, I will be seeking urgent meetings with the state and federal governments about what assistance they may be able to provide, or indeed, what potential futures they may see for the site in partnership with council. Council will keep the community informed on what options are available."

Mayor Thomas said while council had yet to formally consider the report, permanent closure of the pool could happen, particularly if funding could not be secured for it to be redeveloped.

"The business case for the pool, as it is, is not particularly strong. As an outdoor pool it has a limited season, with many people preferring to use Hobart's Aquatic Centre which is a more modern facility just 10 minutes up the road.

"Last season, fewer than 100 people used the pool every day on average, with an annual cost to Glenorchy ratepayers of about $400,000.

"Preliminary estimates are that to redevelop the pool to modern standards would be a project in the vicinity of $30 million."

Ms Thomas said the condition report identified a number of serious issues with the pool that meant the council had no choice but to keep it closed.

These included faults in the pool shell which was causing the pool to leak, structural issues with the concrete grandstand, an urgent requirement for the electrical switchboard to be upgraded and replaced, as well as major works for the chemical dosing area and complete refurbishment of toilets and changeroom areas.

"The consultant report found that a number of faults were in critical need of repair and posed safety risks if action isn't taken. As a result the general manager has had no option but to keep the pool closed until further notice."

"Unfortunately, this is not a quick fix, and as council, we need to be certain we are making appropriate investment in our community facilities. This means considering not only the up-front cost of re-developed infrastructure, but also demand and ongoing financial sustainability and the whole-of-life asset cost.

GLENORCHY CITY COUNCIL

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www.gcc.tas.gov.au

"We understand some people have strong connection to the pool, and as a memorial facility it holds significance to the city. However, we also need to be realistic about the size and scope of the work required to keep a facility like this operational."

Mayor Thomas said the council would receive a report into the pool, including options moving forward, at its next council meeting.

ENDS

Media contact: Andrea Marquardt **|** Co-ordinator Communications and Engagement | 6216 6800/0417 169 565

Community Development Action Plan 2022-23

1.

Develop Council's Reflect Reconciliation Action Plan (RAP)

2.

Facilitate and engage with partners to advocate for the development of safe, liveable, affordable housing options in our City

3.

Implement the Multicultural Hub model

4.

Bring diversional programs and support services for young people to Glenorchy

5.

Address antisocial and unsafe behaviour in Glenorchy CBD

6.

Deliver the 26TEN Community project

7.

GLENORCHY *on the GO*

Contribute to improving community health, wellbeing and resilience

8.

Seek lived experience advice from our community

9.

Contribute towards harm minimisation strategies associated with gambling machines

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

GLENORCHY CITY COUNCIL

GLENORCHY CITY COUNCIL

Community Development Action Plan Report 2022-23

Action	What are we doing? How are we doing it?	By When	Who is doing?	What did we do?	Key Outcomes
1. Develop Council's Reflect Reconciliation Action Plan (RAP)	Establish Project team and internal working group, including the engagement of Reconciliation Tasmania	Dec 23	• **Inclusive City Officer** • Coordinator Community Development • Manager Community	• The Reflect RAP Project Team was established in January 2023 and has held four meetings to guide progress, receive information from the internal working group and provide advice on the key stages of the project and development of the RAP document. • The internal Reconciliation Action Working Group (RAWG) was established in January to support the implementation of the project plan, share knowledge and connections, assist with staff and community engagement and act as champions for the project both internally and externally. The group has met five times, in addition to being involved in regular engagement with staff and community.	• The Project Team consists of the Mayor, General Manager, Executive Manager Stakeholder Engagement, RAP Project Officer, Manager Community, Coordinator Community Development, Urban Services Coordinator, Manager People and Governance, Manager Works, Manager Property, Environment and Waste, Manager Customer Services and Reconciliation Tasmania • RAWG Membership includes Council's Events Officer, Natural Areas Engagement officer, Environment Officer, Recreation and Environment Coordinator, Customer Services Officer, Urban Services Coordinator, Manager Infrastructure, Engineering and Design, Early Childhood Educator, Human Resources Support Officer, Learning and Development Advisor, RAP Project Officer, Coordinator Community Development, Cultural Programs Officer, Manager Community and Reconciliation Tasmania

Action	What are we doing? How are we doing it?	By When	Who is doing?	What did we do?	Key Outcomes
	Offer TAC / Rec Tas Cultural Awareness training to Aldermen, Project team, internal working group, Management Group and key Council officers	Jan – June 23	• **Inclusive City Officer** • Coordinator Community Development • Reconciliation Tasmania	• Cultural Awareness Training by Reconciliation Tasmania (Come Walk with Us) for staff and Elected Members was held during February, March and April with a total of 59 attending (52 staff and 7 elected members), https://rectas.com.au/educate/#Come-walk-with-us A further two sessions have been planned for evenings to enable approximately 40 of Council's Early Childhood Educators to participate.	• The workshops provided participants with a broad Tasmanian Aboriginal historical context before and after colonisation and how this continues to influence the contemporary Aboriginal experience.
	Communicate and engage with Aboriginal organisations including recognition of significant days for the Aboriginal community	Jan – May 23	• Mayor/General Manager • **Inclusive City Officer** • Coordinator Community Development • Communications Officer	• Worked with Karadi to deliver the NAIDOC Week, Amazing Race event. • Contributed towards the annual NAIDOC Week school poster competition. • Six elected members and two Council officers met with seven Karadi Aboriginal Corporation staff on 29 May 2023. • The General Manager and Deputy Mayor joined fourteen Council staff at the Reconciliation Week breakfast held at MyState Bank Arena.	• The Amazing Race provided an opportunity for 150 people in community to learn about Aboriginal culture and meet with Elders. • Council logo included on all promotional materials for local schools. • The CEO of Karadi provided a summary of the services provided and expressed the desire to have a deeper connection with Elected Members in the future. • The main speaker was Kamilaroi man and reconciliation champion, Ray Martin and co speaker was

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				• Assisted the Glenorchy Reconciliation Group to hold a National Sorry Day stall on Council lawns on 26 May.	UTAS law and sociology student Tyenna Hogan who delivered an inspirational and compelling speech around Voice, Treaty, Truth. National Reconciliation Week is held at the same time every year, 27 May to 3 June and the theme this year was *Be A Voice for Generations* National Reconciliation Week 2023: Home
	Survey and engagement with staff and broader community	Jan – Mar 23 and May 23	• **Inclusive City Officer** • Coordinator Community Development • Community Engagement Officer	• The timeline for completion of the Reflect RAP has been adjusted by one month to enable deeper and meaningful engagement with Aboriginal community. The draft Reflect RAP will be presented to Council June 2023 and released for broad community engagement throughout July. • The draft Reflect RAP was submitted to Reconciliation Australia for their comments in May, following the final internal consultation on the actions with the Project Team and RAWG. • Consultation was held with Aboriginal Artists in the development of the EOI for the Artwork	• Around 100 staff have been engaged and provided direct input which has contributed to the themes and subsequent action plan within the RAP. • The Mayor's Face Book video on the RAP was viewed by 4725 people and 321 people clicked through to the link and visited the Let's Talk page.

Action	What are we doing? How are we doing it?	By When	Who is doing?	What did we do?	Key Outcomes
				for the RAP, including Aboriginal involvement on the selection panel. • Invited Rec Tas to attend a Works Centre breakfast BBQ to discuss RAP process and relationship to their work.	
	Launch Councils Reflect RAP	June 23	• **Inclusive City Officer** • Mayor/General Manager • Manager Community • Coordinator Community Development • Communications Officer	• Reconciliation Australia provided feedback on the draft Reflect RAP in the last week of June. • The final RAP for Council endorsement will be presented in August 2023. The Reflect RAP will be launched in September 2023.	• Launch planned for 5 September at the MAC following finalisation of the RAP artwork.
2. Facilitate and engage with partners to advocate for the development of safe, liveable, affordable housing options in our City.	Review Statement of Commitment on Housing	Jan 23	• **Social Planning and Policy Officer** • Internal Housing Working Group	• Council adopted a Statement of Commitment on Housing on 31 August 2020 which recognised the importance of working closely with our residents, businesses, housing providers, developers, government and non-government partners in implementing eight action areas of the Statement. • The Statement was reviewed to improve clarity of Council's role and to ensure Council's roles and responsibilities to its com-	**<u>Statement Action Areas:</u>** • As a local government, advocate to and partner with State and Federal governments and peak bodies for more resources and appropriate planning provisions to address housing affordability and homelessness in Glenorchy • As a community services coordinator, work effectively with government agencies, housing and non-government service providers to advocate for, support and promote services

Action	What are we doing? How are we doing it?	By When	Who is doing?	What did we do?	Key Outcomes
				munity have been carefully considered and clearly articulated. Council adopted the revised Statement at its January 2023 meeting. The Statement clearly articulates Councils role against four action areas.	needed by the Glenorchy community, including people experiencing homelessness • As a planning authority, seek opportunities to zone land so it can provide for a diverse range of housing developments, and efficiently assess rezoning, housing and subdivision proposals; and • As a landowner, release surplus Council owned land to increase residential land supply for housing.
	Contribute to State Government policy and strategy	22 - 23	• **Social Planning and Policy Officer** • **Inclusive City Officer** • **Manager Community**	• Council made submission to the Greater Hobart Committee on the draft Greater Hobart Plan which developed a draft Greater Hobart Plan (the Plan). The Plan provides a detailed strategic approach to residential development, infrastructure and economic development for inner metropolitan Hobart over the next 30 years. • Council made a submission to the Housing Tasmania Bill (subsequently the Homes Tasmania Bill) on 4 July 2022 which sought greater clarity about Homes Tasmania's powers in relation to planning and land acquisition from local government.	• The Plan applies to the urban metropolitan areas of the four central Hobart councils of Clarence, Glenorchy, Hobart and Kingborough.

Action	What are we doing? How are we doing it?	By When	Who is doing?	What did we do?	Key Outcomes
				• Council made a submission to the Tasmanian Housing Strategy Discussion Paper as endorsed by Council at the October 2022 meeting. • Homes Tasmania recently released the draft Tasmanian Housing Strategy Exposure draft for public comment.	
	Partner with Shelter Tas and housing providers to develop YIMBY community awareness	Mar – June 23	• **Inclusive City Officer** • Manager Community • Coordinator Community Development	• Council delivered the 'I am Somebody' multimedia art project in September 2022, which captured the stories of people who have or are experiencing homelessness. • Council worked with Salvos to hold the annual sleep out event on Council front lawns to raise awareness and money for homelessness. • Community Development team have been working with Shelter Tasmania and Centacare Evolve on activities for homelessness week 2023 and ways that Council can make an ongoing contribution to the YIMBY (Yes In My Back Yard) campaign.	• It honours the unique stories of community members and tells of the impacts living without a home has had on all aspects of their lives. • The cross Council collaboration was launched at the State Cinema.
	Audit Council properties for disposal and re-zoning for potential	22 - 23	• Senior Strategic Planner • **Social Planning and Policy Officer**	• A report to the February 2023 Council meeting resolved to proceed with the S178 process	• The NAC SAP in particular seeks to make housing opportunities available in the

Action	What are we doing? How are we doing it?	By When	Who is doing?	What did we do?	Key Outcomes
	residential use, including social housing			to dispose of 23a Norman Circle which is suitable for multiple dwellings and has interest from housing providers. • There are also ongoing discussions regarding other potential properties that may hold interest to housing providers, and a report went to Council May 2023 that further identifies investigations into potential Council land Disposals to support housing supply. • There are two planning scheme amendments currently being assessed by the Tasmanian Planning Commission that seek to promote housing opportunities: - *PLAM-22/04: Principal Activity Centre Specific Area Plan* (PAC SAP) – promoting high quality urban design and apartments in Glenorchy's principal activity centre - *PLAM-22/10: Northern Apartments Corridor Specific Area Plan* (NAC SAP) – opportunities for apartments in Commercial zoned	Commercial Zone where residential use is currently prohibited. Both amendments include amenity provisions to ensure residential development is designed to minimise noise and traffic impacts, without reducing operational requirements of businesses. The amendments have been through public exhibition and the issues raised in the representations were considered by the Glenorchy Planning Authority at its 15 May 2023 meeting. The Planning Commission will hold public hearings on the amendments before considering whether to approve them.

Action	What are we doing? How are we doing it?	By When	Who is doing?	What did we do?	Key Outcomes
				land along Main Road between Moonah and Montrose	
	Maintain appropriate data to inform Council's work	22 - 23	• **Social Planning and Policy Officer** • Manager Community • Coordinator Community Development	• A Social Planning and Policy Officer position commenced in February 2023. The position is placed within Community Development and is a member of Council's Housing Working Group.	• Data is collated from diverse external sources, including Profile ID, Homes Tasmania - Housing Dashboard, ABS, Anglicare National Rental Affordability Snapshots, State Government and National Government and peak bodies, Shelter Tasmania and TasCOSS. • Contributed to Council's submission on the Tasmanian Housing Strategy Exposure draft.
3. Implement the Multicultural Hub model	Secure future funding from State Government for the Multicultural Hub	May 23	• **Manager Community** • Coordinator Community Development	• A submission was made to State Government in November 2022 for further four-year funding of $240,000 ($60,000 per year). The May 2023 State budget made an allocation of $60,000 for one year of funding, 2023-24. An officer meeting was held in February 2023 with the Assistant Director, Community Partnerships and Priorities Division, Department of Premier and Cabinet in the lead up to the budget to discuss the collaboration between State Government, Council and MCOT as the	• Due to the short-term nature of the recent State Government budget allocation Council officers have discussed and sought confirmation of MCOTs willingness to continue as the service provider for a further 12 months. Further, Council and MCOT will work together on a submission to State Government for the 2024-25 budget round with a view to transitioning the grant directly to the service provider.

Action	What are we doing? How are we doing it?	By When	Who is doing?	What did we do?	Key Outcomes
				service provider and the importance of long-term funding. In addition to this, discussions have been held with Minister Street's Advisor with the most recent to discuss an extension on the 1 year budget allocation for the Hub.	• During this time the service provider will require the use of the Hub. The estimated revenue foregone by Council is approximately $25,000 per annum. Furthermore, it is proposed that the service provider, along with Council officers will develop a transition plan to include a gradual return of hire fees to Council.
	Deliver the first stage of the commercial kitchen development	June 23	• **Inclusive City Officer** • Property	• Partial funding was received from the Tasmanian Community Fund for the kitchen redevelopment. A grant criteria submission was provided for the *Commonwealth-Local Multicultural Projects* $100,000 election commitment for the remainder of the funds required for this project. • Council officers and MCOT are working to support community volunteers who will deliver the commercial kitchen service. This includes a 26TEN digital learning and literacy project that will support community members to develop appropriate processes and health and safety guidelines to operate a commercial kitchen being utilised by multiple groups.	• The Commonwealth grant is still to be finalised, however there has been flexibility built into the timeframes to deliver the project. • The community is already identifying specific uses for the kitchen, including larger cultural events that have not been able to be held at the Hub.

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	Contribute to the update of the Welcoming Cities Standards	June 23	• **Inclusive City Officer**	• Officers have met with the Manager Welcoming Cities to share information and resources. Officers are also regularly meeting with other Tasmanian Welcoming Cities network member Councils and a representative of the Welcoming Cities Standards to contribute to the review of the Welcoming Cities Standards. https://welcomingcities.org.au/the-standard/	• A Greater Hobart Welcoming Cities network has been developed.
	3.4 Celebrate and promote multicultural events in partnership with MCOT, MRC and community	22 - 23	• **Inclusive City Officer**	• Events are regularly promoted via a range of methods, including Council's interagency networks and Face Book page. • The Citizens Tasmania, Moonah Bazaar was supported to deliver the monthly event from the MAC. • Council's Multicultural Hub service was successfully delivered with MCOT.	Multicultural Hub Report 2022-23.pdf
4. Bring diversional programs and support services for	Fund and facilitate PCYC pilot to implement program in Glenorchy and outreach with a	Oct 22 – June 23	• **Safe City Lead** • **Youth Engagement Officer** • **Health, Wellbeing and Resilience Officer**	• A report was provided to the 29 May 2023 Council meeting providing a comprehensive update on CBD Safety and Youth Engagement.	• Councils Youth Engagement Officer attends Montrose Bay High School twice weekly in the capacity of Youth Mentor. There have been

Action	What are we doing? How are we doing it?	By When	Who is doing?	What did we do?	Key Outcomes
young people to Glenorchy	view to longer term diversional programs.			• Community Development, Safe City have been developing networks to do the groundwork for funding applications including connections with Goodwood and Bucaan Neighbourhood Houses and Cosgrove High School and Montrose High School. • A meeting is scheduled with Tasmanian Community Fund to discuss the youth strategy and potential funding opportunities for diversional programs. • Council facilitation of the Thrive to 25 interagency network has created opportunities for Glenorchy Police, community services, schools and Community Houses to connect and share programs that are available for young people. • Council officers recently spoke with the Commissioner for Children and Young People regarding Council's role in the Commissioner's statewide consultation, about to be undertaken.	approximately 60 targeted students involved over the last two years. The school has reported that through student participation in the program, student engagement and participation with school has improved. One of the great successes of the HAPPY (Healthy, Active, Preventative Programs for Youth) Youth Mentor Program delivered at Montrose Bay High School, was the growth and development of leadership skills shown by many of the students involved. So influential was the program for two Grade 9 students at risk of disengagement, they became regular members of the program until the end of Year 10 and were responsible for being role models for the subsequent groups of the HAPPY students.
	Support community-based youth engagement initiatives including delivery of the	22 - 23	• **Safe City Lead** • **Youth Engagement Officer**	• Council works with the Mission Australia Youth Beat program to support delivery of the weekly	• Resourcing limited and logistics prevented drop in space from going ahead at this stage.

Action	What are we doing? How are we doing it?	By When	Who is doing?	What did we do?	Key Outcomes
	Salvation Army Youth Street teams Pilot and the ADF sport and recreation youth diversionary project.		• **Health, Wellbeing and Resilience Officer**	outreach sessions on Council front lawns. • The Salvos Street Teams Pilot evaluation demonstrated that this was not the best fit to address youth needs in Glenorchy CBD. • Discussions were held between Council, Salvos, PCYC and Jobs Hub with the aim for PCYC to deliver a drop in services from Salvos. • Delivered the Full Gear Motorbike Safety Program for young people from Bucaan Community House and the additional Provisional P's program in December 2022. • Two Full Gear pilots trialled at Gagebrook and Clarendon Vale.	• This drop in service model is not recommended by PCYC at this time. • Participants identify positive changes to their road and community safety attitudes and behaviours. A practical skills day at Baskerville was included, providing interaction with Tas Police and professional motorcycle riders. • The Glenorchy Council developed program, co-designed with young people, has been commended by the Minister for Road Safety.
5. Address antisocial and unsafe behaviour in Glenorchy CBD	Facilitate the interagency support network and engage all relevant stakeholders	Dec 22 – June 23	• **Safe City Lead** • **Health, Wellbeing and Resilience Officer**	• A report was provided to the 29 May 2023 Council meeting providing a comprehensive	• Safe City Lead, Tas Police and PCYC have regular com-

Action	What are we doing? How are we doing it?	By When	Who is doing?	What did we do?	Key Outcomes
			• **Youth Engagement Officer**	update on CBD Safety and Youth Engagement. • Council officers met with Metro Tasmania in May 2023 regarding the approach currently being undertaken to increase the safety of Metro staff and community. This included discussion relating to specific training for staff to be able to better respond and de-escalate unsafe or anti-social behaviour.	munication to ensure effectiveness of work to reduce anti-social behaviour. • There are regular and ongoing meetings held with the PCYC. Council officers meet regularly with Inspector for Glenorchy Police.
	Collaborate with PCYC and provide youth engagement support	Oct 22 – June 23	• **Safe City Lead** • **Health, Wellbeing and Resilience Officer** • **Youth Engagement Officer**	• Community Development has supported the PCYC trial in Glenorchy since September 2022, through engagement of a casual Youth Engagement Officer. • The Youth Engagement Officer works with the PCYC high visibility team to connect with young people on Council lawns and in the bus mall areas. • Council officers are investigating community impact youth consultation models including discussions with other Councils.	• The presence of PCYC is successful in diffusing potential anti-social behaviour. PCYC also transports some students from school to home after school. • PCYC, Tas Police and Schools are working together to support around 20 young people with complex needs and are at risk or are exhibiting anti-social behaviour.
	Facilitate the CBD Round Table to develop	22 - 23	• **Safe City Lead**	• The CBD Roundtable was an important mechanism to	• Community Development, Safe City team is now working

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	and deliver the CBD Community Action Plan		• **Health, Wellbeing and Resilience Officer** • **Youth Engagement Officer**	provide Council and external services with information about the priority concerns and some potential solutions. It provided the impetus to develop the Community Action Plan.	directly with individual members of the Roundtable and targeted services, schools, police and security who have the ability to take action.
	Activate Council lawns with support service providers and community, including ongoing security services	22 - 23	• **Safe City Lead** • **Health, Wellbeing and Resilience Officer** • **Youth Engagement Worker** • **Inclusive City Officer** • **Coordinator Community Development** • Manager Community	• Mission Australia weekly Youth Beat Program, July 2022-June 2023. • Pop Up Games on Council Lawns - Aug 2022 • YMCA Pop up skate events x 2 – Sep 2022. • Mental Health Week Event-12 Oct 2022 • Breast Screen Bus Oct-Dec 2022 • International Day for People With a Disability (IDPWD)-Dec 2022 • Gamblers Awareness Week event with Anglicare	• Engagement 30 young people each week. • 50 young people enjoyed frisbees, totem tennis, bean bag games and badminton. • 12 young people between 12 and 17 attended first YMCA pop up and 20 young people aged between 12 and 17 attended the second one with 20-30 spectators who were mostly young people. • Estimated 200 people attended MHW event. • A total of 1,083 women were screened, of the total 262 were first time screened. • Around 200 people attended the IDPWD to enjoy activities and access information. • Around 100 people attended.

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				• PCYC pop-up Barbecues during school holidays.	
	Investigate the collective impact model as approach to community safety	22 - 23	• **Safe City Lead** • **Social Planning and Policy Officer** • Coordinator Community Development • Manager Community	• Investigating the Futures Impact Group and Burnie Works models and organising to visit the programs in George Town and Burnie. • Met with DECYP (Department Education, Children and Young people) to discuss place-based models. • Met with Tas Community Fund to discuss potential models and future funding opportunities. • Reviewing Kutalayna Collective in Bridgewater. • Reviewing Inner North Community Foundation. (Victoria) • Discussions held with 12 key organisations.	• Currently scoping a project for submission to the November 2023 TCF grant round or other large grant opportunities. • Identified potential key partners and community champions who are interested in collective community action, including schools, youth peak bodies, justice and family support services.
6. Deliver the 26TEN Community Project	Partner with Glenorchy Library to coordinate literacy activities	22 - 23	• **26TEN Community Coordinator** • Coordinator Community	<u>Dec - June 2023</u> • Partnered with Glenorchy Library and Red Cross to deliver a series of 3 Health Literacy workshops for Glenorchy residents from a migrant and refugee background.	• Participants have expressed more awareness and confidence in accessing the services they need.

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				• Worked with Library to launch a book chat group from the service.	• Around 10 people attend the book club weekly.
				• Matched a Literacy volunteer with Eureka Club House <u>Jan – Dec 2022</u> The 26TEN Community Coordinator was based at the Library Hub 1 day per week from Jan 2023.	• The Eureka Club House has joined the 26TEN Community of Practice.
				• Conducted 2 on-site visits to the Eureka Clubhouse to meet members and discuss literacy support pathways, then delivered 3 sessions with 9 clubhouse members.	• Raised awareness of 26TEN programs and adult learning programs that are available and built referral pathways.
				• Presented a literacy awareness session with 23 members of Claremont Rotary.	• Resulted in Rotary seeking to support literacy projects with Bucaan House.
				• There are 12 Literacy Ambassadors providing literacy support in businesses in the City.	• Aim of Ambassadors is to build capacity within organisations to support employees and clients.
				• Distributed a referral guide to 29 service providers, businesses and community organisations.	• Guide outlines referral pathways for adults seeking support with literacy, numeracy and digital skills.

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				• Arranged for Library staff to deliver assistive technology workshop to the 26TEN Community of Practice.	• Over 20 members on the 26TEN COP. • 3 Job seekers and 1 employee were referred to the Library between April and June 2023.
	Work with a large business to identify and improve the digital skills in the workforce	22 - 23	• **26TEN Community Coordinator**	Jul – Dec 2022 • Regular posts on Glenorchy Reads Face Book page, including promotion of 26TEN Employer grants Jan - June 2023 • Literacy Awareness training to 40 members of Nyrstar's leadership team. • A partnership with State Growth Digital Ready program is being explored to enable delivery of digital upskilling across businesses in Glenorchy.	Note: 26TEN position unfilled for almost 3 months during this period. • Participants learned about the impact of low literacy on individuals and communities and found out what they can do to help. • Funding submission completed and a draft plan for roll out of program under development.
	Work with Glenorchy Jobs Hub and employment services to support jobseekers with literacy	22 - 23	• **26TEN Community Coordinator**	July - Dec 2022 • Worked with National Job Link in Moonah to explore potential for a community Literacy Tutor for their service.	

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				• Attended shopping centre pop-ups at Claremont Plaza and Kmart to promote the Glenorchy Reads Face Book page and opportunities to become Literacy volunteers and/or attend 26TEN Literacy awareness workshops. <u>Jan- June 2023</u> • Facilitated the delivery of a workshop by Digital Ready 'Clean up Your Social Media' to 7 participants at the Glenorchy Jobs Hub. • The Plain English/26TEN program promoted to community at the Glenorchy Reads event (500 people), the Jobs Hub expo and an event at Chigwell Garden. • A partnership with State Growth Digital Ready program is being explored to enable delivery of digital upskilling across businesses in Glenorchy. • Delivered 2 x Plain English workshops to 28 employees from GCC, MCOT, Metro, Glenorchy Jobs Hub and Sole Trader.	• The 26TEN Community Coordinator was based at the Jobs Hub 1 days per week from Jan 2023, which is providing a soft referral process for community seeking literacy support. • Jobs Hub Staff identified a 19 year old jobseeker experiencing barriers to gaining employment as he had low literacy. He now receives literacy support at the Library and has joined the Troublesmiths social enterprise program for young people. • Increased awareness around the needs of employees and improved communication strategies.

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				• Delivered a Plain English workshop at Metro for 8 people. • Facilitated 3 meetings of the 26TEN Community of Practice, with an average attendance of 17 members. • A new governance structure for the 26TEN Community project has been developed with representation from Council, Glenorchy Library, Community of Practice and 26 TEN.	• Sharing of ideas and resources. • New COP members include, Friends of Zafira, Impact Communities, APM Employment Services, MCOT and YMCA.
	Partner in the Volunteering Tas, 26TEN Community for Volunteering Project	22 - 23	• **26TEN Community Coordinator**	<u>July – Dec 2022</u> • Participated in 1 meeting of the Volunteering Tasmania: 26TEN Community for Volunteering project. <u>Jan – June 2023</u> • Participated in 1 meeting of the Volunteering Tasmania: 26TEN Community for Volunteering project.	• Cross Council project that focussed on improving online access for volunteer run organisations through the development of Plain English resources. • Volunteering Tas developed an Action Plan to support Volunteering Tas to apply for additional funding to create resources.

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	Develop and commence delivery of a family literacy program	Jan – June 23	• **26TEN Community Coordinator**	Jan – June 2023 • 66 parents/carers and 78 children participated in 8 x Family Literacy sessions hosted by the Chigwell Child and Family Learning Centre.	• Family literacy drop-in sessions support adults to read to their baby and toddler. 16 x 26TEN Chats occurred, directing adults with low literacy to available services to improve their reading and writing.
7. Contribute to improving community health, wellbeing and resilience	Deliver the Glenorchy on the Go Healthy Mind, Healthy Body (HMHB) grant funded project	22 - 23	• **Health Wellbeing and Resilience Officer**	Jan – June 2023 • Worked with Bucaan Community Centre and the Chigwell Community Garden committee to plan the delivery of the Bush Tucker Garden opening in August	• The event, to be held in August, will include healthy food, a walk, smoking cessation information and development of community healthy eating recipe book.
	Support delivery of Mental Health First Aid Courses to community	22 - 23	• **Health Wellbeing and Resilience Officer**	Sep – Dec 2022 • Mental Health First Aid (MHFA) Facilitator workshops were held in August to train 9 local community members to deliver MHFA in the Glenorchy community. • 3 MHFA community workshops, involving 50 participants were delivered at the Child and Family Centre Chigwell, Mission Australia - Chigwell House and Council.	• The MHFA workshops resulted from a successful Healthy Tasmania grant submission to deliver the Glenorchy on the Go - *Healthy Mind-Healthy Body* project. • Community capacity building

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				• A modified workshop was delivered to clients of Eureka Clubhouse. <u>January-June 2023:</u> • Newly trained Mental Health First Aid Facilitators delivered: - 1 MHFA workshop from Mission Australia Chigwell House to 6 people - 2 x MHFA workshops to 25 people at the Chigwell Child and Family Learning Centre - 1 MHFA session at the Glenorchy Library. • An MHFA workshop was delivered at Council in June for 15 Council staff and community members.	• Participants report they gain a deeper understanding of mental health issues and are better prepared to identify signs of mental health challenges in individuals. They have developed the skills necessary to provide initial support and effectively refer individuals to appropriate resources. • • One trainer is upskilling to be able to deliver Youth MHFA workshops
	Develop the Glenorchy Health and Wellbeing Report	June 23	• **Health Wellbeing and Resilience Officer** • Social Planning and Policy Officer • Coordinator Community Development	<u>April – June 2023</u> • Research and review of Council's relevant plans and strategies conducted. A comprehensive draft report has been developed.	• Report to be finalised by September 2023 with the recruitment of the Social Planning and Policy Officer.
	Collaborate on locally driven health and wellbeing initiatives	22 - 23	• **Health Wellbeing and Resilience Officer**	• Delivered a Mental Health Week event on Council front lawns October 2022, in partnership with Glenorchy Library	• There were interactive stalls, including; The Hearing Bus, Head Space, Life Without

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				with around 150 people in attendance. • Supported the Claremont Walking Group in organising a celebratory anniversary walk in June. • Working with Alcohol and Drug Foundation connect with community partners and promote referral into the Stronger Through Sport program for young people aged 14-20 year. • Partnered with THS to deliver three Live Well, Live Long 6 week programs for 50 older people in Glenorchy. • Worked with Heart Foundation and local volunteer to establish a new walking group, the *Glenorchy Snails*. • Worked with Glenorchy Youth Task Force to deliver and RUOK Day event at the MAC 34 students attended with teachers to participate in workshops delivered by TASCahrd, Headspace and Pulse Youth Health.	Barriers, The Bicycle Network, Salvos and Volunteering Tas. • Boost young people's confidence, self-esteem and resilience, protecting them against poor health, anti-social behaviour and harms associated with alcohol and other drugs. • The program is aimed towards older people and is a combination of allied health speakers and participatory health and well-being sessions. Participants are introduced to local health and wellbeing community activities. • Average of 6 participants in walking group. • Positive feedback from students and sharing of lived experience stories of mental health.

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					• Topics included; body image, LGBTQIA+ and self-regulation.
	7.5 Support local school health and wellbeing initiatives	22 - 23	• **Health Wellbeing and Resilience Officer** • Youth Engagement Worker	• Delivered the HAPPY Youth Mentor program at Montrose Bay High School.	• Over 60 students have been involved in the program with school reporting improved engagement and positive leadership skill development. • Working with ADF, Montrose Bay and Cosgrove High School to write a Community Action Plan for continuation of the Youth Mentor Program.
8. Seek lived Experience advice from our community	Deliver an Accessible Business Forum	Sep 22	• **Inclusive City Officer**	• The Access and Inclusion Reference Group met in September 2023. They supported Council Officers to host an Access Utilities Forum at KGV in September in conjunction with City of Hobart and Clarence Councils. Attendees were from Telstra, Tas Networks, Tas Water, Ian Harrington Group, Equal Opportunity Tasmania, and NDIS.	• The forum objective was to make connections between utilities and people with disabilities who use their services.
	Deliver the International Day for People with a Disability event (IDPWD)	Dec 22	• **Inclusive City Officer**	• Worked with Access and Inclusion Reference Group community members to plan and deliver the International	• The objective of the IDPWD event is to raise awareness of services available, hear about lived experience.

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				Day for People with Disability Event on Council front lawns in December 2022.	• The event is an opportunity for people to understand the contribution people living with a disability make in community.
	Facilitate the Glenorchy Access and Inclusion Reference Group and specific work groups	22 - 23	• **Inclusive City Officer**	• Reference Groups did not meet during the local government election period up until June 2023. As per the Terms of Reference, these groups were disbanded on the appointment of the new Council. All members received a letter to formally acknowledge contribution and to notify of the completion of term.	• Council has recently finalised its review of the Community Engagement Framework, including Reference Groups. • Council is now in a position to consider the formation of Reference groups following Council adopting its new Strategic Plan 2023-2032 and Annual Plan 2023-24 to 2025-26.
	Deliver Disability Awareness workshops to staff and Aldermen	22 - 23	• **Inclusive City Officer**	• Delivered a Disability Awareness Workshop to 10 staff on 6 September 2022. Four members of the Access and Inclusion Reference Group were supported to provide lived experience • The Inclusive City Officer position has been vacant since mid-September 2023. Sessions will resume, once the Officer is in place.	• Staff learned about the disability experience, communication tips and accessibility.
	Facilitate Easy English training and promote across Council and Community	22 - 23	• **Inclusive City Officer** • 26TEN Community Coordinator	• Promoted the Easy Read Guide to Local Government Elections to key disability community groups and individuals.	• Easy English options are regularly considered by Council staff in preparation of communication materials.

Action	What are we doing? How are we doing it?	By When	Who is doing?	What did we do?	Key Outcomes
				• Promotion of Easy English and Plain English training is promoted as opportunities become known.	
9. Contribute towards harm minimisation strategies associated with gambling machines	Work with partners to facilitate a co-design forum on harm minimisation initiatives	22 - 23	• **Safe City Lead** • **Social Planning and Policy Officer** • Coordinator Community Development	• A draft Statement of Commitment on Gambling action plan was commenced November 2022.	• Work paused due to Community Development restructure process and minimal staff to address priority areas
	Maintain data to inform Council's work, including submissions to government	22 - 23	• **Social Planning and Policy Officer** • Coordinator Community Development	• The new position of Social Planning and Policy Officer was filled early April 2023 and became vacant again early June 2023.	• Gambling data has been included in the draft Health and Wellbeing Report, which compares the expenditure on gaming machines between July 2022 and March 2023. The draft report also identifies social determinants for health and wellbeing.
	Support organisations such as Anglicare through data available and to deliver awareness raising events and activities	22 - 23	• **Safe City Lead** • **Health, Wellbeing and Resilience Officer** • Coordinator Community Development	• Supported Anglicare Tasmania to deliver a Gambler's Awareness event on Council lawns in October 2022. • Information is promoted via Council's networks and Facebook page.	• Around 100 people attended. • Planning a second event for October 2023.



Statement of Commitment on

Gambling

Endorsed by Council
28 September 2020

Recognising that gambling, and specifically electronic gaming machines, can cause significant harm to individuals, families and the broader community, and that the strongest risk factor for gambling harm is electronic gaming machine play, Glenorchy City Council will work closely with our residents, government, community organisations and businesses to implement the following commitment:

Glenorchy City Council will

Advocate for the removal of electronic gaming machines from hotels and clubs in the City through a managed reduction over time.

Partner with organisations and/or service providers to advocate for increased harm minimisation and consumer protection measures, including reducing hours of operation, reducing the maximum bet to $1 and greater targeting of social programs for the community.

Engage with community, community organisations, service providers, businesses, government and social researchers to gather and share information about the use and impact of electronic gaming machines.

FURTHER INFORMATION

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GLENORCHY CITY COUNCIL

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GLENORCHY CITY COUNCIL

Community Development Action Plan 2023-24 to 2024-25

Strategic and Annual Plan Strategies	Annual Plan Actions	Activity	When	Outcomes	Measures	Lead
2023-24 to 2024-25		**Community Development Action Plan 2023-24 to 2024-25**				
1.2.1 In partnership with others, facilitate and advocate for a welcoming, inclusive, healthy and learning community.	1.1.2.1 Coordinate literacy activities including digital skills, employment services, family literacy and volunteering.	• Deliver actions in the funded *Building a 26TEN Community* project plan and secure additional funding for 2024-25. • Secure funding from State Growth to deliver the Digital Literacy project in the community.	2023-25	Community has equitable learning opportunities.	• 2 x Deed with State Growth (26TEN & Digital Ready) • Engage Digital Trainer for 18 months. • Engage 26TEN Community Coordinator 2024	• 26TEN Community Coordinator • Coordinator Community Development • Manager Community
	1.2.1.1 Secure funding for the Multicultural Hub and deliver the first stage of the commercial kitchen development.	• Establish Project Team and volunteer management of kitchen. • Demolition and preparation of kitchen and new works. • Community Kitchen launch event.	2023-24	People from different social and cultural backgrounds are involved and included.	• Uplift in utilisation at the Multicultural Hub. • Increased diversity of cultural and community activities resulting from the kitchen improvements.	• Inclusive City Officer • Community Development Coordinator. • Property Assets project Designer • Property Assets Coordinator
	1.2.1.2 Deliver grant funded projects that support mental health courses and	• MHFA trained facilitators deliver workshops within community.	2023-24	Community health and wellbeing is improved, particularly mental health.	• Number of people able to access support and referral services.	• Health, Wellbeing and Resilience Officer

Strategic and Annual Plan Strategies	Annual Plan Actions	Activity	When	Outcomes	Measures	Lead
	"Glenorchy on the Go" projects.	• Funded Teen Mental Health First Aid delivered to grade 8 students at Cosgrove High School. • Deliver a Mental Health Week event. • Participate in or convene specific working, reference groups and interagency networks.			• 80 students participate in Teen MHFA. • At least 6 MHFA workshops delivered. • Mental Health Week event delivered. • Teen MHFA Facilitators engaged. • Number and effectiveness of Glenorchy on the Go community health and wellbeing projects.	
1.2.2 Work with others to improve access to housing and transport choices for our community.	**1.2.2.1 Actively contribute to housing supply in the City through the actions in Council's Statement of Commitment on Housing.**	• Convene Council's internal Housing Working Group. • Coordinate Council's responses to State Government Policy and Strategy.	2023-25	People, including our most vulnerable are safe and connected in our community.	• 4 Housing Working Group meetings held annually. • Number of Council submissions on policy and legislation reviews. • Number of mayoral advocacy letters and deputations.	• Manager Community • Coordinator Community Development • Social Planning and Policy officer
2.1.1 Work proactively with other governments, service providers and the	**2.1.1.1 Work in collaboration with government agencies and**	• Support the delivery of the PCYC service in the CBD. • Deliver a long-term collective impact,	2023-25	People, including our most vulnerable are safe and connected in our community.	• Regular PCYC progress reports against the goals of the program. • Number and type of PCYC contacts	• Safe City Lead • Health, Wellbeing and Resilience Officer • Coordinator Community Development

Strategic and Annual Plan Strategies	Annual Plan Actions	Activity	When	Outcomes	Measures	Lead
community to improve public safety in our City.	**community organisations to deliver diversional programs that aim to improve youth and community safety, resilience and engagement.**	place-based youth project in the City. • Facilitate a youth network that offers opportunity for collaboration. • Participate in or convene specific working, reference groups and interagency networks. • Continue to deliver the Full Gear Youth Motorcycle Road Safety Program			• A well-researched, evidence-based model that has engaged young people, key community members and services. • Establish a youth collective. • Stand up of committees as required (Safe & Clean, Youth Council). • Introductions to new services and programs and diversity of representation. • 15 participants per year achieve their motorcycle license. • Decreased "hooning" in our LGA.	• Full Gear Project Officer
2.2.2 Welcome diversity and inclusion in our community, creating connections that enable a sense of	2.2.2.1 Deliver events such as International Day for People with a Disability, Disability Awareness workshops,	• Deliver annual International Day for People with Disability event. • Deliver awareness training e.g. disability, LGBTQIA+, Plain and Easy English	2023-25	Community groups and individuals are empowered and have the resources to contribute as active members of our community.	• Disability Awareness Workshop delivered. • Number of 26TEN workshops delivered. • Number in attendance at International Day of People with a Disability.	• Inclusive City Officer • Health, Wellbeing and Resilience Officer • Coordinator Community Development

Strategic and Annual Plan Strategies	Annual Plan Actions	Activity	When	Outcomes	Measures	Lead
belonging and acceptance.	LGBTQI+ safety and Easy English training.	• Develop LGBTQIA+ Statement of Commitment. • Participate in or convene specific Committees, working or reference groups.			• LGBTQIA+ Statement of Commitment endorsed. • LGBTQIA+ Training opportunities provided. • Stand up of Committees as required (Health and Wellbeing-Access and Inclusion).	
	2.2.2.2 Implement the Reflect Reconciliation Action Plan to strengthen relationships with respect for and opportunities for Aboriginal and Torres Strait Islander People.	• Implement the next stages of Reflect RAP. • Cultural Awareness Training opportunities provided for Council staff and Elected Members. • Promote and deliver National Reconciliation Week activities.	2023-24	Our community understands and values the stories and aspirations of Aboriginal and Torres Strait Islander people.	• Number of Actions implemented. • Number of staff completed training.	• Inclusive City Officer • Coordinator Community Development
4.1.3 Champion and work together to address our community's	4.1.3.1 Facilitate and engage with partners to advocate for the reduction of harm caused to	• Connect with key services and organisations to maintain awareness of effects of gambling machines.	2023-24	People, including our most vulnerable, are safe and connected in our community.	• Number of cross-council initiatives being undertaken on community safety, access, housing and	• Social Planning and Policy Officer • Coordinator Community Development

Strategic and Annual Plan Strategies	Annual Plan Actions	Activity	When	Outcomes	Measures	Lead
needs and priorities.	individuals, families and the broader community by gaming machines in our City.	• Take advantage of opportunities to provide input into State Government policy, research and inquiries.			electronic gaming machines • Number of engagements with strategic partnerships, peak bodies and community.	• Health, Wellbeing and Resilience Officer
	4.1.3.2 Implement Council's Statement of Commitment on Housing and contribute to State Government policy and legislation.	• Promote the *YIMBY* (Yes in My Back Yard) concept. • Work with Shelters Tas, TasCOSS and other key stakeholders to explore potential activities. • Maintain current statistics	2023-24	People, including our most vulnerable, are safe and connected in our community.	• Annual Homelessness Week event held. • Promotion of the *YIMBY* campaign at relevant community events.	• Social Planning and Policy Officer • Coordinator Community Development
4.1.5 Build and maintain productive relationships with all levels of government, other councils, and peak bodies to achieve community outcomes.	• Represent on peak body and cross-council initiatives or groups and facilitate key stakeholder meetings.	• Actively maintain working relationships with government and non-government services., such as LGAT, Shelter Tas, • TasCOSS, Youth Network of Tasmania.	2023-25	Services delivered meet community needs	• Number of engagements with strategic partnerships and peak bodies. • Number of collaborative projects/activities delivered	• Coordinator Community Development • Community Development Team

Strategic and Annual Plan Strategies	Annual Plan Actions	Activity	When	Outcomes	Measures	Lead
4.1.6 Ensure our City is well planned and prepared to minimise the impact of emergency events and is resilient in responding to and recovering from them.	4.1.6.2 Ensure we are prepared for disaster and maintain Emergency Management Strategies.	• Delivery of the 30-month Greater Hobart Sparking Conversations, Igniting Action (SCIA) bushfire resilience project.	2023-24	Our community is resilient, especially in times of emergency.	• Number of participating households from the priority areas. • Preparedness and Resilience resources developed for Council and the community.	• Municipal Emergency Management Coordinator • Social Recovery Coordinator • Health, Wellbeing and Resilience Officer

NB: Priority Actions 2023/24 are bolded above.



Community Strategy
2021–2030

A strategy for a welcoming, safe, healthy and learning community.

GLENORCHY CITY COUNCIL

Aboriginal Acknowledgment

Glenorchy City Council acknowledges the palawa community (Tasmanian Aboriginal community) as the original owners and continuing custodians of this island lutruwita (lu tru wee tah) Tasmania. palawa have a distinctive and age-old connection with their ancestral lands and waters. Glenorchy City Council respects and recognises the palawa's survival and continual connection with their country spanning more than 60,000 years.[1]

Glenorchy City Council's Commitment to Aboriginal Australians November 1997

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

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



View of kunanyi / Mt Wellington taken form Karadi Aboriginal Corporation 2019
Photo Credit: Glenorchy City Council

[1] Safer Communities Framework 2019–2029

For its part the City of Glenorchy grieves for the loss by Aboriginal people of their land, their children, their health, their culture, their language and their lives. We celebrate the survival of Aboriginal people following the devastating impact of European invasion and support the right for Aboriginal people to determine their own future.

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

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

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

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

Cover: Simon, David, Joe. Members of Councils Access Advisory Committee, International Day for People with Disability 2020
Photo Credit: Chris Kidd/Newspix

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What is Community?

It's about people

"First and foremost, community is not a place, a building, or an organisation; nor is it an exchange of information over the Internet. Community is both a feeling and a set of relationships among people. People form and maintain communities to meet common needs.

Members of a community have a sense of trust, belonging, safety, and caring for each other. They have an individual and collective sense that they can, as part of that community, influence their environments and each other.

That treasured feeling of community comes from shared experiences and a sense of shared history. As a result, people know who is and isn't part of their community. This feeling is fundamental to human existence.[2]



Right: Paige (Cosgrove High School) and Luke (supporting artist), Piecing it Together Inter-generational Community Art Project 2021
Photo Credit: Glenorchy City Council

[2] David M. Chavis, Ph.D. & Kien Lee Ph.D extract from https://ssir.org/articles/entry/what_is_community_anyway#bio-footer



Our Community

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

Our community's vision is captured in the City of Glenorchy Community Plan 2015–2040:

We are a participating, active, healthy and vibrant community. We have embraced our aboriginal and multicultural heritage and new arrivals. People in our community feel safe, connected, cared for and willing to give and share with others. We value being part of our communities. We are a proud city; a city of arts; of opportunity; of partnerships; a city that makes exciting things happen.

"A culturally diverse, safe, vibrant place that encourages, supports and invites people to care for each other".[3]

"Show Tasmania we are a dynamic and accepting community with spirit".[4]

"I think what is special about our area is the people living in the multicultural environment, where people accept differences [are] really important and that is one of the things I like about Tasmania".[5]

"Being receptive to people from different cultural backgrounds and accommodating people and their differences is really critical to a surviving community".[6]

MTOTW Launch at the Multicultural Hub, Moonah 2020
Photo Credit: Glenorchy City Council

[3] City of Glenorchy Community Plan 2015–2040
[4] City of Glenorchy Community Plan 2015–2040
[5] Moonah Taste of the World 2021
[6] Moonah Taste of the World 2021

Opportunities and strengths

Our community is shaped by many strengths that combine what we contribute as people and what we have as physical assets.

We value our people and the natural beauty and built spaces where we can relax, come together or celebrate.

We have a sense of place like no other. It arises from natural and accessible beauty around us – the River Derwent, Wellington Park, Tolosa Park, Myrtle Forest, the Montrose foreshore, the hills and parks.

It comes from the recreation we enjoy at parks, playgrounds, walking and bike tracks, sporting venues and open spaces, and the creative and cultural pursuits available in our community infrastructure.

It is created by our 'can-do community'. We are resilient in embracing opportunity and coming together to respond to challenges and local issues.

People are welcomed and invited to make connections. We are working together in our diversity to create a hub of multiculturalism, arts and culture.

Our passionate community groups and volunteers come together to contribute to our wellbeing, and people are willing and ready to participate in our many opportunities for educational and creative pursuits. Our community is a place where we can thrive.



Zafira, Afghan Cooking Classes at Moonah Taste of the World 2021
Photo Credit: Glenorchy City Council

Challenges

Our community has told us about the challenges we face.

Like other areas in Tasmania, we experience lack of social housing, limited affordable transport options, social isolation, family violence, and problems caused by drugs, alcohol and gambling; family violence; and difficulties in accessing health and wellbeing services and mental health services, with incidence of suicide.

For our community, the challenges particularly include:

- Electronic gaming machines and online gaming, increasing the risk of disadvantage through economic loss or negative social effects and reduced quality of life.[7]
- Some people cannot access affordable and accessible housing, which limits their health, wellbeing and life choices.[8]
- The lack of affordable, accessible transport reduces ability to participate in daily life and achieve aspirations.
- People are increasingly living alone, which can lead to social disconnection and loneliness, which impair their sense of belonging and mental wellbeing.
- Not everyone can access healthy and fresh food options.
- People are experiencing or witnessing bullying, violence, antisocial behaviour and crime.
- Those with language barriers or low literacy have reduced ability to participate in community life.
- The increase in the number of residents aged over 50 years means more people need support due to disability or health issues, with associated challenges for our infrastructure, transport and access to services and social support.

Our community has pockets of generational disadvantage and family breakdown, contributing to people's sense of disempowerment and capacity to engage in community life.

Young people are experiencing particular pressures including mental health problems, family violence, drug and alcohol issues, and disengagement in education, employment and recreation. There is a lack of services and youth specific spaces to meet these needs.

With so many people vulnerable because of such life experiences, they are further disadvantaged by rapid digital and technological changes.

[7] Fourth Social and Economic Impact Study into Gambling Tasmania

[8] Housing ID and Council Report Housing Commitment Statement by .id (informed decisions)

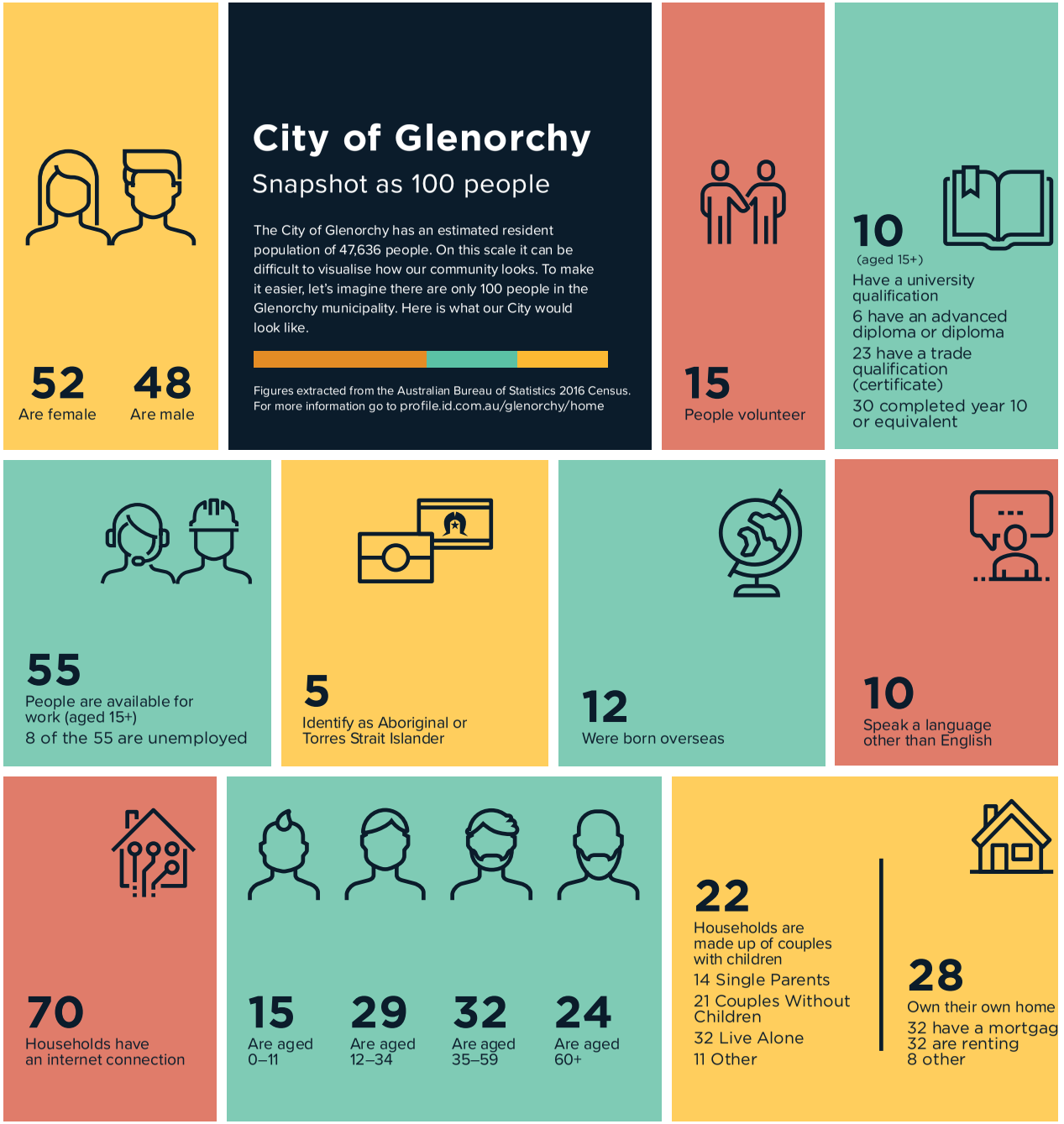
Our Community

Who we are

The City of Glenorchy is home to almost 48,000 people with an additional estimated daily workforce of 11,179. We are a diverse community, with people of many cultures, backgrounds, household types, ages, beliefs, abilities, interests, education and professions, who come together to live, work and play.[9] While the following is 2016 Census information, Council continually reviews it and uses research and talks with our community and other stakeholders to ensure it remains an accurate picture.

The City features urban and semi-rural areas and has a mix of industrial, commercial and residential development. The community is supported by a wide range of individuals, services and organisations who contribute to the livability and wellbeing of our City.

Our demographics continue to change and our services and supports must also change to keep pace. Some key trends are:



[9] All data is sourced by the ABS 2011 and 2016 and compiled by .id (informed decisions)

Our Community

Our people

Our cultural diversity, particularly in emerging cultures, and number of people identifying as Aboriginal and Torres Strait Islanders is growing. Our diversity brings many wonderful experiences and fresh ideas into our community. However, we need to provide the right engagement, services and supports so everyone feels they belong.

Our education and employment

Although more people are completing Years 11 and 12, our Year 12 completion rate and the number of people attending university and receiving a qualification remains lower than for Greater Hobart. Unemployment and underemployment, as well as youth disengagement, have implications for current and future wellbeing of individuals and groups.

How we live

Rental and house prices are rising and an increasing number of properties are unavailable to people on low incomes. The City has a rising number of people living alone, which increases the risk of social isolation.



Nanda and Riri of KakiLima Indonesian Street Food at Moonah Taste of the World Festival 2021
Photo Credit: Glenorchy City Council

Our Community

A demographic snapshot

Further information on the City's demographics is outlined here and at https://profile.id.com.au/glenorchy



Age

The biggest percentage of our population is 35–49 years. We have a lower proportion of people over 60 than Greater Hobart, however, the number of people in our City who are 50+ years is growing. Our young workforce (25–34 years) is also increasing. We have a similar proportion of people 0–17 years as Greater Hobart.



Aboriginal and Torres Strait Islander People

The number of those who identify as Aboriginal or Torres Strait Islander has increased by 0.6% since 2011 to 4.9%.



Cultural Diversity

Within our population, 12.5% were born overseas (an increase of 17.8% since 2011) and 9.4% speak a language other than English at home. Of those born overseas, 25% arrived in Australia in the five years prior to 2016 – a higher proportion than for Greater Hobart. The dominant language other than English spoken at home is Nepali. Our population comes from 63 countries.



Beliefs

We have varying beliefs and 32 different religions are represented, with 50.6% of our population identifying as Christian and 35.5% as no religion. The remainder are non-Christian, non-classifiable or have not stated a religious belief. The number of people who nominated their religion as Anglican, Roman Catholic or Uniting Church has decreased and the number who identified themselves as Hindu has increased.

Attachments - Council - 31 July 2023

Our Community

A demographic snapshot



Household Arrangements and Affordable Social Housing

The number of us living alone is increasing. One person households are at 31.8%, followed by couples with children (22.3%), couples without children (21.5%), one parent families (14.3%), and group living (3.4%). The remaining 6.7% is made up of other families, visitor-only and households not classifiable. More of us are renting privately or through social housing than in Greater Hobart and an estimated 5.5% of households need affordable housing.

Volunteering

We like to volunteer – 15.4% of our population reported doing voluntary work, an increase of 1.4% since 2011.

Carers

Of those over 15 years, 12% provide unpaid assistance to a person with a disability, long-term illness or old age, which is higher than in Greater Hobart. Additionally, 27.3% of those 15+ years provided unpaid care to children and of these, 3,325 people were caring for children other than their own.

Disability

About 7.5% of our population reported needing help in their day-to-day lives due to disability, which is a higher proportion than in Greater Hobart.

Household Income

Our median weekly household income is growing but is lower than Greater Hobart. There was a smaller proportion (8.8%) of high-income households (those earning $2,500 per week or more) and a higher proportion (26.2%) of low-income households (those earning less than $650 per week) compared to Greater Hobart.

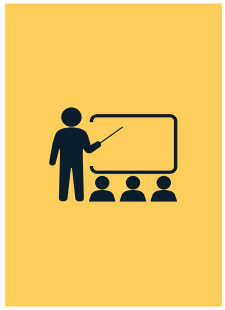
Our Community

A demographic snapshot



Physical Activity and Obesity

We have some health challenges, with self-reporting indicating that 15.1% of our population has insufficient moderate or vigorous activity and 72.3% insufficient muscle strengthening exercise. Also, 58% meet the criteria for being overweight to obese and 27.7% for obese. Overall, 27.7% of us assessed our health as excellent/very good and 23% as fair/poor.[10]



Education

More of us are gaining educational qualifications, whether a vocational qualification, Bachelor degree or diploma/advanced diploma. Figures show 22.9% of our population holds a vocational qualification and 10% a Bachelor or higher degree. Of those 15+ years, 35.4% had completed Year 12 or equivalent, which is increasing but is still less than for Greater Hobart. We have a higher level of youth disengagement from school and employment.[11]



Employment

The industry sectors attracting highest participation are health care and social assistance, retail trade and public administration and safety. Overall, 39% of employed people live and work in our City. In the 2020 December quarter, our unemployment rate was 8.5% – a decrease of 1.7% since December 2019. Our unemployment rate remains higher than in Greater Hobart.



Transport

Car ownership is high, with 80.5% of us owning at least one car and the number of us with no cars decreasing. Only 28.1% of dwellings are within 400m of public transport with a regular 30-minute weekday service 7am–7pm[12]

[10] Report on the Tasmanian Population Health Survey 2019
[11] GCC Children, Youth and Families Report 2021
[12] Australian Urban Observatory, Healthy Liveable Cities group, RMIT 2020

Our Council

We are a Community Council

Glenorchy City Council is committed to improving the wellbeing of everyone in our community. We work alongside our community, with organisations, businesses and State and Federal Government to create an accessible, inclusive, diverse, safe and healthy City and a community that values education and learning for life.

Community is at the heart of everything we do. It is therefore vital that Council has a clear strategy for the future so that our community and places remain inclusive, connected and cohesive.

Council is legislated by the powers and functions of *Tasmania's Local Government Act 1993* (the Act) to:

- provide for the health, safety and welfare of the community;
- represent the interests of the community; and
- provide for the peace, order and good government of the municipal area.

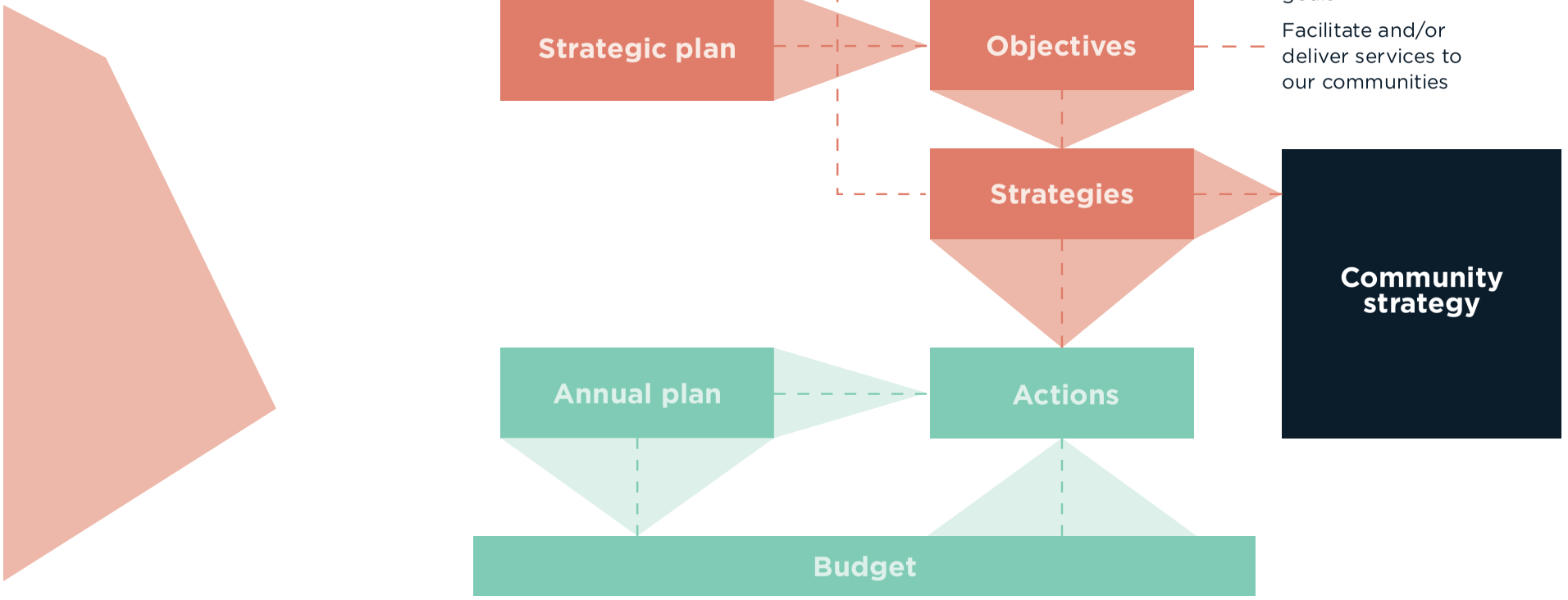
Council is guided and directed by other national and State legislation and policies such as the *Disability Discrimination Act*, Australian Children's Education and Care Authority, Tasmanian Government Multicultural Policy and Tasmanian Child and Youth Wellbeing Framework.



Austin's Ferry Primary School Students, Boomerang Bags Glenorchy 2021
Photo Credit: Glenorchy City Council

Our Council

Council's Strategic Framework: Aligning with the Community Strategy



Our Council

What is Council's role?

Council has varying responsibilities linked to the *Local Government Act*.

Level of Responsibility[13]	
Manager/ Leader	Where Council has direct responsibility and capability to deliver the outcomes required, it manages, leads, delivers and communicates commitment, progress and outcomes to stakeholders.
Partner	Council may partner with others where it has a direct responsibility to deliver the outcome and a partnership approach is necessary to deliver or enhance outcomes.
Advocate	Council develops an informed position and influences others who have the responsibility to make the decision and act. Council is part of developing the solutions rather that just presenting the problems.
Facilitator	Council makes it easier and builds the capacity of others to deliver.
Supporter	Where a project is initiated externally to Council and the outcomes align with the Glenorchy Community Plan, Council may provide low level assistance to support the project.

Vision

Goals and Objectives

Accessible, inclusive and diverse	Safe	Healthy	Education and learning for life

Actions

How we deliver will be outlined in
Strategies / Plans / Policies / Frameworks

Measuring Outcomes

[13] City of Glenorchy Community Plan 2015–2040

Our Community Strategy

Building a strong community together

Community planning and development is everybody's business so we have taken a collaborative and integrated approach in looking to the next ten years.

This Strategy sets expectations for our community and Council. It seeks to deliver on our community's goal of Making Lives Better[14] and draws on the Glenorchy Community Plan 2015–2040, commitment statements, policies, research and consultations with community and stakeholders.

This Strategy will inform all areas of Council activity, from wide-ranging plans and policies already in place (see Appendix 1) or developed in the future, through to delivery. The Strategy goals and objectives are deliberately set at a high level to inform detailed actions in Council's operational plans.

Council works with people, businesses, community groups and organisations to build a welcoming, safe, healthy and learning community, and supports local action driven by the community. Council works with community and stakeholders in a people-centred, strength-based and structured way to achieve positive change. Community development and planning build on individual and community strengths to support the community's aspirations. This also means adopting an approach that encourages empowerment, participation and self-determination.

Research and consultation with our community has resulted in four priority outcomes we aim to achieve:

1. **Accessible, inclusive and diverse** – we are a welcoming, accessible and inclusive community, caring for all.
2. **Safe** – we are a safe community with a strong sense of belonging, ownership, and pride.
3. **Healthy** – we are a healthy, thriving, vibrant and strongly-connected community.
4. **Education and learning for life** – we are a community that is engaged in diverse learning opportunities to achieve our aspirations.



Jasmine and Eleanor, Mental Health Week Glenorchy Library
Photo Credit: Glenorchy City Council

[14] City of Glenorchy Community Plan 2015–2040

Our Community Strategy

Priority outcome

Accessible, inclusive and diverse

People of all abilities, ages and backgrounds feel like they belong in Glenorchy. Access to the built environment and information is available to everyone. People are respected for their differences and feel welcome in their community.

Priority outcome

Safe

The environment is clean and welcoming and free from crime and antisocial behaviour. People are accepted and there are opportunities for everyone. People are connected and genuinely care for each other.

Glenorchy City Council takes a people and place-focused approach in being 'smart on crime' and 'tough on the causes of crime'. This approach has the potential to break cycles of crime and address the contributing factors that can lead to crime.

Priority outcome

Healthy

Health is a whole state of physical, mental, spiritual and social wellbeing. The circumstances in which people grow, live, work and age, as well as the services in place to deal with illness, influence our chances of achieving good health. Wellbeing is determined by how you feel about life and your ability to control what happens and to contribute to your sense of wellbeing.

Priority outcome

Education and learning for life

Learning is a way of life, in the home, community, school setting, at work and at play.

Building a learning community, where people work together, can help improve the social cohesion and economic wellbeing of our community.

Priority Outcome
Accessible, inclusive and diverse

We are a welcoming, accessible and inclusive community, caring for all

Goals	Objectives
A1. People from different social, language and cultural backgrounds are involved and included	1. Allow all residents, regardless of their cultural background, gender, age or ability to have equitable access to Council buildings, services, activities and information (Goal: A1, A2, A3, A4, A5, A6)
A2. People experience a strong sense of belonging and identity	2. Provide opportunities for everyone – including children, young people and families – to be listened to, heard and understood in decisions that affect them (Goal: A1, A2, A3, A4, A5)
A3. Our community understands and values the stories and aspirations of Aboriginal people	3. Maintain and care for Council-owned and operated spaces and places and encourage others to do likewise to ensure Glenorchy's built and natural assets are valued and shared (Goal: A1, A2, A3, A4, A5, A6)
A4. Everyone has an opportunity to have their say on issues that affect them	4. Nurture Council's relationships with Aboriginal people and groups in the Glenorchy community to foster mutual respect and build cultural awareness (Goal: A1, A2, A3, A6)
A5. Community groups and individuals are empowered and have the resources to contribute as active members of our community	5. Support cultural activity and celebrations that lead to deeper understanding and harmony within our community (Goal: A1, A2, A6)
A6. Everyone participates in a wide range of arts and cultural experiences as a vital component in the life and growth of community	6. Promote pride and inclusion of the LGBTQI community (Goal: A1, A2, A6)
	7. Provide and promote services, programs, events and activities which enable people of all ages and abilities to form meaningful social connections (Goal: A1, A2, A5, A6)
	8. Provide opportunities and information for those who are less advantaged to participate in our community life (Goal: A1, A4, A5, A6)
	9. Provide accessible information (including translations and plain and Easy English options) (Goal: A1, A2, A3, A4, A5, A6)

Priority Outcome
Safe

We are a safe community with a strong sense of belonging, ownership and pride

Goals	Objectives
S1. People, including our most vulnerable, are safe and connected in our community S2. Public spaces provide for diverse activity and strengthen our social connections S3. People can connect safely with natural and built environments S4. There is a sense of ownership and pride in our community S5. Our community is resilient, especially in times of emergency	10. Establish and implement crime prevention and community safety projects in collaboration with community, government, business, peak bodies and community organisations (Goal: S1, S2, S3, S4, S5) 11. Work with the community and other stakeholders to progress Council's Statement of Commitment on Housing to support residents at risk of homelessness to access safe and affordable housing options (Goal: S1, S2, S4, S5) 12. Support the justice system, including police, to effectively engage with and be understood and valued by the community (Goal: S1, S2, S3, S4, S5) 13. Work with the community and other stakeholders to progress Council's Statement of Commitment on Gambling to reduce the harmful impacts of gambling to individuals, families and the broader community (Goal: S1, S4, S5) 14. Create and enhance liveable environments through universal access and safe design principles (Goal: S1, S2, S3, S4) 15. Support place-based, community-led initiatives that nurture creativity, shape and build pride and ownership in local communities (Goal: S1, S2, S3, S4, S5) 16. Provide information, resources and opportunities for the community to respond and adapt well in times of emergency or when experiencing increased pressures (Goal: S1, S2, S3, S4, S5)

Our Community Strategy

Priority Outcome
Healthy

We are a healthy, thriving, vibrant and strongly-connected community

Goals	Objectives
H1. People of all ages have improved personal health knowledge, practices and lifestyles	17. Support and facilitate affordable, accessible and locally driven preventative health events, programs and activities (Goal: H1, H2, H3, H4)
H2. Community health and wellbeing is improved, particularly mental health	18. Work with government, peak bodies and services to reduce stigma and discrimination of mental illness and to ensure population groups at high risk, particularly children and young people, can access support when they need it[15] (Goal: H1, H2, H3)
H3. A cohesive and inclusive community with well-developed social and community networks and assets	19. Support parents, families and the community to understand the importance of child development in the first 1000 days, from pregnancy and throughout the first two years of a child's life[16] (Goal: H1, H2, H3, H4)
H4. A natural and built environment that encourages active lifestyles	20. Recognise community groups as a primary contributor toward the social, health and wellbeing benefits of the community (Goal: H1, H2, H3)
	21. Provide health promotion messaging and information, including healthy eating, benefits of physical activity and the harms of alcohol, tobacco and other drugs at Council events (Goal: H1, H2, H3, H4)
	22. Work with organisations, government and businesses to increase accessible, affordable and nutritious food (i.e. community markets, community houses and gardens, schools) (Goal: H1, H2, H3, H4)
	23. Plan for and provide a safe and well-maintained network of roads, footpaths, tracks and trails to promote access, safety and health that connects our community (Goal: H1, H2, H3, H4)
	24. Work with community, sport and recreation groups to build capacity and to create opportunities to sustainably use community facilities and outdoor spaces (Goal: H1, H2, H3, H4)
	25. Deliver quality and diverse sport and recreation facilities and spaces that increase community participation (Goal: H1, H2, H3, H4)
	26. Increase public conversation and awareness of the changing climate and its impact to the health and wellbeing of the community[17] (Goal: H1, H2, H3, H4)

[15] Rethink 2020: A state plan for mental health in Tasmania 2020–2025

[16] Centre for Community Child Health

[17] Framework for a National Strategy on climate, health and wellbeing for Australia 2017

Our Community Strategy

Priority Outcome
Education and learning for life

We are a community that is engaged in diverse learning opportunities to achieve our aspirations

Goals	Objectives
E1. Community embraces learning for life E2. Community has equitable learning opportunities E3. Young people are engaged in learning E4. People have the skills and confidence to fully participate in community life E5. Parents, carers and families are recognised as the developing child's first teacher E6. Everyone has access to learning that creates pathways to employment	27. Provide our community with diverse, creative opportunities to continue learning for life (Goal: E1, E2, E3, E4, E5, E6) 28. Work with schools and other stakeholders to nourish a strong learning foundation for young people (E1, E2, E3, E4, E5, E6) 29. Support schools and learning institutions and those who work within them to be recognised and valued by the community (Goal: E1, E2, E3, E4, E5, E6) 30. Work with the community and other stakeholders to implement the community's 26TEN Action Plan supporting adult literacy, learning and numeracy (Goal: E1, E2, E3, E4, E5, E6) 31. Provide and promote quality early learning environments that allow children to experience discovery and curiosity (Goal: E1, E2, E3, E4, E5) 32. Work with community and key organisations to understand and respond to the language, learning, literacy and cultural needs of people from diverse backgrounds (Goal: E1, E2, E3, E4, E5, E6) 33. Work with community and other stakeholders to foster the confidence of parents, carers and families in supporting their children's learning and development (Goal: E3, E4, E5, E6)

How the Strategy was developed

We value the insights you have shared with us through the development of Council's existing community plans and more recent consultations undertaken to develop this Strategy.

A clear story of our community has emerged and this has informed the development of priority outcomes, goals and objectives. Your contribution came through focus groups, online and face-to-face surveys and stakeholder forums, as well as internal and external stakeholder workshops, where we engaged in interactive and meaningful ways.

Evidence and research, including Tasmanian and Australian research and analysis of trends, have also informed this strategy.

Measuring Impacts and Outcomes

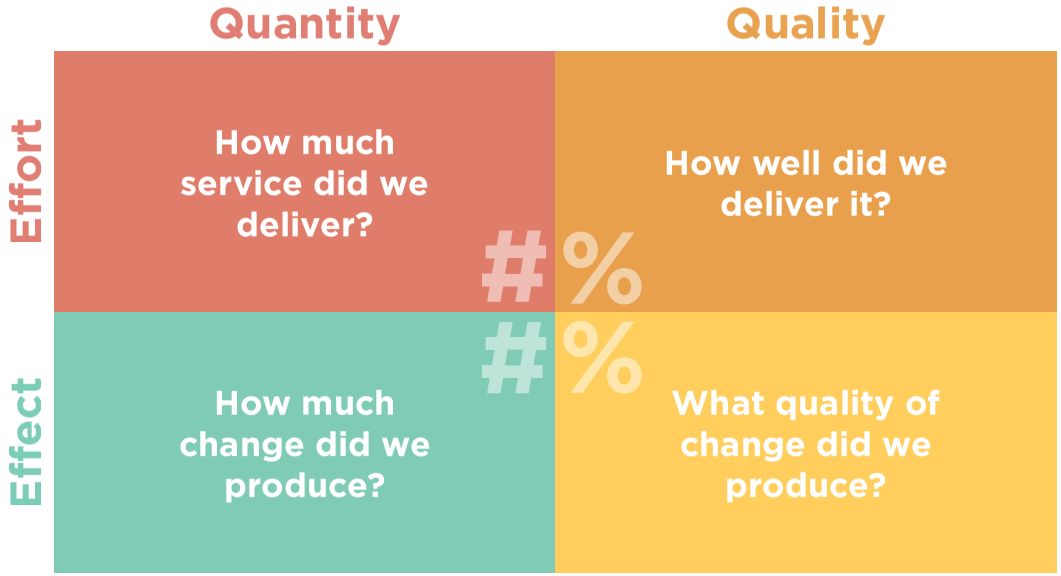
Measuring the community benefit of what we do is important. It means we can better understand efforts and outcomes, encourage involvement, and communicate opportunities and results more effectively.

Results Based Accountability (RBA) is a best practice way to ensure outcomes are tracked and achieved and we will use this method[18]. It takes a collective impact approach towards collaborating with local communities in making positive, sustainable change on complex social issues.

RBA (also known as outcomes-based methodology) is a quality improvement framework that asks:

- how much did we do?
- how well did we do it?
- is anybody better off?

RBA also emphasises the use of evidence and data. Over time, accumulated RBA results determine how much change we are making at a population level and informs decision-making processes.



[18] Mark Friedman, 'Trying Hard is Not Good Enough' Trafford 2005

Implementation

The Strategy sets a vision, four priority outcome areas, goals and objectives for how a welcoming, safe, healthy and learning community will be achieved. It will be implemented through action plans, which will then guide Council's annual operational planning. This strategy may inform future Council strategic plans.

Ongoing review

Our community's challenges and opportunities will inevitably shift over time, so the Strategy must be dynamic and versatile. It will therefore be evaluated in five years to ensure it remains relevant.

Measures of success

- Our community says we did what we set out to[19].
- Method (RBA)
- What others say – social research (TasCOSS, Anglicare, Local Government Association of Tasmania, ShelterTAS, Mission Australia, Catholic Care), reporting and data from other levels of government (Census, Report on the Tasmanian Population Health Survey, Primary Health Tasmania – Community Health Check 2020).
- Liveability Census

[19] City of Glenorchy Community Plan 2015–2040

- How we did against current reports (Safer Communities Framework, Healthy Communities Plan, Children, Youth and Families, Successful Aging, Access and Inclusion, Multicultural Spaces Plan, Glenorchy LEARN).
- Welcoming Cities Standards
- Local Government Association of Tasmania – Community Satisfaction Survey.
- Outcomes against other Glenorchy City Council strategies, such as the Economic Development Strategy.

Accessible, inclusive and diverse

- Our City is seen as inclusive and welcoming.
- We value our Aboriginal communities' arts, culture and heritage.
- We are recognised locally, nationally and internationally for our arts, celebrations, events and innovative ways of bringing arts and people together.
- Our ageing population, people with disabilities, and parents with young families can easily access all public areas and have public facilities that meet their needs.
- We continue to welcome new arrivals from all countries and work with them to build on multicultural traditions through arts, food, music, entertainment and shared experiences.
- Community services and programs will enable people of all ages and abilities to connect, support and make lives better.



Monique Brumby, I See You Mantra at Mental Health Week 2019
Photo Credit: Glenorchy City Council



Our Community Strategy

Safe

- Glenorchy is seen by other places as a strong, safe and connected community.
- Our lives will be improved by using good design to create safer, more welcoming public spaces.
- Community facilities and services are important to all of us, especially meeting places, parks and playgrounds.
- Our social, recreational and cultural facilities, events and experiences will attract and retain people in Glenorchy to share our wonderful way of life.
- We continue to be a safe, inclusive, active, healthy and vibrant community.

Healthy

- We improve personal health knowledge, practices and lifestyles.
- Our City is easy to get around, with a range of transport choices available to visit family or friends or to access services. The City is well-connected by extensive and well-maintained walking and bike paths, public transport and road networks.
- Young people will be listened to, involved and included in decision-making especially about recreation, entertainment and support services.
- Older people have opportunities to participate in community life.
- Glenorchy City is a place where more people can age successfully by feeling confident and in control of their lives.
- Individuals and the broader community have a positive attitude towards getting older.

Education and learning for life

- Our young people are actively engaged in education and life-long learning opportunities are available for everyone.
- Young people and their families are encouraged to play an active part in their education and community.

International Day of People with Disability 2020
Photo Credit: Adam Knowles – Demon King Photography

Appendix

Priority areas	Strategy, Policy or Plan
Accessible, inclusive and diverse communities	Customer Services Strategy 2020–2025
	Community Engagement Framework and Policy 2017
	Multicultural Framework and Statement 2017
	Multicultural Spaces Plan 2016
	Access and Inclusion Report and Policy (under development)
	Welcoming Cities Standards for Local Government
Safe communities	Safer Communities Framework 2019–2029
	Playspace Strategy (under development)
	Statement of Commitment on Gambling (adopted 2020)
Healthy communities	Healthy Communities Plan 2014–2023
	Statement of Commitment on Housing (adopted 2020)
	Sport and Recreation Strategy (under development)
Education and learning for life communities	Arts and Culture Strategy – Glenorchy – A City of Arts 2040 – A strategy towards creative communities
	Economic Development Strategy 2020–2025
	Successful Ageing Framework 2019–2024
	Australian Children's Education and Care Quality Authority (National Quality Framework)
	Children, Youth and Families Report (under development)

Note: Documents may overlap priority areas

Attachments - Council - 31 July 2023

(Name of Reference Group)~~AME OF REFERENCE GROUP~~)

Terms of Reference: Reference Group

Name of Reference Group	
Briefly state the Reference Group's Specific Purpose	
Date of Formation	
Resolution Details	e.g. Council Meeting on 24 October 2016, Item 15
Strategic Reference	*Include Strategic Plan and any relevant strategies / frameworks*
Responsible Officer	
Reference Group Review Date (if prior to next LG election)	*(Insert date)* NOTE: All Reference Groups will be subject to: 1. A maximum term of 2 years; or 2. Council review and possible amendment or cessation after the Local Government elections and Council mandated review of its strategic plans (*s. 70E Local Government Act 1993*).

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1.0 Principles

Reference Groups are committed to the following principles:

Community: Encouraging the development of a strong and inclusive community that advances access, equity, connections and participation in decision-making and shapes a better community for everyone.

Creativity: Encouraging diversity and creative expression in the community, nurturing innovation and always seeking opportunities for continuous improvement.

Sustainability: Ensuring that all decisions and future planning considers a balance of economic, environmental, cultural and social factors to enhance the quality of life in our local community.

Community engagement: Promoting ideas for actions, initiatives, events and programs that are authentic and fit the future vision and needs of our local Community.

2.0 Purpose

2.1 Purpose of Reference Group and Area of Focus[1]

~~Describe~~*Describe the outcomes derived from the situation assessment:*

- *What will a "successful" outcome look like?*
- *What were the understandings gathered from your situation assessment?*
- *Who are the stakeholders?*
- *What specific resources will be allocated?*
- *To what extent are "subject matter experts" required and where will they be sourced?*
- *What internal alignments / interests are there (strategies, frameworks, policies, etc.)?*
- *Who does the Reference Group report their outcomes to?*

2.2 Detailed Terms of Reference [2] (objectives) as approved by Council

Include the objectives listed in the situation assessment. Describe: ~~Describe:~~

Specific stakeholder engagement methodology.

What level of public participation will be used?

How often are progress reports required?

What are the key steps and timing?

How will decision criteria be established and addressed by the Reference Group?

2.3 Extent of Authority

Unless otherwise explicitly stated in the Council resolution forming the Reference Group, the Reference Group does not have the authority to instruct or bind the Council (including Council officers with the relevant delegated duties) in its decision making or activities.

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[1] ~~Describe the outcomes derived from the situation assessment~~

[2] ~~Include the detailed objectives designed as a result of the situation assessment~~

3.0 Membership

3.1 Composition

~~Membership is by invitation of Glenorchy City Council and expressions of interest are advertised via social media channels and on the Council's website.~~

- *Which Council staff will be involved in this Reference Group and what are their roles?*
- *Who has overall control of the Reference Group to direct its outcomes?*
- *Who has day to day management of the Reference Group?*
- *Are communications a key role of this Reference Group?*

Example:

Membership is by invitation of Glenorchy City Council and expressions of interest are advertised via social media and on the Council's website. Membership will include;

*staff

*core members

*Elected Member representation (to enable Council to understand the views presented and provide insight to Council's strategic direction.

* other persons (stakeholders, community, subject matter specialists).

- ~~Staff.~~
- ~~Core members.~~
- ~~Elected Member representation (to enable Council to understand the views presented and provide insight into Council's strategic direction).~~
- ~~Other persons (stakeholders, community, subject matter specialists).~~

4.0 Meetings

4.1 Frequency

Identify how often, where and when meetings are to be held.

4.2 Quorum

Identify the number of Reference Group members (Core, Chair, minute taker) that makes up a quorum, including any specific office bearers.

Example: 5 members one of whom must be the Chair.

4.3 Meeting Procedures

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Identify any specific procedures that apply to the meeting. This might be by reference to Council's Meetings Policy (if formal meeting procedures are required) or can simply be in bullet point form.

Example:

- Meetings are to be conducted formally.
- Meetings agendas and minutes must include apologies, confirm minutes of previous meeting, deal with each item of business separately, and take formal votes about any resolution.
- Agendas for the meetings are to be circulated to members at least 24 hours in advance of the meeting.
- Items not on the agenda may be considered with the consent of the Chair.

4.4 Conflict Resolution

- The Reference Group is not a decision making group, however if a vote is required to seek the opinion of the group on a particular issue, then the majority vote will be taken as the group's position. This may be done informally (show of hands) or formally (ballot box voting) depending upon the issue.
- While a collaborative approach to resolving issues and identifying opportunities of interest will always be preferred, overall responsibility for all decisions for Glenorchy City Council's adopted strategy and action plans strategy remains with the Council.
- It is acknowledged that parties will at times differ in their views and may agree to disagree. While every attempt will be made to reach common ground, this may not always be possible. In such cases, individual member views will be documented in the meeting notes subject to the approval of the relevant member(s).

4.5 Minutes

Identify how and by whom minutes are to be recorded, and the degree of formality.

Example:

- Minutes are to be recorded using the template contained in Appendix 3.
- Draft Minutes are to be circulated to members within 10 working days of a meeting.

5.0 Reporting Requirements

5.1 Frequency of Reports

How often formal reports are required and who they are to be provided to.

Example:

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Monthly reports are to be provided to the sponsoring Manager /Director and drafted by the Chair of the Reference Group.

A report is to be presented to Council at the conclusion of the Reference Group, but not less than every six months by the Chair of the Reference Group.

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5.2 Content of Reports

Set out the exact requirements that reports are required to capture.

Example:

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The report is to provide:

- A one page report from the Chair of the Reference Group summarising:
  - attendance;
  - the key outcomes and achievements of the Group matched to the objectives contained in the terms of reference;
  - an outline of how the outcomes have been communicated to internal stakeholders in the formulation of related strategies, frameworks and plans; and
  - any recommendations for future consideration.

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6.0 Other Information

In this section, any other relevant details of the Reference Group can be recorded. Subheadings can be used where appropriate.

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7.0 Version History

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Examples are provided.

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Version	Date	Adoption	Amendments Made
1.0	3 November 2016	Council Meeting (Item 15)	Council approval of Refence Group creation and TOR

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TEMPLATE: Reference Group Minutes

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(Name of group) MINUTES OF MEETING (DD Month YYYY)	GLENORCHY CITY COUNCIL

Venue:	**Time:**

In attendance:		**Present**	**Apology**	**Absent**
Chairperson		✓		
Members				
Staff				

Item		**Action**
1	**Acknowledgement of Country**	-
2	**Minutes** (approve / changes) **and actions from previous meeting:**	
3	**Correspondence:** 3.1 3.2 etc	
4	**Business arising:**	
5	**Update on projects:**	
6	**Other Business:**	
7	**Agenda items for next meeting:**	
Next Meeting:		

(Name of Reference Group))

Terms of Reference: Reference Group

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Date of Formation	
Resolution Details	e.g. Council Meeting on 24 October 2016, Item 15
Strategic Reference	*Include Strategic Plan and any relevant strategies / frameworks*
Responsible Officer	
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Describe the outcomes derived from the situation assessment:

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What level of public participation will be used?

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What are the key steps and timing?

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3.0 Membership

3.1 Composition

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* other persons (stakeholders, community, subject matter specialists).

4.0 Meetings

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7	**Agenda items for next meeting:**	
Next Meeting:		

GCC Reference / Working Groups Toolkit

Purpose~~:~~

To ~~assist~~ help Council ~~staff~~ Officers to choose ~~in choosing~~ an~~d~~ appropriate reference group or working group (including steering committee) where community engagement is likely to be required ~~for the~~to formulat~~eion~~ or review ~~of~~ Council policy, advocacy and/or strategy.

Applicatio~~n~~n~~:~~

This Toolkit applies to all committees, reference groups and working groups where an Elected Member is appointed as a member.

Use of this Toolkit is recommended for all other committees, reference groups and working groups.

Background~~:~~

Council, in undertaking community engagement, has an option of three differing types of "groups". These are:

1. **Reference Group:**
   This group is long standing (up to 4 years) and its subject matter is relevant to significant parts of the Glenorchy community. Core reference groups are open for the public to attend and engage but will have a defined core membership who will be responsible for the nature of community engagement, reporting and content management. The likely level of community participation is ***collaboration***[1]. "Collaboration" is a partnering with a broad spectrum of the community in exploring all facets of the Group's objectives. The community adds to Council's existing knowledge and assists Council in achieving innovative solutions to the issues at hand.
2. **Working Group:**
   A working group is also a short term vehicle for task or project oriented outcomes. It is operationally focussed and convened by staff as a tool to assist delivery of their agreed objectives. Its community engagement is likely to be limited to a few key areas and undertaken to ensure public buy-in through relevancy. Membership of the group is likely to be specialised and requiring subject matter expertise. The likely level of community participation is ***consultation and information***[2]. "Consultation and information" are when the community is kept informed about a particular issue and their feedback is considered in the operational delivery of Council's activities.

All Reference Groups ~~are to~~must be approved by Council. This approval must~~is to~~ include a draft terms of reference using the template "Terms of Reference:~~as per the formats included in the~~ Reference Group ~~Terms of Reference~~). Working groups must be~~are to be~~ approved by the relevant Director or project sponsor.

[1] IAP2 Public Participation Spectrum
[2] IAP2 Public Participation Spectrum

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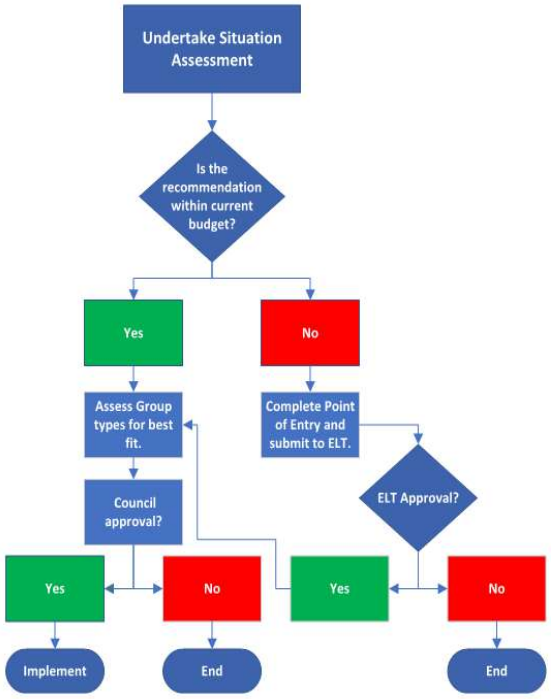
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~~*Pre-planning:*~~*Approval Process*

Before forming a group the Council Officer must follow the following steps in the approval process. The ~~following~~ flowchart ~~details~~describes the ~~above~~approval process and aligns each stage with relevant Council reference documents to ~~assist~~help ~~the~~to assess~~ment~~ and ~~initiation~~start ~~of~~ a Group.

Decision Flowchart



Assisting Documentation & Guides

Change Management Toolkit

Council's budget

Point of Entry Document

Community Engagement Resources

Step 1 – Undertake a situation assessment

The Council Officer must undertake a situation assessment.before~~Prior to~~ drafting a terms of reference or approaching the Council /Executive Leadership Team (ELT) / Director for approval~~., the Council Officer must undertake a situation assessment.~~ The situation assessment must ~~detail~~include:

1. **Current situation:**
   - ~~a.~~ what is the drive for change?
   - ~~b.~~ What are the internal components affected by this drive for change (policies, strategies, projects, frameworks, etc)?
   - ~~c.~~ How complex or simple is the issue(s) to address?
   - ~~d.~~ Can they be segmented and addressed in a logical order?
2. **Core competencies:**
   a. What core competencies are required?
   b. Where will they be sourced?
   c. Is any outcome dependent on external competencies (exclude public participation considerations at this stage)?
3. **Obstacles to be overcome:**
   a. What resources are required?
   b. Are these resources available within the current budget?
   c. How will these resources be engaged (internal and external)?
   d. How will the relevant persons forming the core membership be engaged in the group?
   e. Have the relevant persons endorsed their involvement?
   f. What timeframe is achievable to address this issue?
   g. Consider undertaking a SWOT analysis to assist in assessing the core competencies and Obstacles as described above.
4. **Scenarios:**
   a. What scenarios are applicable to address the above?
   b. How likely are these scenarios?
   c. Have these scenarios been endorsed by the relevant participants (internal and limited external discussions may be relevant here)?
5. **Expectations and Outcomes:**
   a. What are the detailed outcomes required for success?
   b. How will success be measured and reported?
   c. Given the above assessment what is the recommended way forward, identifying key issues and risks, resources, engagements and timeframe(s)?
   d. Which Group type best fits with this assessment?

If the group can~~is~~ not able to be resourced within current budget, the Council Officer must complete a Point of Entry. The Point of Entry must be approved by the ~~will need to be completed and submitted to~~ ELT ~~for approval.~~before moving to the next step.

Step 2 – Assess group types for best fit

It is important that the form and function of the reference group is suitable to achieve the desired outcomes and uses an appropriate level of community engagement.

To assist in this decision, use ~~making~~ this~~e~~ ~~following~~ matrix. ~~should be used.~~

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rather than numbered lists.

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Examples in selecting a Reference Group:

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	Is the topic relevant to a large percentage of the community?	Is the subject matter wide ranging and community directed?	Is the subject matter of long term consequence to the community and to Council's ongoing delivery of services?	Is the subject matter complex and comprises of several differing components?	Does the group require wide ranging subject matter expertise?	Does the group require varying subject matter expertise over time as issues arise?	Will the level of commur engagement be wide ranging and influential[3]?
Reference Group 1	*The health and welfare of the community over the next 5 years*	*The impact of access issues on the welfare of the community*	*The economic development of Glenorchy communities*	*Community health and welfare*	*Several differing fields of expertise will be required to cover complex aspects of the issues.*	*The economic landscape of Glenorchy will evolve, and it is important to keep informed of these changes*	*We will work together wi you to formulate solution and incorporate your adv and recommendations in the decisions to the maximum extent possible*
Reference Group 2	*What type of parks would be appropriate in Montrose?*	*Accessibility of Council facilities and priority of actions.*	*An employment assistance program.*	*Homelessness in Glenorchy*	*Subject matter experts will be sourced from the same field of study.*	*The group needs to be aware of what is important now and in the short term future.*	*We will work with you to ensure that your concern and aspirations are direct reflected in the alternativ developed and provide feedback on how public input influenced the decision.*

Selecting a Working Group

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Is the subject matter operational and the purpose of the group is to plan delivery? For example: *We are planning an event or delivering a project and we need to consult the community and inform them about possible outcomes.* If you answered "yes" to this question, then a Working Group is likely to be the most suitable option.

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Additional Reporting:

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- **Reference Groups** – Given the extensive nature and longevity of Reference Groups it is recommended, but not mandated, that six monthly reports are circulated to Council, outside of Council agendas. The contents of those reports should reflect the meeting minutes and other issues relevant to the Reference Group. It is mandatory that an annual report summarising key issues and outcomes is presented to Council via the formal Council meeting agenda;
- **Working Groups** – These tend to be more informal and will often only report to a sponsoring Director or Reference Group. The reporting will be aligned to a timetable agreed in the Working Group planning.

Step 3 – Reference Groups only – draft Terms of Reference

If a Reference Group is to be formed, then the Council Officer must draft the Terms of Reference using the "Terms of Reference Group: Reference Group" template.

The template includes instructions in *italics* about what kind of information must be included in the text box. The text box also includes examples of best practice. Council Officers should use the suggested text.

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Step 4 – Submit a report to Council

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~~***Council /ELT Report:***~~

The proposal must be achieved within current budget or ELT have approved the Point of Entry for the year in which the Group is intended to commence before it is put to Council.

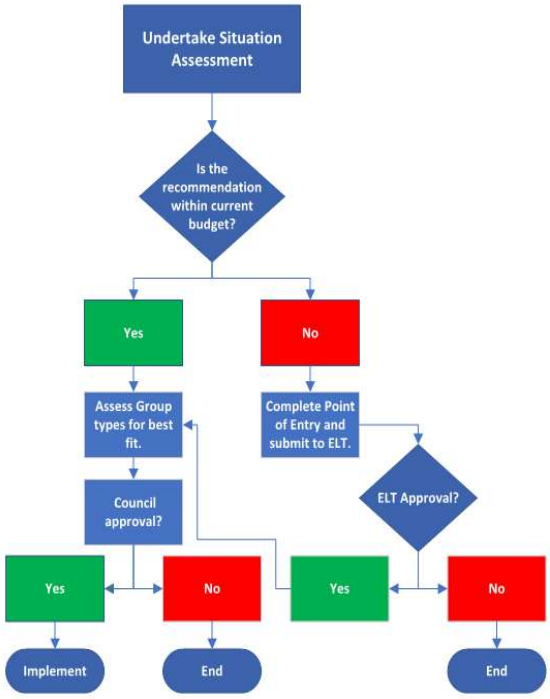
The report to ~~ELT~~ Council that request~~sing~~ a group be initiated must include the ~~above~~ situation assessment as an attachment. If the proposal is to start a Reference Group it must also include the draft Terms of Reference as an attachment. ~~This will also be included in the subsequent report to Council. A report cannot be put to Council unless the proposal can be achieved within current budget or ELT have approved the Point of Entry for the year in which the Group is intended to commence.~~

~~The following flowchart details the above process and aligns each stage with relevant Council reference documents to assist the assessment and initiation of a Group.~~

~~***Additional Reporting:***~~

- ~~**Reference Groups** – Given the extensive nature and longevity of Reference Groups it is recommended, but not mandated, that six monthly reports are circulated to Council, outside of Council agendas. The contents of these reports should reflect the meeting minutes and other issues relevant to the Reference Group. It is mandatory that an annual report summarising key issues and outcomes is presented to Council via the formal Council meeting agenda;~~
- ~~**Working Groups** – These tend to be more informal and will often only report to a sponsoring Director or Reference Group. The reporting will be aligned to a timetable agreed in the Working Group planning.~~

Decision Flowchart:



Assisting Documentation & Guides

Change Management Toolkit

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Point of Entry Document

Community Engagement Resources

Choosing the appropriate type of Reference Group

It is important the form and function of the reference group is suitable to achieve the desired outcomes and an appropriate level of community engagement.

To assist in this decision-making the following matrix should be used.

Examples in selecting a Reference Group:

Reference Group 1						
Is the topic relevant to a large percentage of the community?	*Is the subject matter wide ranging and community directed?*	*Is the subject matter of long term consequence to the community and to Council's ongoing delivery of services?*	*Is the subject matter complex and comprises of several differing components?*	*Does the group require wide ranging subject matter expertise?*	*Does the group require varying subject matter expertise over time as issues arise?*	*Will the level of community engagement be wide ranging and influential*[4]*?*
The health and welfare of the community over the next 5 years	*The impact of access issues on the welfare of the community*	*The economic development of Glenorchy communities*	*Community health and welfare*	*Several differing fields of expertise will be required to cover complex aspects of the issues.*	*The economic landscape of Glenorchy will evolve, and it is important to keep informed of these changes*	*We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.*
Reference Group 2						
What type of parks would be appropriate in Montrose?	*Accessibility of Council facilities and priority of actions.*	*An employment assistance program.*	*Homelessness in Glenorchy*	*Subject matter experts will be sourced from the same field of study.*	*The group needs to be aware of what is important now and in the short term future.*	*We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.*

Selecting a Working Group

Is the subject matter operational and the purpose of the group is to plan delivery? For example: We are planning an event or delivering a project and we need to consult the community and inform them about possible outcomes. If you answered "yes" to this question, then a Working Group is likely to be the most suitable option.

[4] Refer to Council's Community Engagement Procedure

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GCC Reference / Working Groups Toolkit

Purpose

To help Council Officers to choose an appropriate reference group or working group (including steering committee) where community engagement is likely to be required to formulate or review Council policy, advocacy and/or strategy.

Application

This Toolkit applies to all committees, reference groups and working groups where an Elected Member is appointed as a member.

Use of this Toolkit is recommended for all other committees, reference groups and working groups.

Background

Council, in undertaking community engagement, has an option of three differing types of "groups". These are:

1. **Reference Group:**
   This group is long standing (up to 4 years) and its subject matter is relevant to significant parts of the Glenorchy community. Core reference groups are open for the public to attend and engage but will have a defined core membership who will be responsible for the nature of community engagement, reporting and content management. The likely level of community participation is ***collaboration***[1]. "Collaboration" is a partnering with a broad spectrum of the community in exploring all facets of the Group's objectives. The community adds to Council's existing knowledge and assists Council in achieving innovative solutions to the issues at hand.
2. **Working Group:**
   A working group is also a short term vehicle for task or project oriented outcomes. It is operationally focussed and convened by staff as a tool to assist delivery of their agreed objectives. Its community engagement is likely to be limited to a few key areas and undertaken to ensure public buy-in through relevancy. Membership of the group is likely to be specialised and requiring subject matter expertise. The

[1] IAP2 Public Participation Spectrum

likely level of community participation is ***consultation and information***[2]. "Consultation and information" are when the community is kept informed about a particular issue and their feedback is considered in the operational delivery of Council's activities.

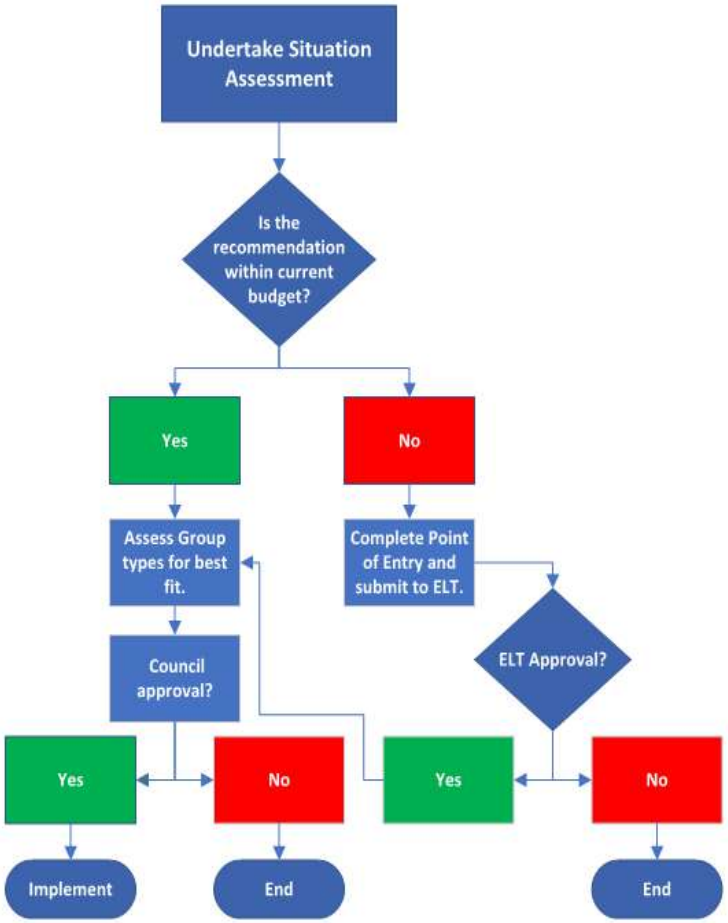
All Reference Groups must be approved by Council. This approval must include a draft terms of reference using the template "Terms of Reference: Reference Group). Working groups must be approved by the relevant Director or project sponsor.

Approval Process

Before forming a group the Council Officer must follow the following steps in the approval process. The flowchart describes the approval process and aligns each stage with relevant Council reference documents to help to assess and start a Group.

[2] IAP2 Public Participation Spectrum

Decision Flowchart



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Community Engagement Resources

Step 1 – Undertake a situation assessment

The Council Officer must undertake a situation assessment before drafting a terms of reference or approaching the Council /Executive Leadership Team (ELT) / Director for approval. The situation assessment must include:

1. **Current situation:**
    - what is the drive for change?
    - What are the internal components affected by this drive for change (policies, strategies, projects, frameworks, etc)?
    - How complex or simple is the issue(s) to address?
    - Can they be segmented and addressed in a logical order?
2. **Core competencies:**
    a. What core competencies are required?
    b. Where will they be sourced?
    c. Is any outcome dependent on external competencies (exclude public participation considerations at this stage)?
3. **Obstacles to be overcome:**
    a. What resources are required?
    b. Are these resources available within the current budget?
    c. How will these resources be engaged (internal and external)?
    d. How will the relevant persons forming the core membership be engaged in the group?
    e. Have the relevant persons endorsed their involvement?
    f. What timeframe is achievable to address this issue?
    g. Consider undertaking a SWOT analysis to assist in assessing the core competencies and Obstacles as described above.
4. **Scenarios:**
    a. What scenarios are applicable to address the above?
    b. How likely are these scenarios?
    c. Have these scenarios been endorsed by the relevant participants (internal and limited external discussions may be relevant here)?
5. **Expectations and Outcomes:**
    a. What are the detailed outcomes required for success?
    b. How will success be measured and reported?

c. Given the above assessment what is the recommended way forward, identifying key issues and risks, resources, engagements and timeframe(s)?
d. Which Group type best fits with this assessment?

If the group can not able to be resourced within current budget, the Council Officer must complete a Point of Entry. The Point of Entry must be approved by the ELT before moving to the next step.

Step 2 – Assess group types for best fit

It is important that the form and function of the reference group is suitable to achieve the desired outcomes and uses an appropriate level of community engagement.

To assist in this decision, use this matrix.

Examples in selecting a Reference Group:

	Is the topic relevant to a large percentage of the community?	Is the subject matter wide ranging and community directed?	Is the subject matter of long term consequence to the community and to Council's ongoing delivery of services?	Is the subject matter complex and comprises of several differing components?	Does the group require wide ranging subject matter expertise?	Does the group require varying subject matter expertise over time as issues arise?	Will the level of community engagement be wide ranging and influential[3]?
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Selecting a Working Group

Is the subject matter operational and the purpose of the group is to plan delivery? For example: *We are planning an event or delivering a project and we need to consult the community and inform them about possible outcomes.* If you answered "yes" to this question, then a Working Group is likely to be the most suitable option.

Additional Reporting:

- **Reference Groups** – Given the extensive nature and longevity of Reference Groups it is recommended, but not mandated, that six monthly reports are circulated to Council, outside of Council agendas. The contents of those reports should reflect the meeting minutes and other issues relevant to the Reference Group. It is mandatory that an annual report summarising key issues and outcomes is presented to Council via the formal Council meeting agenda;
- **Working Groups** – These tend to be more informal and will often only report to a sponsoring Director or Reference Group. The reporting will be aligned to a timetable agreed in the Working Group planning.

Step 3 – Reference Groups only – draft Terms of Reference

If a Reference Group is to be formed, then the Council Officer must draft the Terms of Reference using the "Terms of Reference Group: Reference Group" template.

The template includes instructions in *italics* about what kind of information must be included in the text box. The text box also includes examples of best practice. Council Officers should use the suggested text.

Step 4 – Submit a report to Council

The proposal must be achieved within current budget or ELT have approved the Point of Entry for the year in which the Group is intended to commence before it is put to Council.

The report to Council that requests a group be initiated must include the situation assessment as an attachment. If the proposal is to start a Reference Group it must also include the draft Terms of Reference as an attachment.

Committee Representation Details

OBJECTIVES:

This document records details of current Councillor and Executive Management membership on Special Committees and External Organisations along with the Council Officer support contact. The Committees and Organisations include those used by Council and on which Council is represented.

SCOPE:

Includes all Committees and External organisations where there is an official or authorised involvement.

PROCEDURE:

AUDIT PANEL
(convened under section 85 of the *Local Government Act 1993* (Tas))

Committee	Representative and Support (S)	Date First Joined	Date Reviewed
Audit Panel	Councillor D H McKenzie Councillor T G Walker General Manager Organisational Services Network (S)	14 November 2011 1 July 2021	17 November 2022 17 November 2022

SPECIAL COUNCIL COMMITTEE
(convened under section 24 of the *Local Government Act 1993* (Tas))

Committee	Representative and Support (S)	Date Joined	Date Reviewed
Cataract Gorge Advisory Committee	Councillor T G Walker (C) Councillor L M McMahon Manager Parks and Sustainability (S)	22 November 2018 17 November 2022	17 November 2022
Community Grants (Organisations) Program	Councillor A J Palmer Councillor L M McMahon Councillor M K Garwood Grants and Sponsorship Officer (S)	17 November 2022 17 November 2022 17 November 2022	
Cultural Advisory Committee	Councillor A J Britton Councillor T G Walker Cultural Place Development Officer (S)	17 November 2022 17 November 2022	
Event Sponsorship Assessment Panel	Councillor M K Garwood Councillor L M McMahon) 17 November 2022 (C) Councillor A J Palmer Grants and Sponsorship Officer (S)	17 November 2022 17 November 2022 17 November 2022	

City of LAUNCESTON

Committee	Representative and Support (S)	Date Joined	Date Reviewed
Heritage Advisory Committee	Councillor S Cai Councillor J J Pentridge General Manager Community and Place Network Heritage Planner (S)	17 November 2022 17 November 2022	
Homelessness Advisory Committee	Councillor T G Walker (C) Councillor Dr G Razay General Manager Community and Place Network (S)	17 November 2022 17 November 2022	
Launceston Access Advisory Committee	Councillor A E Dawkins Manager Liveable Communities (S)	22 November 2018	17 November 2022
Launceston City Heart Reference Group	Councillor A G Harris Councillor Dr G Razay Councillor M K Garwood Manager Innovation and Performance (S)	22 November 2018 17 November 2022 17 November 2022	17 November 2022
Launceston Sister City Committee	Councillor A J Palmer Councillor J J Pentridge Councillor A J Britton Civic Affairs Officer (S)	17 November 2022 17 November 2022 17 November 2022	
Northern Youth Co-ordinating Committee	Councillor M K Garwood (C) Youth Development Officer (S)	17 November 2022	
Queen Victoria Museum and Art Gallery Governance Advisory Board	Councillor D C Gibson (as Mayor of the Day) Councillor DM K Garwood (as Deputy Mayor of the Day) Chief Executive Officer or representative (no voting rights) General Manager Creative Arts and Cultural Services Network (S)	22 November 2018 17 November 2022	17 November 2022
Scholarships and Bursary Committee	Councillor S Cai Councillor A J Palmer Administrative Officer Human Resources (S)	17 November 2022 17 November 2022	

Committee	Representative and Support (S)	Date Joined	Date Reviewed
Tender Review Committee	Councillor D H McKenzie Councillor T G Walker Councillor J J Pentridge Councillor A G Harris General Manager Organisational Services Network (no voting rights) (S)	14 November 2011 17 November 2022 17 November 2022 17 November 2022	17 November 2022
Transport Committee	Councillor A G Harris Councillor J J Pentridge Engineering Officer - Traffic (S)	22 November 2018 17 November 2022	17 November 2022
Youth Advisory Group	Councillor M K Garwood Councillor L M McMahon Youth Development Officer (S)	17 November 2022	

SPECIAL COMMITTEE
(convened under section 20(a) of the *Emergency Management Act 2006* (Tas))

Committee	Representative and Support (S)	Date First Joined	Date Reviewed
Municipal Emergency Management Committee	Councillor D H McKenzie (as Municipal Chair) Emergency Management Officer (S)	17 November 2022	

COUNCIL EXTERNAL COMMITTEE MEMBERSHIP
(resulting from resolutions of Council)

Committee	Representative and Support (S)	Date First Joined	Date Reviewed
Australian Pacific Airports Board Launceston	Councillor D H McKenzie Nominations through the Chief Executive Officer to Australian Pacific Airports Launceston		
Communities for Children *kanamaluka* (in Launceston and the Tamar Valley)	Councillor D C Gibson	12 November 2020	17 November 2022
Economic Development Working Group	Councillor T G Walker Councillor A G Harris Councillor A J Britton	22 November 2018 17 November 2022 17 November 2022	17 November 2022
Enterprize Tasmania Limited	Michael Stretton (Chief Executive Officer)		

Committee	Representative and Support (S)	Date First Joined	Date Reviewed
Franklin House Management Committee	Councillor A G Harris	22 November 2018	17 November 2022
Launceston College Association	Councillor D C Gibson	22 November 2018	17 November 2022
Launceston Safer Communities Partnership	Councillor L M McMahon Councillor S Cai	17 November 2022 17 November 2022	
Local Government Association of Tasmania	Councillor D C Gibson (as Mayor of the Day) Councillor DM K Garwood (as Deputy Mayor and Proxy)	22 November 2018 17 November 2022	17 November 2022
Newstead College Association	Councillor A E Dawkins	17 November 2022	
TasWater Owners Representative	Councillor D C Gibson (as Mayor of the Day) Deputy Owners' Representative - Chief Executive Officer Acting Owners' Representative - Chief Financial Officer	17 November 2022 17 June 2021 17 June 2021	
Theatre North Inc.	Councillor D H McKenzie General Manager Creative Arts and Cultural Services Network	24 November 2014	17 November 2022
University of Tasmania Northern Campus Engagement and Advisory Group	Councillor D H McKenzie Councillor A G Harris	23 January 2017 12 November 2020	17 November 2022 17 November 2022

RELATED POLICIES AND PROCEDURES: Not Applicable

RELATED LEGISLATION: *Local Government Act 1993* (Tas)

REFERENCES:

Council Meeting - 17 November 2022 - Agenda Item 16.3 - Council Appointments to Internal and External Committees

DEFINITIONS: Not Applicable

REVIEW: Council appointments to Internal and External Committees and Organisations will be reviewed after the next Local Government Elections to be held in 2026. This document is updated between Local Government Elections to reflect changes to Committees and Representatives as they occur.

Local Roads and Community Infrastructure Program

Grant Agreement – Phase 4

between the Commonwealth represented by

Department of Infrastructure, Transport, Regional Development, Communications and the Arts

And

The Grantee

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Grant Agreement

Once completed and executed by the Parties, this document, together with the Commonwealth Standard Grant Conditions (Schedule 1) forms an Agreement between the Commonwealth and the Grantee.

Parties to this Agreement

The Grantee

Full legal name of Grantee	*Glenorchy City Council*
Australian Business Number (ABN)	*19 753 252 493*
State	*TAS*

The Commonwealth

The Commonwealth of Australia represented by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts of 111 Alinga Street, Canberra, Australian Capital Territory

ABN 86 267 354 017

Background

The Commonwealth has agreed to enter this Agreement under which the Commonwealth will provide the Grantee with a Grant for the purpose of assisting the Grantee to undertake the associated Activity.

The Grantee agrees to use the Grant and undertake the Activity in accordance with this Agreement.

Scope of this Agreement

This Agreement comprises:

(a) this document;

(b) the Supplementary Terms (if any);

(c) the Standard Grant Conditions (Schedule 1);

(d) the Grant Details;

(e) the Local Roads and Community Infrastructure Program Guidelines – Phase 4;

(f) any other document referenced or incorporated in the Grant Details.

If there is any ambiguity or inconsistency between the documents comprising this Agreement in relation to the Grant, the document appearing higher in the list will have precedence to the extent of the ambiguity or inconsistency.

This Agreement represents the Parties' entire agreement in relation to the Grant provided under it and the relevant Activity and supersedes all prior representations, communications, agreements, statements and understandings, whether oral or in writing.

Certain information contained in or provided under this Agreement may be used for public reporting purposes.

Grant Details

A. Purpose of the Grant

The Grant is being provided as part of Phase 4 of the Local Roads and Community Infrastructure Program (LRCI Program).

Phase 4 of the LRCI Program is a temporary measure of direct funding to local councils to deliver priority local road and community infrastructure projects, supporting local jobs, firms and procurement.

The objective of the LRCI Program is to support additional infrastructure construction activity in local communities across Australia.

The intended outcome of the LRCI Program is to deliver benefits to communities, such as improved road safety, accessibility and visual amenity.

The LRCI Program is administered by the Department of Infrastructure, Transport, Regional Development and Communications, referred to as 'the Department' throughout this agreement.

B. Activity

1. Funding Overview

1.1. The Grantee is required to use the Grant funds to undertake the Eligible Projects set out in the approved Work Schedule. The Grantee must also meet the requirements set out in the Phase 4 Guidelines.

1.2. Funding received under **Part A** can be spent on any eligible local road or community infrastructure project.

1.3. Funding received under **Part B** can be spent on eligible local rural, regional or outer-urban road projects, unless as otherwise agreed by the Department.

2. Work Schedule

2.1. The Grantee must submit a draft Work Schedule in the manner and form notified by the Commonwealth, and in accordance with the requirements in this Agreement and the Phase 4 Guidelines.

2.2. The total amount of Grant funding sought under the draft Work Schedule cannot exceed the amount of the Grant specified at Item D (Payment of the Grant).

2.3. The Commonwealth will review the draft Work Schedule following the process detailed in the Phase 4 Guidelines (as in force at the time the decision to approve the Work Schedule is made).

2.4. The Grantee will be advised in writing if its Work Schedule is approved.

2.5. The Commonwealth's approval of the draft Work Schedule may be subject to conditions, including: the removal of some of the nominated projects where the Commonwealth does not consider they are Eligible Projects or otherwise meet the requirements of this Grant Agreement or the objectives of the LRCI Program – in which case the Grantee may submit an updated Work Schedule that includes additional nominated projects for approval at any time.

2.6. The Commonwealth's decision regarding the approval of the draft Work Schedule and/or any conditions is at its absolute discretion and is final. Once approved, the Work Schedule forms part of this Grant Agreement. The approval of the Work Schedule is a condition for release of the First Instalment of Grant money.

2.7. The Grantee can only spend Grant money on Eligible Projects detailed in an Approved Work Schedule. Grant money cannot be used for Ineligible Projects or Ineligible Expenditure as set out in Section 5 of the Phase 4 Guidelines.

3 Conflicts of Interest

3.1 The Grantee must disclose if any of their personnel:

3.1.1 has a relationship with, or interest in, an organisation, which is likely to interfere with or restrict the Grantee from carrying out the Activities and/or implementing the Work Schedule fairly and independently; or

3.1.2 has a relationship with, or interest in, an organisation which may be awarded work in relation to a nominated project or is otherwise to be involved in the implementation of the Work Schedule.

3.2 The Grantee must include in the Work Schedule:

3.2.1 any details of any real, apparent, or potential conflicts of interest that may arise in relation to the Grantee's nominated projects, or the program;

3.2.2 details of how the Grantee proposes to manage these or any other conflict of interest that may arise; or

3.2.3 that to the best of their knowledge, there are no conflicts of interest.

3.3 The Grantee must provide the Commonwealth with details of the arrangements it will implement to effectively manage conflicts of interest in relation to the conduct of projects if requested.

4 Changes to Grantees and Eligible Projects

4.1 Grantees must notify the Commonwealth of significant changes that are likely to affect an Eligible Project or their participation in Phase 4 of the LRCI Program. This includes any key changes to the Grantee's organisation, particularly if it affects their ability to complete an Eligible Project, carry on their business and pay debts due.

C. Duration of the Grant

Agreement start date	Agreement end date
01 July 2023	30 June 2026
Eligible Construction Time Period start date	Eligible Construction Time Period end date
01 July 2023	30 June 2025

5 Activity Timeframe

5.1 Construction activity on Eligible Projects must be undertaken between 1 July 2023 and 30 June 2025, other costs associated with Eligible Projects may continue to 31 December 2025.

5.2 The Agreement starts on the date that the last party to this Agreement signs.

5.3 The Agreement ends on 30 June 2026 which is the **Agreement End Date**.

5.4 For information relating to ECTP extensions beyond 30 June 2025, please refer to *Section 5.4 Eligible Construction Time Period (ECTP)* in the Phase 4 Program Guidelines.

D. Payment of the Grant

6 Grant Amount

The total maximum amount of the Grant is **$912,827**. This is the Grantee's Phase 4 Allocation and is comprised of:

Part A - **$578,903** for approved local road and community infrastructure projects;

and where applicable,

Part B - **$333,924** for approved road projects in regional, rural and outer-urban areas only, unless otherwise agreed by the Department.

6.1 The Grantee's bank account for Phase 4 of the LRCI program is the bank account the Grantee uses for the LRCI Program. A change to a bank account must follow the process notified by the Commonwealth.

6.2 In order for the Grantee to receive the full Grant amount, the Grantee must have submitted a draft Work Schedule for the total Grant amount by 31 December 2024.

6.3 If the Grantee has not applied for the full Grant amount in a draft Work Schedule by 31 December 2024, the Commonwealth has the right to not pay the Grantee the amount of the Grant not applied for by the Grantee.

7 Grant Instalments

7.1 Subject to 9.2, Grant Instalments will be paid in accordance with the instalments set out in Table 1 below, subject to:

7.1.1 receipt of required Reports by the Commonwealth;

7.1.2 the Commonwealth's decision on Reports and information provided therein;

7.1.3 the required information contained in Work Schedules;

7.1.4 the Commonwealth's consideration of other relevant information;

7.1.5 compliance by the Grantee with its obligations under this Agreement; and

7.1.6 the requirements in the Phase 4 Guidelines (as in force at the time the decision to make a payment is made) being met.

7.2 A Low Value Grant is a Grant of $1,000,000 or less. Low Value Grantees can receive 60 per cent of their Grant amount as their First Instalment provided they have nominated projects totaling 60 per cent or more of their Grant amount.

8 Payments will be paid in accordance with Table 1: Grant Payments

Table 1 Grant Payment Overview

Payment milestone	Grant payment date	Amount
First Instalment: Work Schedule approval payment	The First Instalment of the Phase 4 Nominal Funding Allocation will be paid after 1 July 2023 and after the Eligible Funding Recipient's Work Schedule has been approved.	The First Instalment will be equal to 40 per cent of an Eligible Funding Recipient's Phase 4 Nominal Funding Allocation. For Low Value Grants, Eligible Funding Recipients will receive 60 per cent of their Phase 4 Nominal Funding Allocation in their first instalment.
Progress Instalments: Eligible Funding Recipients can receive multiple progress payments up to 90 per cent of the Nominal Funding Allocation (less the 10 percent held for the final payment).	Within four weeks of the Department's acceptance of a complete and accurate Ad-hoc Report	A Progress Instalment will be equal to the Eligible Funding Recipient's: • actual expenditure until the end of the period covered by the relevant Ad-hoc Report; and • projected expenditure on Eligible Projects in an Approved Work Schedule for the next 3 months; less: • received instalments; and • 10 per cent of the Phase 4 Nominal Funding Allocation. For Low Value Grants, Eligible Funding Recipients can apply to receive the residual of grant funds at the time of an Ad hoc Report being submitted provided they also submit completed acquittal documentation.
Final Instalment: Final payment	Within 16 weeks of the Department's acceptance of a complete and accurate Annual Report or Final Report and decision to release the Final Instalment.	The Final Instalment will equal the smaller of: • the residual amount of an Eligible Funding Recipient's Phase 4 Nominal Funding Allocation; or • the total eligible expenditure and projected expenditure to the end of the Eligible Projects; **less** instalments paid to date.

E. Reporting

9 The Grantee agrees to update Work Schedules in accordance with:

9.1 the Phase 4 Guidelines as in force from time to time; and

9.2 any other requirements notified by the Commonwealth.

10 The Grantee agrees to create the following reports in the manner and form specified by the Commonwealth and provide the reports to the Commonwealth representative:

10.1 Quarterly Reports; and

10.2 Annual Reports.

11 The Grantee must provide Reports in accordance with the timeframes at **Table 2: Reports** unless 12 or 13 applies.

12 If the Grantee has expended their Grant and/or returned any unspent Grant funding, after providing the Ad hoc Report, the Grantee is not required to provide further ad hoc reports but will still be required to provide the Annual Report.

13 For a Low Value Grant, if the Grantee has expended their Grant and/or returned any unspent grant funds, after providing the Ad hoc Report in which this occurs, the Grantee is not required to provide further Ad hoc Reports. A Grantee with a Low Value Grant can file acquittal documentation at this time.

14 Ad hoc Reports

14.1 Ad hoc Reports should be in the manner and form notified by the Commonwealth in accordance with the Phase 4 Guidelines.

15 Annual Reports

15.1 Annual Reports must be in the manner and form notified by the Commonwealth in accordance with the Phase 4 Guidelines.

16 Acquittal Process for Low Value Grants

16.1 The Acquittal Process must be in the manner and form notified by the Commonwealth in accordance with the Phase 4 Guidelines.

F. Party representatives and address for notices

Grantee's representative and address

The Grantee's Representative is the Grantee's Formal Contact within ***Transport Canberra and City Services Directorate (ACT)*** under the Local Roads and Community Infrastructure (LRCI) program unless otherwise agreed by the Commonwealth.

Commonwealth representative and address

Name of representative	Benjamin Meagher
Position	Assistant Secretary, Targeted Infrastructure Program Branch
Postal address	GPO Box 594, Canberra Australian Capital Territory 2601
Physical address	111 Alinga Street, Canberra, Australian Capital Territory 2601
Business hours telephone	02 6275 6145
Email	Queries relating to this agreement should be sent to LRCIP@infrastructure.gov.au

The Parties' representatives will be responsible for liaison and the day-to-day management of the Grant, as well as accepting and issuing any written notices in relation to the Grant.

G. Activity Material

N/A

Supplementary Terms from Clause Bank

1. **Other Contributions**

N/A

2. **Activity budget**

N/A

3. **Intellectual property in Activity Material**

N/A

3A. Intellectual property – research

N/A

3B. Creative Commons licence

N/A

4. **Access/Monitoring/Inspection**

4.1. The Grantee agrees to give the Commonwealth, or any persons authorised in writing by the Commonwealth:

(a) access to premises where the Activity is being performed and/or where Material relating to the Activity is kept within the time period specified in a Commonwealth notice; and
(b) permission to inspect and take copies of any Material relevant to the Activity.

4.2. The Auditor-General and any Information Officer under the *Australian Information Commissioner Act 2010* (Cth) (including their delegates) are persons authorised for the purposes of clause CB4.1.

4.3. This clause CB4 does not detract from the statutory powers of the Auditor-General or an Information Officer (including their delegates).

5. **Equipment and Assets**

N/A

6. **Specified Personnel**

N/A

7. **Relevant qualifications, licences, permits, approvals or skills**

7.1. The Grantee agrees to ensure that personnel performing work in relation to the Activity: and

(a) are appropriately qualified to perform the tasks indicated;
(b) have obtained the required qualifications, licences, permits, approvals or skills before performing any part of the Activity and
(c) continue to maintain all relevant qualifications, licences, permits, approvals or skills for the duration of their involvement with the Activity.

8. **Vulnerable Persons**

N/A

9. **Child safety**

N/A

10. **Commonwealth Material, facilities and assistance**

N/A

11. **Jurisdiction**

N/A

12. **Grantee trustee of Trust**

N/A

13. **Fraud**

13.1. In this Agreement, Fraud means dishonestly obtaining a benefit, or causing a loss, by deception or other means, and includes alleged, attempted, suspected or detected fraud.

13.2. The Grantee must ensure its personnel and subcontractors do not engage in any Fraud in relation to the Activity.

13.3. If the Grantee becomes aware of:

(a) any Fraud in relation to the performance of the Activity; or

(b) any other Fraud that has had or may have an effect on the performance of the Activity;

then it must within 5 business days report the matter to the Commonwealth and all appropriate law enforcement and regulatory agencies.

13.4. The Grantee must, at its own cost, investigate any Fraud referred to in clause CB13.3 in accordance with the Australian Government Investigations Standards available at www.ag.gov.au.

13.5. The Commonwealth may, at its discretion, investigate any Fraud in relation to the Activity. The Grantee agrees to co-operate and provide all reasonable assistance at its own cost with any such investigation.

13.6. This clause survives the termination or expiry of the Agreement.

14. Prohibited dealings

N/A

15. Anti-corruption

15.1. In this Agreement:

Illegal or Corrupt Practice means directly or indirectly:

(a) making or causing to be made, any offer, gift, payment, consideration or benefit of any kind to any party, or

(b) receiving or seeking to receive, any offer, gift, payment, consideration or benefit of any kind from any party, as an inducement or reward in relation to the performance of the Activity, which would or could be construed as an illegal or corrupt practice.

15.2. The Grantee warrants that the Grantee, its officers, employees, contractors, agents and any other individual or entity involved in carrying out the Activity have not, engaged in an Illegal or Corrupt Practice.

15.3. The Grantee agrees not to, and to take all reasonable steps to ensure that its officers, employees, contractors, agents and any other individual or entity involved in carrying out the Activity do not:

(a) engage in an Illegal or Corrupt Practice; or

(b) engage in any practice that could constitute the offence of bribing a foreign public official contained in section 70.2 of the Criminal Code Act 1995 (Cth).

15.4. The Grantee agrees to inform the Commonwealth within five business days if the Grantee becomes aware of any activity as described in CB15.3 in relation to the performance of the Activity.

16. **Step-in rights**

N/A

17. **Grant Administrator**

N/A

18. **Management Adviser**

N/A

19. **Indemnities**

N/A

20. **Compliance with Legislation and policies**

20.1. In this Agreement: Legislation means a provision of a statute or subordinate legislation of the Commonwealth, or of a State, Territory or local authority

20.2. The Grantee agrees to comply with all Legislation applicable to its performance of this Agreement.

20.3. The Grantee agrees, in carrying out its obligations under this Agreement, to comply with any of the Commonwealth's policies as notified, referred or made available by the Commonwealth to the Grantee (including by reference to an internet site).

21. **Work health and safety**

21.1. The Grantee agrees to ensure that it complies at all times with all applicable work health and safety legislative and regulatory requirements and any additional work health and safety requirements set out in the Grant Details.

21.2. If requested by the Commonwealth, the Grantee agrees to provide copies of its work health and safety management plans and processes and such other details of the arrangements it has in place to meet the requirements referred to in clause ST21.1.

21.3. When using the Commonwealth's premises or facilities, the Grantee agrees to comply with all reasonable directions and procedures relating to work health and safety and security in effect at those premises or facilities, as notified by the Commonwealth or as might reasonably be inferred from the use to which the premises or facilities are being put.

22. **Transition**

N/A

23. **Corporate governance**

N/A

23A. Incorporation requirement

N/A

24. **Counterparts and execution**

24.1. This Agreement may be executed in any number of counterparts. All counterparts, taken together, constitute one instrument. A Party may execute this Agreement by signing any counterpart.

24.2. The Parties confirm that, without limiting the ways in which this Agreement may exist or be executed, they consent to this Agreement and any counterparts of this Agreement being executed and/or exchanged electronically.

25. **Employees subject to SACS Decision**

N/A

26. **Program interoperability with National Disability Insurance Scheme**

N/A

27. **Rollover of surplus and uncommitted funds**

N/A

28. **Secret and Sacred Indigenous Material**

N/A

Signature

Executed as an agreement:

Grantee

Full name of the Grantee (funding recipient):	Glenorchy City Council 19 753 252 493
Authorised Signatory Name:	
Signature:	
Date:	
Witness Name:	
Signature:	
Date:	

Commonwealth

Signed for and on behalf of the Commonwealth of Australia as represented by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts	
Name:	Benjamin Meagher Assistant Secretary, Targeted Infrastructure Programs Branch
Signature:	
Date:	29/06/2023
Witness Name:	Shane Wilson
Signature:	
Date:	29/06/2023

Schedule 1: Commonwealth Standard Grant Conditions

29. Undertaking the Activity

The Grantee agrees to undertake the Activity for the purpose of the Grant in accordance with this Agreement.

The Grantee is fully responsible for the Activity and for ensuring the performance of all its obligations under this Agreement in accordance with all relevant laws. The Grantee will not be relieved of that responsibility because of:

(a) the grant or withholding of any approval or the exercise or non-exercise of any right by the Commonwealth; or

(b) any payment to, or withholding of any payment from, the Grantee under this Agreement.

Payment of the Grant

The Commonwealth agrees to pay the Grant to the Grantee in accordance with the Grant Details.

Notwithstanding any other provision of this Agreement, the Commonwealth may by notice withhold payment of any amount of the Grant and/or take any other action specified in the Supplementary Terms if it reasonably believes that:

(a) the Grantee has not complied with this Agreement;

(b) the Grantee is unlikely to be able to perform the Activity or manage the Grant in accordance with this Agreement; or

(c) there is a serious concern relating to the Grantee or this Agreement that requires investigation.

A notice under clause 2.2 will contain the reasons for any action taken under clause 2.2 and, where relevant, the steps the Grantee can take to address those reasons.

The Commonwealth will only be obliged to pay a withheld amount once the Grantee has addressed the reasons contained in a notice under clause 2.2 to the Commonwealth's reasonable satisfaction.

Acknowledgements

The Grantee agrees not to make any public announcement, including by social media, in connection with the awarding of the Grant without the Commonwealth's prior written approval.

The Grantee agrees to acknowledge the Commonwealth's support in all Material, publications and promotional and advertising materials published in connection with this Agreement. The Commonwealth may notify the Grantee of the form of acknowledgement that the Grantee is to use.

The Grantee agrees not to use the Commonwealth Coat of Arms in connection with the Grant or the Activity without the Commonwealth's prior written approval.

Notices

Each Party agrees to promptly notify the other Party of anything reasonably likely to adversely affect the undertaking of the Activity, management of the Grant or its performance of any of its other requirements under this Agreement.

A notice given by a Party under this Agreement must be in writing and addressed to the other Party's representative as set out in the Grant Details or as most recently updated by notice given in accordance with this clause.

A notice is deemed to be effected:

(a) if delivered by hand - upon delivery to the relevant address;

(b) if sent by post - upon delivery to the relevant address; or

(c) if transmitted electronically - upon actual receipt by the addressee.

A notice received after 5.00 pm, or on a day that is a Saturday, Sunday or public holiday, in the place of receipt, is deemed to be effected on the next day that is not a Saturday, Sunday or public holiday in that place.

The Commonwealth may, by notice, advise the Grantee of changes to the Agreement that are minor or of an administrative nature, provided that any such changes do not increase the Grantee's obligations under this Agreement. Such changes, while legally binding, are not variations for the purpose of clause 8.

Relationship between the Parties

A Party is not by virtue of this Agreement the employee, agent or partner of the other Party and is not authorised to bind or represent the other Party.

Subcontracting

The Grantee is responsible for the performance of its obligations under this Agreement, including in relation to any tasks undertaken by subcontractors.

The Grantee agrees to make available to the Commonwealth the details of any of its subcontractors engaged to perform any tasks in relation to this Agreement upon request.

Conflict of interest

Other than those which have already been disclosed to the Commonwealth, the Grantee warrants that, to the best of its knowledge, at the date of this Agreement neither it nor its officers have any actual, perceived or potential conflicts of interest in relation the Activity.

If during the term of the Agreement, any actual, perceived or potential conflict arises or there is any material change to a previously disclosed conflict of interest, the Grantee agrees to:

(a) notify the Commonwealth promptly and make full disclosure of all relevant information relating to the conflict; and

(b) take any steps the Commonwealth reasonably requires to resolve or otherwise deal with that conflict.

Variation, assignment and waiver

This Agreement may be varied in writing only, signed by both Parties.

The Grantee cannot assign its obligations, and agrees not to assign its rights, under this Agreement without the Commonwealth's prior approval.

The Grantee agrees not to enter into negotiations with any other person for the purposes of entering into an arrangement that will require novation of, or involve any assignment of rights under, this Agreement without first consulting the Commonwealth.

A waiver by a Party of any of its rights under this Agreement is only effective if it is in a signed written notice to the other Party and then only to the extent specified in that notice.

Taxes, duties and government charges

The parties have entered into this Grant Agreement on the understanding that the Commonwealth and the Grantee are both government related entities, and that the amount of the Grant and anything else the Grantee receives from another entity in

relation to any supply under this Agreement does not exceed the Grantee's cost of making that supply. On this basis, and in accordance with GSTR 2012/2 the parties rely on s.9-17 of the GST Act for no GST being imposed in connection with a supply made under this Agreement. Consequently, the actual and projected expenditure the Grantee reports to the Commonwealth must exclude the GST component on goods and services, and the payments the Commonwealth makes under this Agreement will not include GST.

The Grantee agrees to pay all taxes, duties and government charges imposed or levied in Australia or overseas in connection with the performance of this Agreement, except as provided by this Agreement.

If Goods and Services Tax (GST) is payable by a supplier on any supply made under this Agreement, the recipient of the supply will pay to the supplier an amount equal to the GST payable on the supply, in addition to and at the same time that the consideration for the supply is to be provided under this Agreement.

If at the commencement of the Agreement the Grantee is not registered for GST and during the term of the Agreement the Grantee becomes, or is required to become, registered for GST, the Grantee agrees to notify the Commonwealth in writing within 7 days of becoming registered for GST.

Spending the Grant

The Grantee agrees to spend the Grant for the purpose of performing the Activity and otherwise in accordance with this Agreement.

Within one month after the Activity Completion Date, the Grantee agrees to provide a statement signed by the Grantee in a form specified by the Commonwealth verifying the Grant was spent in accordance with this Agreement.

Repayment

If any amount of the Grant:

(a) has been spent other than in accordance with this Agreement; or

(b) is additional to the requirements of the Activity; then the Commonwealth may by written notice:

(c) require the Grantee to repay that amount to the Commonwealth;

(d) require the Grantee to deal with that amount as directed by the Commonwealth; or

(e) deduct the amount from subsequent payments of the Grant or amounts payable under another agreement between the Grantee and the Commonwealth.

If the Commonwealth issues a notice under this Agreement requiring the Grantee to repay a Grant amount:

(a) the Grantee must do so within the time period specified in the notice;

(b) the Grantee must pay interest on any part of the amount that is outstanding at the end of the time period specified in the notice until the outstanding amount is repaid in full; and

(c) the Commonwealth may recover the amount and any interest under this Agreement as a debt due to the Commonwealth without further proof of the debt being required.

Record keeping

The Grantee agrees to keep financial accounts and other records that:

(a) detail and document the conduct and management of the Activity;

(b) identify the receipt and expenditure of the Grant separately within the Grantee's accounts and records so that at all times the Grant is identifiable; and

(c) enable all receipts and payments related to the Activity to be identified and reported.

The Grantee agrees to keep the records for five years after the Activity Completion Date or such other time specified in the Grant Details and provide copies of the records to the Commonwealth upon request.

Reporting and Liaison

The Grantee agrees to provide the Reporting Material specified in the Grant Details to the Commonwealth.

In addition to the obligations in clause 13.1, the Grantee agrees to:

(a) liaise with and provide assistance and information to the Commonwealth as reasonably required by the Commonwealth; and

(b) comply with the Commonwealth's reasonable requests, directions and monitoring requirements,

in relation to the Activity.

If the Commonwealth acting reasonably has concerns regarding the performance of the Activity or the management of the Grant, the Commonwealth may by written notice

require the Grantee to provide one or more additional reports, containing the information and by the date(s), specified in the notice.

The Grantee acknowledges that the giving of false or misleading information to the Commonwealth is a serious offence under the Criminal Code Act 1995 (Cth).

Privacy

When dealing with Personal Information in carrying out the Activity, the Grantee agrees:

(a) to comply with the requirements of the Privacy Act 1988 (Cth); and

(b) not to do anything which, if done by the Commonwealth, would be a breach of an Australian Privacy Principle.

Confidentiality

The Parties agree not to disclose each other's confidential information without the other Party's prior written consent unless required or authorised by law or Parliament to disclose.

The Commonwealth may disclose the Grantee's confidential information where;

(a) the Commonwealth is providing information about the Activity or Grant in accordance with Commonwealth accountability and reporting requirements;

(b) the Commonwealth is disclosing the information to a Minister of the Australian Government, a House or Committee of the Commonwealth Parliament; or

(c) the Commonwealth is disclosing the information to its personnel or another Commonwealth agency where this serves the Commonwealth's legitimate interests.

Insurance

The Grantee agrees to maintain adequate insurance for as long as any obligations remain in connection with this Agreement and provide proof of insurance to the Commonwealth upon request.

Intellectual property

Subject to clause 17.2, the Grantee owns the Intellectual Property Rights in Activity Material and Reporting Material.

This Agreement does not affect the ownership of Intellectual Property Rights in Existing Material.

The Grantee provides the Commonwealth a permanent, non-exclusive, irrevocable, royalty-free licence to use, modify, communicate, reproduce, publish, adapt and sub-license the Reporting Material for Commonwealth Purposes.

The licence in clause 17.3 does not apply to Activity Material.

Dispute resolution

The Parties agree not to initiate legal proceedings in relation to a dispute arising under this Agreement unless they have first tried and failed to resolve the dispute by negotiation.

Unless clause 18.3 applies, the Parties agree to continue to perform their respective obligations under this Agreement when a dispute exists.

The Parties may agree to suspend performance of the Agreement pending resolution of the dispute.

Failing settlement by negotiation in accordance with clause 18.1, the Parties may agree to refer the dispute to an independent third person with power to intervene and direct some form of resolution, in which case the Parties will be bound by that resolution. If the Parties do not agree to refer the dispute to an independent third person, either Party may initiate legal proceedings.

Each Party will bear their own costs in complying with this clause 18, and the Parties will share equally the cost of any third person engaged under clause 18.4.

The procedure for dispute resolution under this clause does not apply to any action relating to termination, cancellation or urgent interlocutory relief.

Reduction, Suspension and Termination

Reduction in scope of agreement for fault

If the Grantee does not comply with an obligation under this Agreement and the Commonwealth believes that the non-compliance is incapable of remedy, or if the Grantee has failed to comply with a notice to remedy, the Commonwealth may by written notice reduce the scope of the Agreement.

The Grantee agrees, on receipt of the notice of reduction, to:

(a) stop or reduce the performance of the Grantee's obligations as specified in the notice;

(b) take all available steps to minimise loss resulting from the reduction;

(c) continue performing any part of the Activity or the Agreement not affected by the

notice if requested to do so by the Commonwealth; and

(d) report on, and return any part of, the Grant to the Commonwealth, or otherwise deal with the Grant, as directed by the Commonwealth.

In the event of reduction under clause 19.1.1, the amount of the Grant will be reduced in proportion to the reduction in the scope of the Agreement.

Suspension

If:

(a) the Grantee does not comply with an obligation under this Agreement and the Commonwealth believes that the non-compliance is capable of remedy;

(b) the Commonwealth reasonably believes that the Grantee is unlikely to be able to perform the Activity or manage the Grant in accordance with this Agreement; or

(c) the Commonwealth reasonably believes that there is a serious concern relating to the Grantee or this Agreement that requires investigation;

the Commonwealth may by written notice:

(d) immediately suspend the Grantee from further performance of the Activity (including expenditure of the Grant); and/or

(e) require that the non-compliance or inability be remedied, or the investigation be completed, within the time specified in the notice.

If the Grantee:

(a) remedies the non-compliance or inability specified in the notice to the Commonwealth's reasonable satisfaction, or the Commonwealth reasonably concludes that the concern is unsubstantiated, the Commonwealth may direct the Grantee to recommence performing the Activity; or

(b) fails to remedy the non-compliance or inability within the time specified, or the Commonwealth reasonably concludes that the concern is likely to be substantiated, the Commonwealth may reduce the scope of the Agreement in accordance with clause 19.1 or terminate the Agreement immediately by giving a second notice in accordance with clause 19.3.

Termination for fault

The Commonwealth may terminate this Agreement by notice where the Grantee has:

(a) failed to comply with an obligation under this Agreement and the Commonwealth

believes that the non-compliance is incapable of remedy or where clause 19.2.2.b applies; or

(b) provided false or misleading statements in relation to the Grant; or

(c) become bankrupt or insolvent, entered into a scheme of arrangement with creditors, or come under any form of external administration.

The Grantee agrees, on receipt of the notice of termination, to:

(a) stop the performance of the Grantee's obligations;

(b) take all available steps to minimise loss resulting from the termination; and

(c) report on, and return any part of, the Grant to the Commonwealth, or otherwise deal with the Grant, as directed by the Commonwealth.

Cancellation or reduction for convenience

The Commonwealth may cancel or reduce the scope of this Agreement by notice, due to:

(a) a change in government policy; or

(b) a Change in the Control of the Grantee which the Commonwealth reasonably believes will negatively affect the Grantee's ability to comply with this Agreement.

On receipt of a notice of reduction or cancellation under this clause, the Grantee agrees to:

(a) stop or reduce the performance of the Grantee's obligations as specified in the notice;

(b) take all available steps to minimise loss resulting from that reduction or cancellation;

(c) continue performing any part of the Activity or the Agreement not affected by the notice if requested to do so by the Commonwealth; and

(d) report on, and return any part of, the Grant to the Commonwealth, or otherwise deal with the Grant, as directed by the Commonwealth.

In the event of reduction or cancellation under this clause, the Commonwealth will be liable only to:

(a) pay any part of the Grant due and owing to the Grantee under this Agreement at the date of the notice; and

(b) reimburse any reasonable and substantiated expenses the Grantee unavoidably incurs that relate directly and entirely to the reduction in scope or cancellation of the Agreement.

In the event of reduction, the amount of the Grant will be reduced in proportion to the reduction in the scope of the Agreement.

The Commonwealth's liability to pay any amount under this clause is:

(a) subject to the Grantee's compliance with this Agreement; and

(b) limited to an amount that when added to all other amounts already paid under the Agreement will not exceed the total amount of the Grant.

The Grantee will not be entitled to compensation for loss of prospective profits or benefits that would have been conferred on the Grantee but for the cancellation or reduction in scope of the Agreement under clause 20.1.

The Commonwealth will act reasonably in exercising its rights under this clause.

Survival

The following clauses survive termination, cancellation or expiry of this Agreement:

- clause 10 (Spending the Grant);
- clause 11 (Repayment);
- clause 12 (Record keeping);
- clause 13 (Reporting);
- clause 14 (Privacy);
- clause 15 (Confidentiality);
- clause 16 (Insurance);
- clause 17 (Intellectual property);
- clause 19 (Reduction, Suspension and Termination);
- clause 21 (Survival);
- clause 22 Definitions; and
- Any applicable provisions included from the clause bank; and
- Any other clause which expressly or by implication from its nature is meant to survive.

Definitions

In this Agreement, unless the contrary appears:

- **Activity** means the activity described in the Grant Details and includes the provisions of the Reporting Material.
- **Activity Completion Date** means the date or event specified in the Grant Details.
- **Activity Material** means any Material, other than Reporting Material, created or developed by the Grantee as a result of the Activity and includes any Existing Material that is incorporated in or supplied with the Activity Material.
- **Agreement** means the Grant Details, Supplementary Terms (if any), the Commonwealth Standard Grant Conditions and any other document referenced or incorporated in the Grant Details.
- **Agreement End Date** means the date or event specified in the Grant Details.
- **Australian Privacy Principle** has the same meaning as in the *Privacy Act 1988*.
- **Change in the Control** means any change in any person(s) who directly exercise effective control over the Grantee.
- **Commonwealth** means the Commonwealth of Australia as represented by the Commonwealth entity specified in the Agreement and includes, where relevant, its officers, employees, contractors and agents.
- **Commonwealth Purposes** includes the following:

  a. the Commonwealth verifying and assessing grant proposals, including a grant application;

  b. the Commonwealth administering, monitoring, reporting on, auditing, publicising and evaluating a grant program or exercising its rights under this Agreement;

  c. the Commonwealth preparing, managing, reporting on, auditing and evaluating agreements, including this Agreement; and

  d. the Commonwealth developing and publishing policies, programs, guidelines and reports, including Commonwealth annual reports;

  but in all cases:

  e. excludes the commercialisation (being for-profit use) of the Material by the Commonwealth.
- **Commonwealth Standard Grant Conditions** means this document.
- **Existing Material** means Material developed independently of this Agreement that is incorporated in or supplied as part of Reporting Material or Activity Material.

- **Grant** means the money, or any part of it, payable by the Commonwealth to the Grantee for the Activity as specified in the Grant Details.
- **Grantee** means the legal entity other than the Commonwealth specified in the Agreement and includes, where relevant, its officers, employees, contractors and agents.
- **Grant Details** means the document titled Grant Details that forms part of this Agreement.
- **Intellectual Property Rights** means all copyright, patents, registered and unregistered trademarks (including service marks), registered designs, and other rights resulting from intellectual activity (other than moral rights under the *Copyright Act 1968*).
- **Material** includes documents, equipment, software (including source code and object code versions), goods, information and data stored by any means including all copies and extracts of them.
- **Party** means the Grantee or the Commonwealth.
- **Personal Information** has the same meaning as in the *Privacy Act 1988.*
- **Phase 4 Guidelines** means the 'Local Roads and Community Infrastructure Program Guidelines – Phase 4'
- **Records** includes documents, information and data stored by any means and all copies and extracts of the same.
- **Reporting Material** means all Material which the Grantee is required to provide to the Commonwealth for reporting purposes as specified in the Grant Details and includes any Existing Material that is incorporated in or supplied with the Reporting Material

Local Roads and Community Infrastructure Program – Phase 4 Grant Guidelines

Date guidelines released:	July 2023
Type of grant opportunity:	Demand-driven (Eligibility-based)
Opening Date:	July 2023
Commonwealth Policy Entity:	Department of Infrastructure, Transport, Regional Development, Communications and the Arts
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1. Local Roads and Community Infrastructure Program Process

The Local Roads and Community Infrastructure Program is designed to achieve Australian Government objectives

This grant opportunity is part of the above grant program, which contributes to the Department of Infrasructure, Transport, Regional Development and Communications (The Department) Outcome 3. The Department works with stakeholders to plan and design the grant program according to the *Commonwealth Grants Rules and Guidelines 2017.*

The grant opportunity opens

We will provide Eligible Funding Recipients with the Grant Guidelines and publish them on GrantConnect.

Grant decisions are made

The Eligible Funding Recipients for the LRCI Program have been pre-identified. The Minister for Infrastructure, Transport, Regional Development and Local Government approves the allocation of funding under the Program, based on a formula. A departmental delegate will approve the award of the grant.

We notify Eligible Funding Recipients of the outcome

Eligible Funding Recipients are sent a letter of offer and Grant Agreement signed by the Department.

Eligible Funding Recipients sign the Grant Agreement

Eligible Funding Recipients must sign the Grant Agreement and return it to the Department.

Nomination of projects to be undertaken

Eligible Funding Recipients will submit a Work Schedule nominating projects (specific to Part A and Part B funding) to be funded through the LRCI Program.

The Department assesses nominated projects to ensure eligibility requirements are met

The Department will notify Eligible Funding Recipients if nominated projects are eligible/not eligible for funding. If projects are ineligible, Eligible Funding Recipients can nominate alternative projects for assessment.

Delivery of grant

Eligible Funding Recipients undertake Eligible Projects set out in Approved Work Schedule. The Department manages the grant by working with Eligible Funding Recipients, monitoring progress and making payments.

Evaluation of the Local Roads and Community Infrastructure Program

The Department will evaluate the Local Roads and Community Program as a whole. The Department will base this on information Eligible Funding Recipients provide, as well as from other sources.

1.1 Introduction

These Guidelines contain information for Phase 4 of the Local Roads and Community Infrastructure (LRCI) Program grants, that support Eligible Funding Recipients to deliver priority local road and community infrastructure projects across Australia.

The LRCI Program commenced on 1 July 2020 and has delivered projects across Phase 1, 2 and 3. Phase 4 provides a further $750 million provided in two funding allocations:

- Part A - $500 million available to 550 councils across Australia to spend on local roads and community infrastructure projects, and
- Part B - $250 million available to 466 councils in rural, regional or outer-urban areas to spend exclusively on roads projects.

Including Phase 4, the total Australian Government investment in the program is $3.2 billion.

The grant opportunity set out in these Program Guidelines is for LRCI Program Phase 4 only.

This document sets out:

- the purpose of the grant opportunity;
- the eligibility criteria for Part A and Part B funding allocations;
- how Eligible Funding Recipients will be monitored and evaluated; and
- responsibilities and expectations in relation to the grant opportunity.

The LRCI Program is administered by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (the Department).

2. About the LRCI Program – Phase 4

The purpose of the LRCI Program is to support local councils to deliver priority local road and community infrastructure projects across the nation, supporting jobs and delivering benefits to local communities.

Phase 4 of the LRCI Program will open from 1 July 2023 and Grant Agreements will be sent to Eligible Funding Recipients for review and signature. Once the Grant Agreements have been returned and executed by the Department, councils will be invited to submit Project Nominations via a Work Schedule to the Department.

From 1 July 2023, the eligible construction time period (ECTP) commences. Project construction can only begin once Project Nominations are approved by the Department. Projects are required to be physically completed by 30 June 2025.

Should Eligible Funding Recipients proceed with LRCI Phase 4 projects that have not been approved by the Program Delegate, all costs associated with these projects will be the responsibility of the proponent.

Phase 4 of the LRCI Program continues to be a temporary, targeted measure supporting local infrastructure, jobs, firms, and procurement.

As with the earlier Phases of the LRCI Program, Eligible Funding Recipients can select a broad range of projects to fund so that communities can continue to be provided with the infrastructure they require. It is expected that Eligible Funding Recipients will use local businesses and workforces to deliver projects wherever possible to ensure direct benefits to local communities.

The LRCI Program is a demand driven (eligibility based) grant program, delivered under Outcome 3.2 of the Department's Portfolio Budget Statement 2021-2022: the local government program supports regional development and local communities through delivery of policy advice to the Australian Government and financial assistant to local governments to strengthen local government capacity and better support local communities.

The objective of the LRCI Program is to maintain and create jobs through road infrastructure and construction activities in communities across Australia. The intended outcomes of the LRCI Program are to:

- deliver benefits to communities, such as improved road safety, accessibility and visual amenity; and
- create local short-term employment opportunities through funding construction projects.

The Department will administer the LRCI Program according to the *Commonwealth Grants Rules and Guidelines 2017 (CGRGs).*

3. Grant amount and grant period

The Australian Government has committed total funding of $750 million for Phase 4 of the LRCI Program. This funding comprises of:

- Part A: $500 million to be made available to all Eligible Funding Recipients for use on road and or community infrastructure projects, and
- Part B: $250 million to be made available to Eligible Funding Recipients – that are defined as being in a rural, regional or outer-urban location – for use on rural, regional or outer-urban road projects.

Eligible Funding Recipients will receive a grant amount called a 'Nominal Funding Allocation'. This will be comprised of:

- **Part A:** The formula used to calculate a Nominal Funding Allocation (Part A) has been modelled on funding allocations under the Roads to Recovery Program (R2R) and the local road component of the Financial Assistance Grants Program.

The formula used to determine a state/territory's share of funding under the LRCI Program follows the same state/territory allocation process as these programs. Within a state/territory's share of funding, the calculation of each Eligible Funding Recipient's Nominal Funding Allocation has been derived based on factors such as population estimates, and road length in each local governing body area. The formula has been applied to all previous phases (1, 2 and 3) to determine the Nominal Funding Allocation of each Eligible Funding Recipient under the LRCI Program.

- **Part B:** The formula used to calculate the Nominal Funding Allocation (Part B) is the same as Part A, with eligible councils in non-urban areas being identified based on the Australian Classification of Local Governments (ACLG), and for the

Australian Capital Territory (ACT), the Urban Centre and Locality (UCL) frameworks to determine which Eligible Funding recipients are deemed as 'non-urban'. Under the UCL, a portion of the ACT as rural and allocated a Part B Nominal Funding Allocation.

Co-contributions are not required under the LRCI Program, but are allowed to be used for projects. A project can be funded by a combination of LRCI Program funds, the Eligible Funding Recipient's funds, and other government program funds (including state government programs), as long as the combined funding for the project does not exceed the estimated cost of a project.

This grant opportunity will open on 1 July 2023 and close on 30 June 2026.

The First Instalment of the Phase 4 Nominal Funding Allocation will be paid to the Eligible Funding Recipient after the Grant Agreement has been fully executed, including an Approved Work Schedule, and not before 1 July 2023.

3.1 Phase 4 – 'use it or lose it' principle

If:

- an Eligible Funding Recipient has not applied for the full amount of their Phase 4 Nominal Funding Allocation in a draft Work Schedule by 30 June 2024; or
- savings related to Eligible Projects have not been reallocated under an Eligible Funding Recipient's Phase 4 Nominal Funding Allocation before 1 January 2025,

then the Australian Government has the right to not pay the amount of the Phase 4 Nominal Funding Allocation not applied for or reallocated by the Eligible Funding Recipient.

4. Eligibility criteria

Only Eligible Funding Recipients are able to participate in Phase 4 of the LRCI Program. Eligible Funding Recipients will receive a letter of offer to participate in Phase 4 of the LRCI Program:

- Where eligibility for the Part A $500 million component is met, the letter of offer will include reference to this separate funding amount.

- Where eligibility for the Part B $250 million component is met, the letter of offer will include reference to this separate funding amount.

The Eligible Funding Recipients have been selected for this grant opportunity as the intention is to fund local communities directly. A list of funding recipients, and their funding allocations is available on the Department's website at this link.

4.1 Who is eligible for a grant?

Eligible Funding Recipients for Phase 4 are the same as for Phase 1, Phase 2 and Phase 3 of the LRCI Program.

550 Eligible Funding Recipients have been selected for the Phase 4 grant opportunity of $500 million (Part A) to fund and provide eligible local council services to communities directly.

466 Eligible Funding Recipients (rural, regional or outer-urban developed locations) have been selected for the Phase 4 grant opportunity of $250 million (Part B) to fund the development or improvement of local roads in rural, regional and outer-urban locations.

4.2 Who is not eligible for the Grant Program?

Organisations are not eligible for the LRCI Program unless they have been identified by the Australian Government as an Eligible Funding Recipient (see 4.1).

Council areas in urban developed locations are not eligible for the Phase 4 Part B nominal funding allocation.

General applications by other organisations will not be accepted. Applications by Eligible Funding Recipients reasonably understood to be on behalf of, or for the benefit of another otherwise ineligible organisation, will not be accepted.

5. What the grant money can be used for

Grant money can only be used on Eligible Projects, which are projects that are Local Road Projects or Community Infrastructure Projects (see 5.1) or as specified for each funding amount (see 3). Eligible Projects must meet the Eligible Project Requirements set out in subsections 5.1 to 5.6, and deliver benefits to the community.

5.1 Eligible Grant Activity

Funding received under Part A can be spent on any eligible local road or community infrastructure project.

Funding received under Part B should be spent on eligible local rural, regional or outer-urban road projects. Funding Recipients must contact the Department if they are unable to spend all of their Part B funding on roads projects. In exceptional circumstances, Part B funding may be used for Eligible Community Infrastructure Projects at the discretion of the Delegate.

Local Roads Projects

Eligible Local Road Projects are projects that involve the construction or maintenance of roads managed by local governments. Local governments are encouraged to consider works that support improved road safety outcomes.

This could include projects involving any of the following associated with a road:

- traffic signs;
- traffic calming/control equipment;
- street lighting equipment;
- a bridge or tunnel;
- a facility off the road used by heavy vehicles in connection with travel on the road (for example, a rest area or weigh station);
- facilities off the road that support the visitor economy; and
- road and footpath maintenance, where additional to normal capital works schedules.

NOTE: The funding is not intended to replace existing expenditure commitments or regular scheduled maintenance but rather to enable further, additional expenditure as needed to address roads infrastructure issues.

Community Infrastructure Projects

Eligible Community Infrastructure Projects are projects that involve the construction, maintenance and/or improvements to council-owned assets (including natural assets) that are primarily for the direct use and benefit of the local community.

'Direct use and benefit' means the project, or the amenity provided by the project, is open for primary use by the local community and provides benefit to members of the local community. Projects involving public areas such as parks, playgrounds, footpaths and roads generally meet this requirement.
Projects will also be considered primarily for the 'direct use and benefit' if they are:

- available to the wider public undertaking a specific activity (for example council operated sporting fields); or
- available for a limited age group of the community as a whole i.e. a kindergarten building or seniors' centre; or
- used for the provision of an essential service or community service, as determined by the Department, and the amenity of the asset is for the direct use and benefit of the community.

All projects whether carried out on council owned land, or another type of public land, must deliver direct benefits to the community, such as improved accessibility, visual amenity, and/or safety. Examples of eligible works include:

- Closed Circuit TV (CCTV);
- bicycle and walking paths;
- painting or improvements to community facilities;
- repairing and replacing fencing;
- improved accessibility of community facilities and areas;
- landscaping improvements, such as tree planting and beautification of roundabouts;
- picnic shelters or barbeque facilities at community parks;
- community/public art associated with an Eligible Project (Eligible Funding Recipients will need to provide a clear description of the conceptual basis of the artwork);
- playgrounds and skate parks (including all ability playgrounds);
- noise and vibration mitigation measures;
- off-road car parks (such as those at sporting grounds or parks); and
- projects that support the transition to Net Zero for council owned assets.

NOTE: The funding is not intended to replace existing expenditure commitments or regular scheduled maintenance but rather to enable further, additional expenditure as needed to address community infrastructure issues.

Other Public Land

Projects that involve the construction, maintenance and/or improvements to state/territory and Crown owned land/assets, and Commonwealth owned land/assets, can also be eligible projects where the Council can confirm that they have the authority of the land or asset owner to undertake the project at the nominated site(s) and the site(s) are accessible to the public (including natural assets).

5.2 Maintaining Overall Capital Expenditure

The intent of LRCI funding is that Eligible Funding Recipients undertake infrastructure projects which are **additional** to projects that they had planned using either their own funds or funds already available to the Eligible Funding Recipients by another opportunity.

The LRCI funding is not intended to replace existing expenditure commitments or regular scheduled maintenance but rather to enable further, additional expenditure to meet the local needs of the community.

Proof of maintaining capital expenditure may be a requirement for an Eligible Funding Recipient to receive their full Phase 4 Nominal Funding Allocation. The Department will consider, in exceptional circumstances, exemptions to this requirement.

5.3 Co-contributions

Co-contributions are not required under the LRCI Program, but are allowed to be used for projects. A project can be funded by a combination of LRCI Program funds, the Eligible Funding Recipient's funds, and other government program funds (including state government programs), as long as the combined funding for the project does not exceed the cost of a project.

An Eligible Funding Recipient using co-contributions for a project also needs to meet the conditions of other funding programs from which funds are sourced. Eligible Funding Recipients are responsible for determining if the funding conditions of another program would permit the use of LRCI Program funding towards that project.

5.4 Eligible Construction Time Period (ECTP)

The eligible construction time period to undertake construction activity on Eligible Projects must be undertaken between 1 July 2023 and 30 June 2025.

Due to the longer construction period, it is not expected that requests to extend the ECTP beyond 30 June 2025 would be needed or granted. Planning issues and general delays associated with construction will not be considered exceptional circumstances.

5.5 Multi-stage Projects

Eligible Funding Recipients can nominate discrete later stages of projects that are already receiving funding under the LRCI Program, however the Phase 4 nomination must be a new, separate and previously unfunded project stage.

Any component funded under Phase 1, Phase 2 or Phase 3 must not be amended without approval by the Delegate and must maintain eligibility under the relevant program guidelines.

5.6 What the grant money cannot be used for

Eligible Funding Recipients cannot use grant money to pay for business as usual activities and costs, for projects that are not primarily for the direct use and benefit of the local community, or for any other activities and costs not associated with Eligible Projects. These activities are Ineligible Projects or Ineligible Expenditures.

The following are examples of Ineligible Projects and Ineligible Expenditures:

- costs incurred in the preparation of a Work Schedule or related documentation;
- costs incurred in the preparation of reporting documentation including Audit requirements;
- general administrative overheads and staff salaries not directly connected with Eligible Projects funded under the Program;
- subsidy of general ongoing administration of an organisation such as electricity, phone, rent, or costs incurred by the Council as a Landlord in the general course of a lease;
- commencement ceremonies, opening ceremonies or any other event associated with Eligible Projects;
- transport planning studies;
- upgrades or improvements to tourist precincts that are not generally accessible to the wider community;
- road rehabilitation studies (if not part of an Eligible Project);
- road building plant or other capital equipment especially moveable equipment or assets (e.g. graders or trailers);
- purchase or improvement of structural assets that are not for the primary use and benefit of the local community (e.g. caretakers' residence);
- land;
- purchase of or improvement to assets that will be 'handed off' to ineligible funding recipients under a cost reduction, cost sharing or minimisation strategy, or similar;
- purchase of or improvement to assets solely for the purpose of a cost reduction, cost sharing or cost minimisation strategy, or similar;
- training;
- public liability insurance;
- fringe benefits tax;
- GST payable component of a supply;
- finance leases on equipment;
- depreciation, except for depreciation of plant and equipment directly attributable to a grant funded Eligible Project;
- preliminary planning and stand-alone design that do not relate to an Eligible Project;
- operating lease charges where the rental expense cannot be directly linked to the grant project (e.g. a grader may be hired for a period for a variety of tasks, only charges that specifically relate to the funded Eligible Project can be charged against the grant funds);
- overseas travel; and
- the covering of retrospective project costs undertaken prior to formal project nomination and work schedule approval.

6. The grant selection process and Work Schedule approval process

The amount of grant money awarded to an Eligible Funding Recipient in the Grant Agreement will be in accordance with the formula outlined at section 3 and as published on the Department's website.

The Eligible Fund Recipients for LRCI Phase 4 have been pre-determined (as per section 4 of these Guidelines).

6.1 Who will approve grants?

An SES Band 1, Assistant Secretary level Delegate will approve and execute the Grant Agreement on the basis that the organisation is an Eligible Funding Recipient as identified in section 4.1.

As part of the grant approval process, Eligible Funding Recipients will be asked to nominate projects by submitting a Work Schedule. The initial Phase 4 Work Schedule will be considered for approval by an SES Band 1, Assistant Secretary level Delegate.

Subsequent requests to vary the Approved Work Schedule will be considered for approval by:

- an EL 2, Director level Delegate (up to a pre-determined financial limit), or
- an SES Band 1, Assistant Secretary level Delegate.

The Delegate's decision is final in all matters, including:

- the approval of a Work Schedule; and
- the approval of project nominations.

There is no appeal mechanism for the decision to approve or not approve a grant agreement.

6.2 How to seek a variation to project nominations?

If an Eligible Funding Recipient requires an amendment to their Approved Work Schedule, the Eligible Funding Recipient will be required to resubmit their Phase 4 Work Schedule for re-approval, including:

- an increase or decrease of total project cost, including co-contribution amounts;
- an increase or decrease in the scope of works;
- the removal of approved project, or
- nominations of a new project(s).

To request a variation:

- Edit and annotate the most recently approved Phase 4 Work Schedule on Microsoft Word, using track changes.
- Ensure all sections are completed as directed.
- Submit the request to LRCIP@infrastructure.gov.au for assessment.

Assessment and approval of variations:

- All variation requests will be assessed by LRCI Grant Officers to ensure all eligibility criteria is met.
- Where information is missing or unclear, contact will be made to rectify the issue. **Note**: this may delay the outcome.
- The Program Delegate will provide final approval of all variations.

The time frame for variation assessment and outcome (provided all information is correct in the first instance) can be up to four (4) weeks.

NOTE: Should Eligible Funding Recipients proceed with LRCI Phase 4 variations that have not been approved by the relevant Program Delegate, all costs associated with these variations will be the responsibility of the proponent.

6.3 How to seek an extension to approved project construction timeframes?

If an Eligible Funding Recipient needs to amend the start or end date of an Approved Project only, this can be done via email notification to the LRCI Administration team, provided the new dates fit within the ECTP of 1 July 2023 to 30 June 2025.

If other updates are also required, the process outlined in 6.2 must be followed.

See section 5.4 for information about extensions to the ECTP beyond 30 June 2025.

7. Letter of offer process

All Eligible Funding Recipients will receive an offer to participate in Phase 4 of the LRCI Program. This offer will:

- specify the Phase 4 $500 million Nominal Funding Allocation (Part A);
- specify the Phase 4 $250 million Nominal Funding Allocation (if eligible) (Part B);
- include a Grant Agreement that sets out the terms and conditions of Phase 4 of the LRCI Program executed by the Australian Government;
- provide information on the submission of Work Schedules.

Before accepting the offer, Eligible Funding Recipients must read and understand these Guidelines and the Grant Agreement. The Guidelines can be found on the Department's website and on GrantConnect. Any alterations and addenda will be published on GrantConnect and the Department's website. By registering on GrantConnect, organisations will be automatically notified of any changes to the Guidelines.

Eligible Funding Recipients are encouraged to return a signed Grant Agreement as soon as practicable after receiving the document.

Work Schedules can be submitted for Phase 4 projects any time from 1 July 2023 to 31 December 2024.

After 31 December 2024, the Department expects to only be managing variations or additional project nominations to ensure that an Eligible Funding Recipient is able to fully utilise their Phase 4 Nominal Funding Allocation and complete construction by 30 June 2025.

8. Notification of outcomes

All Eligible Funding Recipients will receive a letter of offer to participate in Phase 4 of the LRCI Program and a Grant Agreement.

9. Successful grantees

9.1 The Grant Agreement

An Eligible Funding Recipient must enter into a legally binding grant agreement with the Australian Government by signing the Grant Agreement. The Grant Agreement used for Phase 4 of the LRCI Program will be supplied to Eligible Funding Recipients. The Grant Agreement has standard terms and conditions that cannot be changed.

The Grant Agreement may also contain conditions specific to an Eligible Funding Recipient in a Schedule.

To accept the offer, the Eligible Funding Recipient must;

- sign the Grant Agreement;
- provide all the information requested; and
- return the Grant Agreement to the LRCI Program Manager.

The Department is not responsible for any of an Eligible Funding Recipient's expenditure until a Grant Agreement is executed and the Work Schedule is approved for the Eligible Funding Recipient.

The Grant Agreement must be executed with the Australian Government before any payments can be made.

Eligible Funding Recipients should keep a copy of the Grant Agreement and any supporting documents.

The Australian Government may recover grant funds from an Eligible Funding Recipient if the Grant Agreement has been breached. If an Eligible Funding Recipient fails to meet the obligations of the Grant Agreement, the Grant Agreement may be terminated.

9.2 How we pay the Grant

Table 1 Grant Payment Overview

Payment milestone	Grant payment date	Amount
First Instalment: Work Schedule approval payment	The First Instalment of the Phase 4 Nominal Funding Allocation will be paid after 1 July 2023 and after the Eligible Funding Recipient's Work Schedule has been approved.	The First Instalment will be equal to 40 per cent of an Eligible Funding Recipient's Phase 4 Nominal Funding Allocation. For Low Value Grants, Eligible Funding Recipients will receive 60 per cent of their Phase 4 Nominal Funding Allocation in their first instalment.
Progress Instalments: Eligible Funding Recipients can receive multiple progress payments.	Within four weeks of the Department's acceptance of a complete and accurate Ad-hoc Report	A Progress Instalment will be equal to the Eligible Funding Recipient's: • actual expenditure until the end of the period covered by the relevant Ad-hoc Report; and • projected expenditure on Eligible Projects in an Approved Work Schedule for the next 3 months; less: • received instalments; and • 10 per cent of the Phase 4 Nominal Funding Allocation. For Low Value Grants, Eligible Funding Recipients can apply to receive the residual of grant funds at the time of an Ad hoc Report being submitted provided they also submit completed acquittal documentation.
Final Instalment: Final payment	Within 16 weeks of the Department's acceptance of a complete and accurate Annual Report or Final Report and decision to release the Final Instalment.	The Final Instalment will equal the smaller of: • the residual amount of an Eligible Funding Recipient's Phase 4 Nominal Funding Allocation; or • the total eligible expenditure and projected expenditure to the end of the Eligible Projects; **less** instalments paid to date.

Submission of a Work Schedule

Eligible Funding Recipients will nominate eligible projects they intend to spend LRCI grant money on in their draft Work Schedule.

Eligible Funding Recipients are required to submit a draft Work Schedule in the manner and form stipulated by the Department.

Work Schedules can be submitted between 1 July 2023 and 31 December 2024, but failure to promptly return a Work Schedule will result in release of grant funds being delayed.

In order for Eligible Funding Recipients to receive their full Phase 4 Nominal Funding Allocation, they must have submitted a draft Work Schedule for the total amount of their Phase 4 Nominal Funding Allocation by 31 December 2024.

If an Eligible Funding Recipient has not applied for their full Phase Nominal Funding Allocation in a draft Work Schedule by 31 December 2024, or savings related to Eligible Projects have not been reallocated under their Phase 4 Nominal Funding Allocation before 31 December 2024, the Australian Government has the right to not pay the amount of the Phase 4 (Part A) and Phase 4 (Part B) (where applicable) Nominal Funding Allocation not yet applied for or reallocated by the Eligible Funding Recipient.

The manner and form for submitting a draft Work Schedule will be provided to Eligible Funding Recipients and made available on the Department's website.

The draft Work Schedule must contain the following information in relation to each of the nominated projects the Eligible Funding Recipient proposes to undertake using the grant:

- project description, including details of how the project meets the Project Eligibility Requirements detailed in Section 5, problem being address and benefits the project will provide the community;
- proposed timeframes for the project, including construction commencement date and estimated construction completion date;
- detail of any conflicts of interest and management actions to manage these conflicts;
- the amount of grant funding required and details of any other contributions to the total costs of the project, along with details of all proposed expenditure including confirmation that none of the proposed expenditure is Ineligible Expenditure;
- expected number of full-time equivalent jobs supported by the project over the construction period;
- meet mapping requirements notified by the Department;
- whether the project involves Indigenous employment of Business use; and
- Work Category, Outcome Category

If some of the jobs supported by a project are new jobs/redistribution of personnel in the Eligible Funding Recipient's own workforces, labour costs for work undertaken must be derived from timesheets or via an equally acceptable method.

Project management time included in the expected number of jobs supported by a project must not include Ineligible Expenditure or costs associated with Ineligible Projects, and a clear and definable model needs to be in place to apportion these costs.

The total amount of grant funding sought under a draft Work Schedule cannot exceed the amount of the grant specified in the Grant Agreement.

Approval of a Work Schedule

The Department will assess whether projects included in an Eligible Funding Recipient's Work Schedule meet the Eligible Project Requirements set out in these Guidelines and that all requested information has been provided.

If the Work Schedule or projects do not meet requirements, an Eligible Funding Recipient may submit an updated Work Schedule that includes additional nominated projects for approval. The Department may contact an Eligible Funding Recipient to request further information.

The Department will make a recommendation to the Program Delegate to approve/not approve the Work Schedule.

If an Eligible Funding Recipient nominates projects with a total value of more than 40 per cent of their Phase 4 Nominal Funding Allocation and the Work Schedule is approved, the Delegate will approve release of the First Instalment of grant funds.

The decision to release funds will be made on the basis of their assessment of the information provided by an Eligible Funding Recipient and any other information in the Program Guidelines. Approval may be subject to conditions detailed in the Grant Agreement. Only approved Eligible Projects will be included in the Approved Work Schedule.

Eligible Funding Recipients will be advised in writing if their Work Schedule and release of the First Instalment has been approved.

First Instalment

The First Instalment will be available to be paid to an Eligible Funding Recipient from 1 July 2023 or within four weeks of the Work Schedule and release of the First Instalment being approved by the Delegate, provided this date is after 1 July 2023.

The value of the First Instalment will be 40 per cent of an Eligible Funding Recipient's Phase 4 Nominal Funding Allocation or 60 per cent of Low value grant (under $1,000,000) recipients funding allocation.

Low Value Grants

A Low Value Grant is a Phase 4 Nominal Funding Allocation under $1,000,000. In application of the proportionality principle, different requirements relating to Instalments and Reporting apply to these grants.

For a Low Value Grant, the process for Work Schedule approval is the same as detailed above. However, Low Value Grant recipients can receive 60 per cent of their Phase 4 Nominal

Funding Allocation as their First Instalment provided they have nominated projects totaling 60 per cent or more of their Phase 4 Nominal Funding Allocation.

Progress Instalments

Eligible Funding Recipients may lodge a request for a Progress Instalment Payment through the submission of a complete and accurate Ad-hoc Report.

The lodgment of Ad-hoc Reports to request the release of funding may be made up to 3 times per financial year, provided the total of all progress Instalment Payments does not exceed 90 per cent of the total Nominal Funding Amount available.

The relevant EL2 Program Delegate will approve the release of a Progress Instalment Payment on the basis of:

- the Department's assessment of, and the information provided in, relevant Ad-hoc Report;
- whether or not an Eligible Funding Recipient is in breach, or suspected of being in breach, of the Grant Agreement; including
- consideration of other relevant information, including whether the Eligible Funding Recipient has engaged with relevant local MPs as required by these guidelines.

Further relevant information may be requested by the Department at this stage and considered by the Delegate.

If the Delegate approves the release of a Progress Instalment, payment will be made within four weeks of the Delegate making this decision. Eligible Funding Recipients will be advised in writing of the decision to release a Progress Instalment.

The payment value for a Progress Instalment will equal:

- actual expenditure up until the date of the Ad-hoc Report; plus
- projected expenditure for the following three (3) months.
  less
- Received payment instalments; and
- 10 per cent of the Phase 4 Nominal Funding Allocation.

Final Instalment

The Delegate will decide whether to approve release of the Final Instalment on the basis of:

- an assessment of compliance with the Grant Agreement, including any investigations or audit reports;
- the information provided in the Annual Report or Final Report;
- information in the Work Schedule; and
- any other relevant information, including whether the Eligible Funding Recipient has engaged with relevant local MPs as required by these guidelines.

The Final Instalment will be the lesser of:

- the residual amount of an Eligible Funding Recipient's Phase 4 Nominal Funding Allocation, compared to the total actual expenditure;
  less
- instalments paid to date.

Councils should report on funds expended as they accrue, not as funds are paid out by Council. Therefore, once construction work has been completed, expenditure has been accrued and can be reported as such, even if invoices have not yet been received or paid by Council.

Further information may be requested by the Department at this stage and considered by the Delegate. The Final Instalment will be paid within four weeks of the Delegate's decision to release the grant payment.

9.3 Grant Payments and GST

In accordance with the Terms of the Australian Taxation Office ruling GSTR 2012/2, payments made under the LRCI Program, which are payments made by a government related entity to another government related entity, and for which the amount of the grant does not exceed the cost of providing the goods or services, do not attract GST.

Consequently, the actual and projected expenditure Eligible Funding Recipients report to the Department must exclude the GST component on goods and services, and the payments the Department makes to Eligible Funding Recipients to cover the costs of the program will not include GST.

Grants are assessable income for taxation purposes, unless exempted by a taxation law. We recommend you seek independent professional advice on your taxation obligations or seek assistance from the Australian Taxation Office. We do not provide advice on your particular taxation circumstances.

10. Announcement of grants

The Department will publish details of the grants awarded on GrantConnect within 21 days after the date of effect of the Grant Agreement as required by section 5.3 of the *CGRGs.*

The Department may also publish details of grants on its website or other government websites, including individual projects funded, underway or complete. This information may include, but is not limited to:

- title of the project;
- description of the project and its aims;
- amount of funding received and funding allocation; and
- project outcomes including estimates of jobs supported.

11. Reporting requirements

Eligible Funding Recipients must submit reports in line with the Grant Agreement and these Guidelines. The Department will remind Eligible Funding Recipients of their reporting obligations before reports are due.

Eligible Funding Recipients must also update their Work Schedules as required and in accordance with any other requirements notified by the Department.

The Department will monitor progress by assessing submitted reports and may conduct site visits to confirm details in Ad-hoc Reports and Work Schedules if necessary.

Occasionally, the Department may need to re-examine claims, seek further information, or request an independent audit of claims and payments on a risk based or sampling basis.

The Department must be informed of any reporting delays or significant delays affecting Eligible Projects on an Approved Work Schedule as soon as Eligible Funding Recipients become aware of them.

11.1 Ad hoc Report

If an Eligible Funding Recipient has spent all of their First Instalment in advance of the Annual Report period, they can submit an Ad hoc report to access a further instalment early. The submission of an Ad hoc report does not negate the requirement to submit an Annual Report.

An Ad hoc report must be in the manner and form required by the Department and contain the following information:

- the amount of grant funding spent from 1 July 2023 until the date specified in the Ad hoc Report;
- the amount of grant funding which the Eligible Funding Recipient intends to spend on Eligible Projects in an Approved Work Schedule in the three (3) months immediately following the report;
- details of progress towards completion of funded Projects; including any evidence required per the Grant Agreement; and
- council or contractor jobs supported by the grant funding.

Ad hoc Reports can be submitted to receive progress payments up to three time per financial year.

11.2 Annual Report

Eligible Funding Recipients must provide the Department with Annual Reports no later than 31 October 2024, 31 October 2025 and 31 October 2026 unless otherwise agreed by the Department.

The Annual Report will need to be in the manner and form specified by the Department.

The Annual Report will need to include the following information:

- Total amount of grant funding made available and subsequently received over the financial year;
- Total amount of grant funding spent on Eligible Projects;
- Total amount (if any) of grant money unspent and either returned or will be returned to the Department:
- a written Financial Statement by the Chief Executive Officer or equivalent officer however named. The Financial Statement must be in the form specified by the Department and include:
- the amount of Phase 4 grant payments which remained unspent from the financial year;
- the amount of Phase 4 grant payments received by the Eligible Funding Recipient in the financial year;

- the amount of grant payments available for expenditure by the Eligible Funding Recipient on Eligible Projects in an Approved Work Schedule in that year;
- the amount spent by the Eligible Funding Recipient during that year out of the grant payments available for expenditure by the Eligible Funding Recipient during that year; and
- the amount (if any) retained at the end of that year by the Eligible Funding Recipient out of grant payments available for expenditures by the Eligible Funding Recipient during that year and which remained unspent at the end of that year.

Note: The figures in the Chief Executive Officer's financial statement should be calculated on an accrual basis.
The Department may ask Eligible Funding Recipients to make a declaration that the grant funding was spent in accordance with the Grant Agreement and to report on any underspends of the grant money.

Table 2 – Reports

Lodgment period for Reports	Actual expenditure period	Report
1–31 October 2024	1 July 2023 – 30 June 2024	**Annual Report -** Actual expenditure, funding received and eligible project updates from 1 July 2023 to 30 June 2024.
1–31 October 2025	1 July 2024 – 30 June 2025	**Annual Report -** Actual expenditure, funding received and eligible project updates from 1 July 2024 to 30 June 2025.
1–31 October 2026	1 July 2025 – 30 June 2026	**Annual Report -** Actual expenditure, funding received and eligible project updates from 1 July 2025 to 30 June 2026.

11.4 Audited financial statements

Eligible Funding Recipients are required to submit a report in writing and signed by an appropriate auditor providing the auditor's opinion on the use by Eligible Funding Recipients of proper accounts and records and preparation of financial statements.

In meeting this audit requirement, the Department requires that Eligible Funding Recipients also engage the auditor to consider the appropriateness of accounts and keeping of records that relates to any Phase 4 funding received during the financial periods: Financial Year 2023-24 or Financial Year 2024-25 or Financial year 2025-26.

As part of the Annual Report process outlined in section 11.2 above, the Department requires that Eligible Funding Recipients submit a report in writing and signed by an appropriate auditor stating whether, in the auditor's opinion:

- the Chief Executive Officer's financial statement included with the Annual Report (refer section 11.3) is based on proper accounts and records;
- the Chief Executive Officer's financial statement agrees with the accounts and records;
- the expenditure has been on Eligible Projects under the LRCI Program;

- the amount certified by the Chief Executive Officer in the Chief Executive Officer's financial statement as the Eligible Funding Recipient's own source expenditure is based on, and in agreement with, proper accounts and records.

11.5 Acquittal process - Final Report

The Eligible Funding Recipient can complete an Acquittal (Final) Report as soon as they have expended all funds and all projects in the work Schedule are complete. An Acquittal (Final) Report must include:

1. Total amount of grant funding made available and subsequently received over the grant period;
2. Total amount of grant funding spent on Eligible Projects;
3. Total amount (if any) of grant money unspent and either returned or will be returned to the Department:
   a. a written Financial Statement by the Chief Executive Officer or equivalent officer however named. The Financial Statement must be in the form specified by the Department and include:

      i. the amount of grant payments which remained unspent from the grant period;
      ii. the amount of grant payments received by the Eligible Funding Recipient over the duration of the grant period;
      iii. the amount of grant payments available for expenditure by the Eligible Funding Recipient on Eligible Projects in an Approved Work Schedule over the duration of the grant period;
      iv. the amount spent by the Eligible Funding Recipient over the duration of the grant period;

      Note: The figures in the Chief Executive Officer's financial statement should be calculated on an accrual basis.

4. photographs of projects completed using grant payments.
5. The submission of an Acquittal (Final) Report does not replace the requirement to submit an Annual Report. The Acquittal (Final) Report must be included as part of the related financial year Annual Report for the Phase and must be also be audited by an appropriate auditor at this time.

11.6 Reconciliation Process

If any amount of grant funding provided to the Eligible Funding Recipient is not spent on Eligible Projects on an Approved Work Schedule before 30 June 2025, the Department may require the Eligible Funding Recipient to repay that amount to the Department within four weeks of receiving such notice.

11.7 Compliance visits and Record Keeping

Eligible Funding Recipients must create and keep accurate and comprehensive records relating to grant payments received and retain those records for a minimum of five years.

Eligible Funding Recipients must, when requested to do so by the Department, provide, in the manner and form requested by the Department:

- copies of any or all of the records referred to in this subsection; and
- photographs (geo tagged if possible) of projects completed using grant payments.

The Department may visit the Eligible Funding Recipient during or at the completion of the grant program to review compliance with the Grant Agreement. Eligible Funding Recipients will be provided with reasonable notice of any compliance visit.

The Department may also inspect the records Eligible Funding Recipients are required to keep under the Grant Agreement.

11.8 Fraud

Eligible Funding Recipients must comply with fraud provisions in the Grant Agreement.

11.9 Specific legislation, policies and industry standards.

Eligible Funding Recipients must comply with all relevant laws and regulations in undertaking Eligible Projects on an Approved Work Schedule. The Eligible Funding Recipient may also be requested to demonstrate compliance with relevant legislation/policies/industry standards detailed in the Grant Agreement, including Environment and Planning Laws detailed below.

Environment and Planning laws

Projects on which grant payments are spent must adhere to Australian Government environment and heritage legislation including the *Environment Protection and Biodiversity Conservation Act 1999*. Construction cannot start unless the relevant obligations are met.

Eligible Funding Recipients must also meet other statutory requirements where relevant. These may include, but are not limited to: Native title legislation; State government legislation - for example, environment and heritage; and local government planning approvals. Approvals must be obtained prior to nominating the project.

12. How we monitor your grant activity

12.1 Keeping the Department informed

Eligible Funding Recipients must notify the Department of significant changes that are likely to affect an Eligible Project or their participation in the LRCI Program.

This includes any key changes to the Eligible Funding Recipient's organisation, particularly if it affects their ability to complete an Eligible Project, carry on their business and pay debts due.

Eligible Funding Recipients must also inform the Department of any changes to their:

- name;
- addresses;
- nominated contact details; or
- bank account details.

An Eligible Funding Recipient's bank account details for Phase 4 of the LRCI Program is the bank account the Eligible Funding Recipient currently uses for the LRCI Program.

Any changes to an Eligible Funding Recipient's name, addresses, nominated contact details and bank account details must follow the process stipulated by the Department.

If an Eligible Funding Recipient becomes aware of a breach of terms and conditions of the Grant Agreement, or they cannot meet their obligations, they must contact the Department immediately. For example, if a funded Eligible Project is at risk of not being physically completed by 30 June 2025.

Councils must also inform the Department of any changes - additions or deletions - to the relevant contacts/grant managers details that need to be informed of LRCI information. This includes, but is not limited to, changes to the authorised signatory, financial manager or program manager.

12.2 Department Contact Details

Email the mailbox at: LRCIP@infrastructure.gov.au

Mail to: Program Manager - Local Roads and Community Infrastructure Program
Road and Vehicle Safety Division
Department of Infrastructure, Transport, Regional Development and Communications
GPO Box 2154
CANBERRA ACT 2601

12.3 Evaluation

The Department will evaluate the LRCI Program to measure how well the outcomes and objectives have been achieved. Information provided by Eligible Funding Recipients, including through Work Schedules, submitted Ad hoc reports, and interviews may be used for evaluation purposes.

The Department may contact Eligible Funding Recipients up to two years after completion of projects to assist with this evaluation.

12.4 Public information conditions

Formal public statements, media releases or statements, displays, publications and advertising made by Eligible Funding Recipients must acknowledge and give appropriate recognition to the contribution of the Australian Government to that project.

If Eligible Funding Recipients propose to issue any public announcements/media release relating to an Eligible Project under Phase 4 of the LRCI Program, they must:

- Invite the relevant Australian Government representative to participate in the public information activity; and
- at least five business days prior to its proposed release, unless otherwise agreed by the Department, provide a copy of the proposed media release to the Department and obtain the Department's agreement to the media release.

12.5 Signage

Eligible Funding Recipients must erect signage in accordance with the updated signage guidelines available on the Department's website at Resources for funding recipients | Infrastructure Investment Program.

12.6 Project Events

If an Eligible Funding Recipient proposes to hold a works commencement ceremony, opening ceremony, or any other event in relation to an Eligible Project they must inform the Department, the Minister for Infrastructure, Transport, Regional Development and Local Government, the Minister for Regional Development, Local Government and Territories and the relevant Australian Government representative of the proposed ceremony or event at least four weeks before the proposed ceremony or event is to be held.

The Eligible Funding Recipient should provide details of the proposed ceremony or event, including proposed invitees and order of proceedings to LRCIP@infrastructure.gov.au.

If requested by the Department or the relevant Australian Government representative, Eligible Funding Recipients must arrange a joint Australian Government/Eligible Funding Recipient works commencement ceremony, opening ceremony or any other event.

If requested by the Minister, a member of the Minister's staff or the Department, Eligible Funding Recipients must invite and, if the invitation is accepted, arrange for an Australian Government representative (nominated by the Minister or a member of the Minister's staff) to participate in any works commencement ceremony, opening ceremony or any other event proposed to be held in relation to a funded project.

13. Probity

The Australian Government will make sure that the grant opportunity process is fair; conducted according to the published Guidelines; incorporates appropriate safeguards against fraud, unlawful activities and other inappropriate conduct; and, is consistent with the CGRGs.

These Guidelines may be changed from time-to-time by the Department. In the event of a change to the Guidelines, the revised Guidelines will be published on GrantConnect and the Department's website.

13.1 Enquiries and feedback

For further information or clarification, the Department can be contacted at LRCIP@infrastructure.gov.au.

To provide feedback or to make a complaint; the Department can be contacted at Clientservice@infrastructure.gov.au.Complaints will be referred to the appropriate manager.

Alternatively, complaints can be directed to:

Assistant Secretary - Targeted Infrastructure Programs Branch
GPO Box 2013
CANBERRA ACT 2601

If persons do not agree with the way the Department has handled your complaint, you may complain to the Commonwealth Ombudsman. The Ombudsman will not usually look into a complaint unless the matter has first been raised directly with the Department.

The Commonwealth Ombudsman can be contacted on:

- Phone (toll free): 1300 362 072
- Email: ombudsman@ombudsman.gov.au
- Website: www.ombudsman.gov.au

13.2 Conflicts of interest

Any conflicts of interest could affect the performance of the grant opportunity or program.

Eligible Funding Recipients must disclose if any of their personnel:

- has a relationship with or interest in, an organisation, which is likely to interfere with or restrict them/the Eligible Funding Recipient from carrying out the proposed activities and/or implementing the Work Schedule fairly and independently; or
- has a relationship with, or interest in, an organisation from which may be awarded work in relation to an Eligible Project or is otherwise be involved on the implementation of the Work Schedule.

An Eligible Funding Recipient must include the following information in the Work Schedule:

- any details of any real, apparent, or potential conflicts of interests that may arise in relation to the Eligible Projects or the program;
- details of how they propose to manage these or any other conflicts of interest that may arise; or
- that to the best of their knowledge there are no conflicts of interest.

If an Eligible Funding Recipient later identifies an actual, apparent, or perceived conflict of interest, they must inform the Department in writing immediately.

13.3 How we manage conflicts of interest

Conflicts of interest for Australian Government staff will be handled as set out in the Australian Public Service Code of Conduct (Section 13 (7)) of the *Public Service Act 1999*. Australian Government officials including decision makers, must also declare any conflicts of interest.

Conflict of interest requirements form part of the Grant Agreement. Breach of conflict of interest requirements may result in termination of the Grant Agreement.

13.4 Privacy

The Department treats personal information according to the *Privacy Act 1988* and the Australian Privacy Principles. This includes advising:

- what personal information is collected;
- why personal information is collected; and
- who personal information is given to.

Personal information can only be disclosed to someone for the primary purpose for which it was collected, unless an exemption applies.

The Australian Government may also use and disclose information about Eligible Funding Recipients under this grant opportunity in any other Australian Government business or

function. This includes disclosing grant information on GrantConnect as required for reporting purposes and giving information to the Australian Taxation Office for compliance purposes.

The Department may share information it is provided with other Australian Government entities for purposes including government administration, research or service delivery, according to Australian laws.
Eligible Funding Recipients must declare their ability to comply with the *Privacy Act 1988* and the Australian Privacy Principles and impose the same privacy obligations on officers, employees, agents and subcontractors that Eligible Funding Recipients engage to assist with the activity, in respect of personal information collected, used, stored, or disclosed in connection with the activity. Accordingly, Eligible Funding Recipients must not do anything, which if done by the Department would breach an Australian Privacy Principle as defined in the Act.

13.5 Confidential Information

Other than information available in the public domain, Eligible Funding Recipients agree not to disclose to any person, other than to the Department, any confidential information unless in accordance with these Guidelines or the Grant Agreement.
The obligation will not be breached where required by law, Parliament, or a stock exchange to disclose the relevant information or where the relevant information is publicly available (other than through breach of a confidentiality or non-disclosure obligation).

The Department may at any time, require Eligible Funding Recipients to arrange for their employees, agents or subcontractors to give a written undertaking relating to nondisclosure of our confidential information in a form the Department considers acceptable.

The Department will keep any information in connection with the grant agreement confidential to the extent that it meets all the three conditions below:

- information is clearly identified as confidential and it has been explained why it should be treated as confidential;
- the information is commercially sensitive; and
- revealing the information would cause unreasonable harm to the Eligible Funding Recipient or someone else.

The Department will not be in breach of any confidentiality agreement if the information is disclosed to:

- the Minister and other Australian Government employees and contractors to help the Department manage the program effectively;
- employees and contractors of the Department so it can research, assess, monitor and analyse our programs and activities;
- employees and contractors of other Australian Government agencies for any purposes, including government administration, research or service delivery;
- other Australian Government, State, Territory or local government agencies in program reports and consultations;
- the Auditor-General, Ombudsman or Privacy Commissioner;
- the responsible Minister or Parliamentary Secretary; and
- a House or a Committee of the Australian Parliament.

The grant agreement may also include any specific requirements about special categories of information collected, created or held under the grant agreement.

13.6 Freedom of information

All documents in the possession of the Australian Government, including those about this grant opportunity, are subject to the *Freedom of Information Act 1982* (FOI Act).

The purpose of the FOI Act is to give members of the public rights of access to information held by the Australian Government and its entities. Under the FOI Act, members of the public can seek access to documents held by the Australian Government. This right of access is limited only by the exceptions and exemptions necessary to protect essential public interests and private and business affairs of persons in respect of whom the information relates.

All Freedom of Information requests must be referred to the Freedom of Information Coordinator in writing.

Freedom of Information Coordinator
Department of Infrastructure, Transport, Regional Development and Communications
GPO Box 2154
CANBERRA ACT 2601
Tel: (02) 6274 7111 Fax: (02) 6275 1347 email: foi@infrastructure.gov.au

14. Consultation

These Guidelines have been influenced by engagement with local councils, feedback provided, and administrative improvements identified during Phase 1, Phase 2 and Phase 3.

15. Glossary

Term	Definition
accountable authority	see subsection 12(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act)
administering entity	when an entity that is not responsible for the policy, is responsible for the administration of part or all of the grant administration processes
appropriate auditor	has the meaning provided in *the National Land Transport Act 2014* Section 4 - Definitions
commencement date	the expected start date for the grant activity
completion date	the expected end date for the grant activity
Commonwealth Grants Rules and Guidelines (CGRGs)	establish the overarching Commonwealth grants policy framework and articulate the expectations for all non-corporate Commonwealth entities in relation to grants administration. Under this overarching framework, non-corporate Commonwealth entities undertake grants administration based on the mandatory requirements and key principles of grants administration.
eligibility criteria	refer to the mandatory criteria which must be met to qualify for a grant.
Eligible Funding Recipient	the organisation that is eligible to receive funding under the LRCI Program
Eligible Project	A project that meets the Eligible Project Requirements contained in section 5 of these Guidelines
Eligible Project Requirements	The Eligible Project Requirements are the requirements contained in section 5 of these Guidelines
grant	for the purposes of the CGRGs, a 'grant' is an arrangement for the provision of financial assistance by the Commonwealth or on behalf of the Commonwealth: • under which relevant money[2] or other Consolidated Revenue Fund (CRF) money[3] is to be paid to a grantee other than the Commonwealth; **and** • which is intended to help address one or more of the Australian Government's policy outcomes while assisting the grantee achieve its objectives

Grant agreement (Agreement)	sets out the relationship between the parties, and specifies the details of the grant. The Grant Agreement includes: - the letter of offer - the nominal funding allocation amount - all grant terms and conditions; and - the grant opportunity guidelines
GrantConnect	is the Australian Government's whole-of-government grants information system, which centralises the publication and reporting of Commonwealth grants in accordance with the CGRGs
Capital Expenditure	the money an Eligible Funding Recipient spends on purchasing and maintaining fixed assets, i.e. infrastructure, roads etc
Maintaining Overall Capital Expenditure	maintaining your overall capital spending amount, funded by your own revenue, at or above current levels, on roads and community infrastructure.
Personal information	has the same meaning as in the *Privacy Act 1988* (Cth) which is: • Information or an opinion about an identified individual, or an individual who is reasonably identifiable; • whether the information or opinion is true or not; and • whether the information or opinion is recorded in a material form or not
Program delegate (Delegate)	the official of the Department to whom authority has been delegated to enter into, vary or administer an arrangement or a grant of financial assistance under the LRCI Program.
Approved Work Schedule	the list of Eligible Projects approved by the Program Delegate that the Eligible Funding Recipient can use grant money to pay for.
Work Schedule	a list of projects that an Eligible Funding Recipient proposes to be funded under the LRCI Program

◦ Relevant money is defined in the PGPA Act. See section 8, Dictionary.
◦ Other CRF money is defined in the PGPA Act. See section 105, Rules in relation to other CRF money.

Tasmanian Electoral Commission

Glenorchy City Council

CERTIFICATE OF ELECTION
BY RECOUNT

I have conducted a recount in accordance with section 307 of the *Local Government Act 1993*.

I have this day declared

ALDERTON Shane

elected to fill the vacant office of councillor to serve until the next ordinary election of the Council.

Andrew Hawkey
ELECTORAL COMMISSIONER
10 July 2023

The future of local government review

Stage 2 - Interim Report

March 2023



Let's All Shape the Future of Local Government.

Department of Premier and Cabinet

Tasmanian Government



All images courtesy of Brand Tasmania
Cover Image Credit: Ness Vanderburgh

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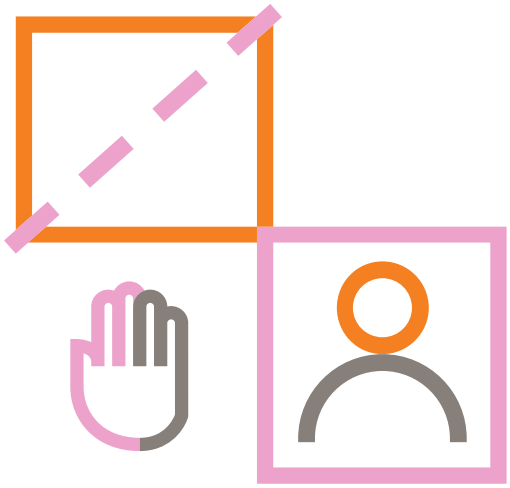
Chair's Letter to the Minister

Dear Minister

On behalf of the Board, I am pleased to provide our Stage 2 Interim Report, in accordance with our Terms of Reference.

The Report outlines the work we have done over the past nine months, as we have identified, developed, tested, and refined a suite of reform options for Tasmania's local government sector. The enclosed Report has been prepared as a public document with the expectation it will be released to promote further targeted discussions.

The Board is satisfied with the reach of our engagement during Stage 2 of the Review, thanks in part to your decision to grant us a three-month extension. This extension allowed the Board to conduct a comprehensive engagement process either side of the October 2022 local government elections – identifying and developing options from July to October and testing these options with the community in December through to February. The local government sector is to



be commended for its professional and significant contributions to the Review during Stage 2.

The Board identified and developed 33 specific reform options, based on the pressures councils are facing now and in the future. Some of these ideas are about how councils can better support community wellbeing, improve the skills and conduct of councillors, and ensure essential services and infrastructure are delivered in a fair and sustainable way.

However, our position as a Board is that specific reform initiatives can only take us so far in delivering a local government sector that is in the best possible position to meet our State's future needs and challenges.

One thing that is clear to us as we enter Stage 3 of the Review is there is broad consensus across the State that the status quo is not an optimal or sustainable model for the sector in the years ahead, and therefore some form of consolidation is necessary to deliver greater economies of scale and scope. Importantly, we have also heard from the sector, and agree, the consolidation needed to deliver significantly better services will not occur on a purely voluntary basis.

That is why, through Stage 3, the Board will be developing a cohesive and integrated package of reform recommendations, which include a combination of structural change and specific 'supporting reforms'.

Underpinning this, we will be working further with councils and talking to the community to develop a 'hybrid pathway'. This approach would involve strategic boundary consolidation to establish new councils, supported by targeted opportunities for service sharing to ensure the future sustainability of Tasmania's local government system.

We are convinced this approach will deliver the best chance of building a local government sector that better reflects and represents our contemporary communities, while having the requisite capacity and capability to provide the services all Tasmanians deserve.

As a Board, we are confident the package of options we are bringing forward and testing in Stage 3 of the Review largely reflects the hopes and aspirations all of us hold for a high-functioning, sustainable local government sector that will endure well into the future.

The next stage will be a critical part of the Review. We will be encouraging the sector to help shape the structure, role, and functions of our councils, to meet the challenges and seize the opportunities Tasmania will face over the decades ahead.

Yours sincerely



The Hon Sue Smith AM
Chairperson



Executive Summary

The Board has spent the past nine months in Stage 2 of the Review developing and testing reform ideas and options we think will deliver a successful and sustainable future system of local government for Tasmania.

We have commissioned a range of research and analysis, engaged closely with the sector, and asked the Tasmanian community for its views.

As we embark on Stage 3, we are in a strong position to finalise and deliver to the Government an integrated suite of reform recommendations that meets the objective of creating a more robust and capable sector for the future. We can clearly see the scale and scope of reform that is needed, and we now want to understand from councils and communities how to shape it.

Tasmanian communities value strong, effective, and locally responsive councils – and we will make sure our reforms support this

Understanding the Tasmanian community's needs, perspectives, and aspirations for the future of local government is fundamental to the Review.

Through all our engagement to date, we have heard that Tasmanians value local government and want to see strong and successful councils in the future. We have also heard strong and broad agreement that the status quo is not an option.

There is strong support for the delivery of services locally, which reflects and meets the needs of individual communities, such as maintaining local roads and public spaces. As we noted in our Options Paper, there is support for councils continuing to deliver the core functions and services they currently provide, and we do not think there is a convincing case to radically change local government's role in these areas.

However, we have heard how important the role of councils is in working locally to support the wellbeing of communities. Councils working together and with the State Government to address challenges like climate change has also been identified as a priority. In some areas, like primary health services, we think other levels of government need to step in so councils are not put in the position of being direct service providers or funders of last resort.

We know the Tasmanian community generally recognises and supports the need for substantive changes to the sector if it is going to meet our future needs. For instance:

- The majority of Tasmanians believe we have too many councils for our population. Only one in three believe the current number is right or that we should have more;
- Almost half of Tasmanians think things will get worse over the next 20–30 years if there was no change to how councils work. Only 14 per cent think things will get better. The main reasons for this pessimism included councils and councillors not being appropriately equipped to be 'forward thinking' and manage future issues, including challenges with population growth and ageing;
- There is very strong support (over 80 per cent state-wide) for councils sharing more services to deliver better outcomes to the community;
- 80 per cent of Tasmanians don't mind which level of government provides services locally, as long as they are delivered well
- People place a high value on councils' role in providing roads and other infrastructure but feel this could and should be improved. This is particularly the case for people living in rural councils, who are - on average - less satisfied with their council's infrastructure management performance;
- Younger Tasmanians feel disengaged from and unrepresented by their local council, but will arguably be most impacted by the challenges the community will face in the next 30–40 years. These Tasmanians have strong views on what councils should be focusing on in the future (see Appendix 1); and
- Similarly, Aboriginal Tasmanians feel distant from and dissatisfied with all levels of government, including councils, highlighting the need to improve representation and engagement (see Appendix 1).

Crucially, smaller rural communities value different things about their local council than those in large city neighbourhoods. People in smaller communities interact with their councils more frequently and rely more heavily on their local elected members and council workforces as the 'first port of call' on a broad range of issues.

Tasmanians appear to want reforms that will make councils more effective and capable in the representation they provide and the infrastructure and services they deliver to communities. But they are also wary of any reform that might weaken local voices, jobs, and services.

The Board wants to give communities confidence any changes recommended will seek to protect and enhance the things Tasmanians - whether they live in a large city or small rural community - value about their local council.

As we move into the final stage of our Review, and start to put more detail around reform proposals, we want to be clear about the principles which will guide us. We believe that any successful reform package must:

1. Be resolutely focused on future community needs (and not just tied to councils' existing structures and current priorities)

'Traditional' council amalgamation programs in other jurisdictions have tended to adopt an efficiency and financial sustainability lens, by looking at the historical performance of existing councils to identify amalgamation options. While most amalgamations have endured, our research shows these types of processes can be unnecessarily acrimonious, divisive, and leave some (typically smaller rural) communities feeling ignored.

The Board is deliberately adopting a different approach that starts by looking at the current and future needs of local communities. As we have said before, Tasmanian communities, like many around the world, are facing a range of increasingly complex challenges now and into the future – from ageing populations, climate change, and associated natural disasters to increased cost of living pressures, growing social inequality, and unexpected crises such as the COVID-19 pandemic. These challenges transcend current council boundaries and increasingly require collaborative regional approaches that are still flexible to local needs and circumstances.

This means not being bound to current council boundaries as the basis for future structures. We are, in essence, asking the Tasmanian community to adopt, at least in the first instance, a 'clean sheet of paper' approach to thinking about the overall future design of local government in Tasmania.

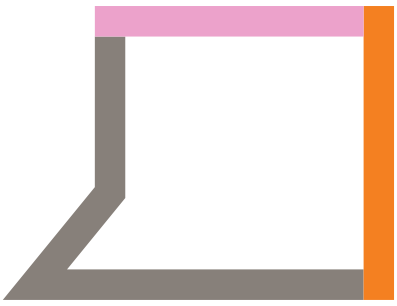
Of course, efficiency, effectiveness, and sustainability remain important drivers for structural reform. But we think these need to be secondary to the primary considerations of how we build councils that align with and support cohesive communities of interest.

2. Retain jobs and service presence locally

The Board understands the importance of local government as a major employer, particularly in small, rural communities, and how this supports local economies – by keeping people living in and contributing to these communities in an era when services and employment is being concentrated in the more urban centres.

The Board recognises there will always be a demand for work to be done locally and that, wherever possible, this should be done by people employed locally. The Board also considers that a key lesson of COVID is that people can work remotely, and this provides an opportunity to increase the number of jobs located in regional communities.

We have also heard the value that rural communities place on being able to contact local council staff who understand their local area, because they also live and work in that area. This Review presents a genuine opportunity to enhance councils' role as an employer, creating more supportive and rewarding environments for Tasmania's local government employees. The Board's view is that any package of reforms we provide to Government must build capability and capacity in the local government sector and their communities more broadly, and this includes supporting local jobs and preserving service delivery.



3. Preserve and enhance local voice

The Board wants to enhance the ability of Tasmanians to genuinely participate in and contribute to decision making in their communities, as well as building the ability of councils to effectively listen to and consider local voices in shaping and representing communities. We think creating larger, more capable councils can improve community engagement and participatory democracy at the local level.

We understand the concerns of some community members that increasing the size of councils could reduce the capacity of local communities to retain a local voice. Indeed, the Board acknowledges consolidation can go too far, with councils that are too diverse geographically, or too broad in terms of communities of interest having a reduced capacity to stay connected with their communities.

The Board has observed, however, that the opposite can also be true; the councils that are too small lack the capability to engage effectively with their communities, to develop the strategies and deliver the services which meet the express needs of local communities. The sentiment survey conducted by the Board showed a significantly lower satisfaction with the delivery of services in small, rural councils compared to larger councils.

Effective community engagement strengthens opportunities for more equal representation, allowing input from those with diverse knowledge, local context and lived experiences, and better reflecting the priorities of all community members who live in a Local Government Area (LGA), not just the 'loudest voices'. Effective community engagement also acknowledges there may be barriers to having a voice for some individuals or groups and ensures any barriers are mitigated. We know this is needed, now more than ever, as our communities grow more diverse, and face a broader set of opportunities, issues, and challenges.

Enhancing local voice builds trust and ensures local democracy is a priority at the grassroots level, ensuring people have the opportunity to make meaningful and valued contributions.

4. Be supported by fair funding models that smooth financial impacts for communities

Any major structural change will need to be accompanied by significant design work around how the new councils will be funded in the future. This may mean changes to the operation and application of rating and grant funding models. Inevitably, those changes will flow through to the community in terms of how the existing rating is redistributed. The Board will recommend any transition arrangements should be introduced over an extended period to smooth any financial impacts and avoid 'shocks' at the individual ratepayer level.

The Board recognises funding arrangements should reflect the distinctive needs and circumstances of regional and rural councils.

Whatever funding arrangements are implemented to support a new structural model, the Board believes they should be underpinned by the principles of efficiency, simplicity, fairness, and transparency.

5. Be supported by dedicated and appropriate resourcing for transition

To be successful, transition to a new system of local government in Tasmania must be properly planned, resourced, and professionally managed. Experience in other jurisdictions demonstrates that we must be up front and realistic with the community.

Transition processes and the equitable management of existing council debt and capital outlays are likely to be complex, and transition costs will likely require significant investment from the State Government.

It is crucial any consolidation process does not simply result in one council being subsumed by another. Communities coming together in new LGAs need to have a shared sense of ownership. This will likely mean creating entirely new council identities, with fresh elections as soon as possible once the necessary legislative and administrative structures have been established.

Structural reform is essential to build local government capability and capacity for the future

The Board has concluded significant structural changes must be at the centre of any effective reform package. From what the sector itself has told us – and our own research - achieving greater scale is essential to unlocking and building improved (and more consistent) capability across the Tasmanian local government sector.

Having 29 LGAs does, in the Board's view, have a significant and detrimental impact on the ability of councils to attract and retain key staff, to uniformly manage assets well, and to deliver important regulatory functions.

The Review has identified concerning capability gaps across the sector, driven in part by workforce and skills shortages leading to sub-standard delivery of important regulatory functions and highly uneven asset management practices. These gaps and challenges are being felt more acutely in smaller, rural councils.

At a strategic level, the competition, fragmentation, and duplication of effort which naturally occurs across 29 councils can and does hinder collaborative effort and outcomes when it comes to managing regional and state-wide challenges. The fact tens of thousands of Tasmanians now commute across council boundaries on a daily basis is a clear example of how current LGAs are no longer aligned with the communities in which many Tasmanians live and work.

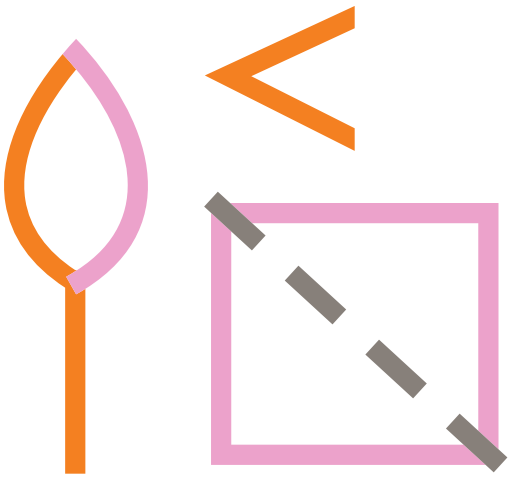
While the Board has identified a set of specific reform options intended to deliver better outcomes - even if our current 29 LGA system was retained – based on everything we have observed and heard we believe we would only be playing at the margins if we did not tackle the 'main game' of fundamental structural reform.

The Board's considered view on the current structure of the Tasmanian system of local government remains that:

1. **The status quo is not an optimal or sustainable model for the sector as a whole, given growing demands, complexity, and sustainability challenges;**
2. **Some form of consolidation is necessary to deliver greater economies of scale and scope, at least for some services; and**
3. **The scale and extent of the consolidation needed to deliver significantly better services will, unfortunately, not occur on a purely voluntary basis within the current framework. Reform must be designed collaboratively but, once settled, implementation must be mandated by the State Government.**

As the Board indicated in its December 2022 Options Paper, if 'scaling up' is well designed, planned, and properly supported by the State Government we think the sector can and will significantly improve the overall quality and range of services provided to Tasmanians. Further, the sector should be able to act as a more effective partner to support a range of important social, economic, and environmental outcomes, and become a more attractive place to work.

The question then becomes 'how do we achieve the goal?' And that is where we – the Board, the sector, the Government and, indeed, the community – need to make some decisions about the best model to take us forward.



Mandating change: Why major structural reform cannot happen voluntarily

"Irrespective of the recommendations we will make at the conclusion of this Review, there is no doubt genuine political leadership, at all levels, will be required to deliver the changes necessary to ensure we have a highly capable sector that is able to support the State's future prosperity and wellbeing."
(Stage 1 Interim Report).

While the Board has heard a range of concerns about both 'forced amalgamations' and 'mandated shared services', it firmly believes that substantive structural reform - the sort needed to deliver significant improvements to how Tasmania's system of local government works in the future – simply cannot be achieved on an 'opt-in' or voluntary basis.

We know this because previous attempts at voluntary local government reform in Tasmania have been ineffective. This was the view of the Premier's Economic and Social Recovery Advisory Council when it recommended the establishment of a wholesale local government reform process, which ultimately led to this Review.

In 2016 and 2017 the Tasmanian Government and councils funded a suite of voluntary amalgamation and shared services studies which demonstrated a range of substantial potential financial and strategic benefits to councils and communities of greater planning and services consolidation, coordination and/or integration, relative to the status quo. Despite this, only limited progress has been made to take up the opportunities identified by the studies.

It is clear to the Board that State Government leadership and support is needed to deliver successful structural reform. This aligns with our core principle above which highlights the critical role of dedicated resourcing and expert management for any transition.

Structural reform must be designed collaboratively but, once settled, its implementation must be mandated. The sector itself broadly agrees that this is the only way to elevate the reform discussion, so that we can focus on how we achieve what needs to be done to build a successful future local government sector for all Tasmanians.

Council boundary consolidation and shared services both have a role to play

The Board's view is the preferred approach for the future system of local government in Tasmania is a 'hybrid' blend of larger councils, supported by shared services for some functions. This would mean pursuing substantive boundary consolidation to create larger councils with greater capability, aligned with contemporary community catchments, and establishing (either in parallel to or following boundary consolidation) formalised shared services arrangements between those new councils, where there was an identified benefit to the community in delivering certain functions at an even larger scale.

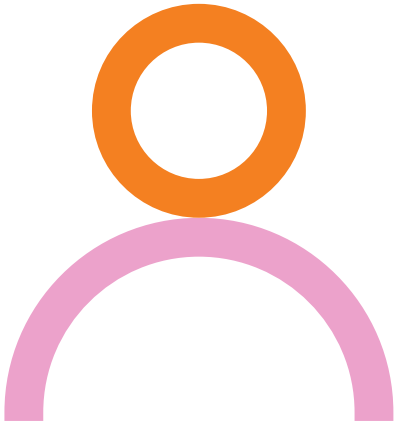
The Board now believes the 'hybrid' pathway is the only one of the three structural options we put forward in December which provides the requisite flexibility to deliver necessary scale on the one hand, while still being able to create councils which meet the unique and diverse needs of our local communities (particularly our rural and regional communities). The Board's engagement overwhelmingly supported this as the preferred approach for these very reasons.

The Board is not convinced adapting the design of any future consolidation model to the current 29 LGA system – for example via a complex set of shared services arrangements - is either logical or desirable. To do so would be a missed opportunity to reshape boundaries to better reflect the demographic, economic and environmental realties of Tasmania in the 21st century.

On the flip side, building new Tasmanian councils of a scale that would make any shared services unnecessary would likely result in an unacceptable trade-off in terms of local representation, voice, and service tailoring. Councils would likely need to be so large as to serve entire regions, which the Board believes undermines the localism we have heard is so central to the sector and to communities.

While the Board remains open to a range of possible outcomes under a 'hybrid' model, its preferred approach would:

- **Involve significant mandated changes to existing council boundaries to create a smaller number of larger, more capable councils.** The total number of LGAs in Tasmania would be substantially reduced, but with boundaries redrawn to reflect genuine communities of interest. In this scenario, most councils (particularly those with larger urban centres) should be of a sufficient scale to provide most core services and functions on a 'standalone' basis.
- **Provide flexibility to apply for different approaches to designing new councils that serve urban and rural communities, respectively.** This may mean, for example, scaling up our urban councils while preserving some smaller rural LGAs. In short, our future structure needs to be able to accommodate the (often very different) needs and circumstances of urban and rural communities – one size cannot fit all.
- **See the mandating of some service sharing but only for a relatively narrow range of services or functions.** This would not preclude further voluntary collaboration and service sharing between councils in areas of mutual interest or benefit. In fact, the Board also wants to explore how it can reduce barriers to allow more effective voluntary shared service arrangements. However, many potential mandated service sharing options would be contingent on new LGA boundaries and councils.



Specific reforms can improve the sector, but structural reform is essential to unlock their full potential

The Board put forward 33 specific reform initiatives in its December 2022 Options Paper, which it believed have the potential to improve the way councils work and deliver better outcomes for communities as a result. The feedback on these options was insightful, constructive, and positive, and we are continuing to develop the detail of how many of these options might work in practice.

The Board's firm view is that specific reform proposals will deliver the best outcomes where they are developed and implemented in the context of a fundamental sector re-design aimed at lifting Tasmanian councils' overall capacity, capability, and sustainability.

This is not to say specific reforms would not have a positive impact in the absence of broader structural change. The extent to which they can drive substantially better outcomes will, in the Board's view, be severely curtailed unless the 'big picture' structural issues in the sector are tackled as the first order priority.

As the Board moves into Stage 3, it will be seeking to develop a cohesive and integrated package of reform recommendations which includes a combination of structural change and specific supporting reforms.

Please note that, following receipt of this Stage 2 Interim Report on 31 March 2023, the Minister for Local Government has amended the Terms of Reference for the Review in relation to the specific issue of councils' role in assessing development applications under the *Land Use Planning and Approvals Act 1993*. The Minister has advised the Board the issue will no longer be included within the scope of the Review. He has instead referred the matter to the Minister for Planning for further consideration and consultation as part of the Government's ongoing planning reform agenda.

Councils' role in development approvals is contested and needs to be resolved, one way or another

The Board's December 2022 Options Paper included several potential changes to councillors' role in the development approval process. Planning-related changes can be highly contentious, both across the sector and in the general community. A significant number of councils have said they stridently oppose removing the planning authority status from councils, while others indicated they would welcome it.

There is a strong division between those who believe councillors have a legitimate role in directly making planning decisions, and those who believe the role of elected representatives is to shape local planning schemes and represent community views in the planning process but that decisions should be made by local professional planners or, in the case of complex applications, by independent planning panels.

While the Board believes there is a tension between councillors' role as community advocates and their role as a member of a planning authority, it has heard mixed and conflicting evidence about whether this is a significant problem, or if the tension is being appropriately managed in most cases.

The Board is putting forward three potential reforms for further feedback in Stage 3 and wants to hear more from the community on this issue before it lands on a proposed way forward:

- **Reform 1:** Remove councillors' responsibility for determining development applications entirely. All developments would be determined by council planning officers or referred to an independent panel for determination.
- **Reform 2:** Give councils a framework for the referral of development applications to an independent panel for determination.
- **Reform 3:** Provide guidelines for the consistent delegation of development applications to council staff.

Community-centred consolidation: starting a different kind of reform conversation

In Stage 3 of the Review, the Board wants to have an open, honest, and informed community conversation about how we can practically deliver the level and scope of structural change we think is needed to provide what Tasmanians and their communities will need in the decades ahead.

We want to talk to councils and Tasmanians about how we develop local government structural change proposals Tasmanians can and will support because they reflect and seek to strengthen genuine 'communities of interest'. We use this term to describe a group of people whose common needs, geography, and connections to one another provide a logical scale for local governance.

We will do this by adopting a 'community-centred consolidation' approach. By this we mean we will look at how new LGAs might evolve, develop, and shift from our existing council map to reflect how our local communities live and work. We do not want to be simply pushing two or more existing council areas together and expecting communities to go along with that.

A community-centred consolidation approach starts with an understanding of how our unique and diverse local Tasmanian communities operate and interact now, and how they are likely to evolve in the future. By understanding the economic, social, cultural, and geographical relationships between our places, we can start to develop future council boundaries at an appropriate scale, but which are also underpinned by a strong shared sense of community identity.

Once we have a good understanding of these things, we can shift our focus to the crucial and complex task of designing the necessary governance, funding and other supports needed to build new, community-focused future councils.

Identifying and defining Tasmanian 'community catchments': beginning to shape our future LGA boundaries

To support focused discussions, the Board – working with the University of Tasmania - has started to develop contemporary Tasmanian 'community catchment' maps. These maps are based on a range of data and insights about how Tasmanians live, work, shop, travel, and play.

Our nine distinct 'community catchments' will be used to organise region-level discussions about how well our existing LGAs represent communities of interest. These areas are based on analysis of commuting patterns, geographical connections between settlements, and population growth. A similar method was used by the Productivity Commission in 2017 to identify 'Functional Economic Regions' representing the daily movements and connections of local communities all around Australia.

The community catchment maps identify areas of inherent 'connectedness' of Tasmanian communities that transcend current council boundaries. They do not represent final (or even preliminary) boundary recommendations.

The maps are also the result of the Board applying a set of foundational principles and criteria we think will make for robust councils serving cohesive communities. Our criteria place primacy on community cohesion and connectedness, with operational capability and financial sustainability framed as 'supporting' considerations.

We want these maps to act as a catalyst for conversations with and between councils and communities about how we potentially reorganise our local government boundaries at a larger scale to deliver stronger capability, while simultaneously supporting and enhancing community cohesion, voice, and identity.

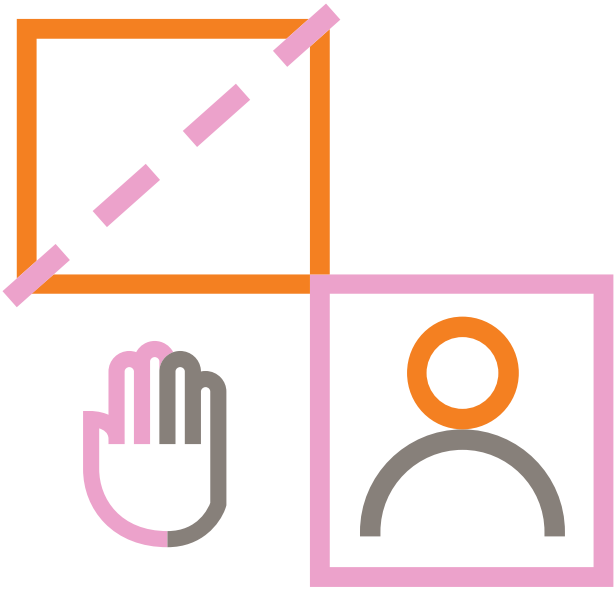
Part of this conversation needs to be about the specific role shared services arrangements might play in the context of potential new LGA boundaries. The Board wants to ensure any such arrangements build on (and not undermine) improvements in scale and capability that might be delivered through boundary reform.

During Stage 3, we will invite the councils covered by each community catchment map to provide their views on the design of local government likely to deliver the best outcomes for the communities in that region. This includes both ideal council boundaries, as well as any opportunities for service consolidation via shared services.

We want to talk with councils in detail about the financial, operational, community, and geographic factors that need to be considered in designing a council or councils that can effectively serve that community catchment.

We will also invite any proposals developed and agreed by groups of councils in a region that are consistent with the principles, criteria and methodology outlined in this Report.

During Stage 3 the Board will also provide dedicated processes for community consultation.





1. **Introduction** (The Journey so far)

At the end of 2021, the State Government established the Local Government Board and asked it to review the way Tasmanian councils work and make recommendations about how the current system needs to change so that councils can meet the challenges and opportunities the community will face over the next 30–40 years.

The Review commenced in January 2022 and was structured in three main stages:

Stage 1 involved community consultation, research, and evidence-gathering. It concluded in June, when the Board provided its first Interim Report to the Minister for Local Government. This engagement highlighted the key role played by local government in Tasmania as well as current and emerging challenges, opportunities, and priorities for reform.

Stage 2 (the current stage) is concerned with developing and testing a broad range of possible reform options to address the issues, challenges, opportunities and priority reform areas identified in Stage 1. The Board is to provide a further interim report to the Minister (this Report) with a refined set of options by the end of March 2023.

Stage 3 (the next stage) will see the development and delivery of a specific set of reform recommendations to the Minister, supported by a clear and practical implementation plan. The Final Report was initially scheduled to be delivered to the Minister by 30 June 2023, but the Minister extended this by three months to 30 September 2023 to allow more time for the development of our final recommended reform package.

At the end of the formal Review process, the Government will consider the Board's recommendations and decide how it wants to respond.

Interim report released

89 submissions FROM THE public
18 submissions from councils
2 submissions from mayors
2 submissions from peak bodies

33 'divergent views'
interviews with a wide range of
sector experts focused
on identifying innovative or unorthodox perspectives

State-wide Plenary Workshop with 51 peak body and local government stakeholders

6 follow-up focus groups
to discuss and develop potential draft reform approaches

Meetings with all State Government agencies

Survey of almost 500 Tasmanians aged 16–44



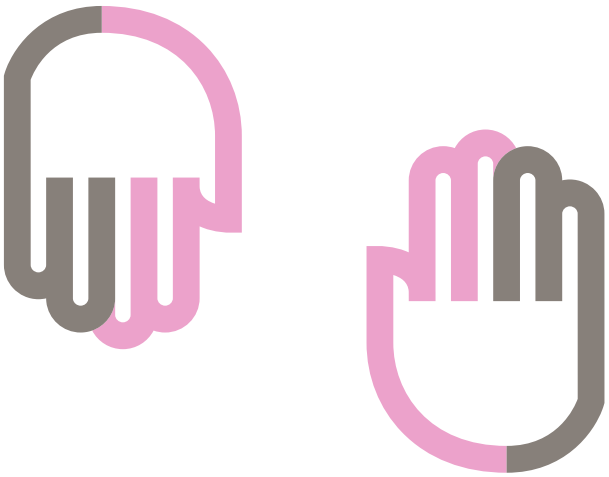
4 state-wide workshops WITH 61 members of Aboriginal Communities in Tasmania

In-person regional meetings
with council Mayors and GMs in Burnie (6 councils), Launceston (4 councils) and Hobart (6 councils)



6 meetings with key stakeholders including the Chair and Deputy Chair of the Premier's Health and Wellbeing Advisory Council and the New Zealand Local Government Review Secretariat

Figure 1 – Summary of early Stage 2 engagement



Developing reform options

Early in Stage 2, we undertook a comprehensive program of stakeholder and community engagement and conducted and commissioned research and analysis to identify reform options and ideas, as depicted in Figure 1. (see our publications page to access a range of supporting materials which have informed the Board's thinking).

This culminated in the public release of an Options Paper on 14 December 2022. The Board identified **eight reform outcomes** which the Review aims to deliver for the local government sector. These are the things we believe are essential if Tasmania's system of local government is to deliver the services and support the community needs.

To support the sector to realise these outcomes, the Board proposed **33 specific reform options**, based on the key pressure points councils are facing now and in the future. Some of these ideas are about how councils can better support community wellbeing, improve the skills and conduct of councillors, and ensure essential services and infrastructure are delivered in a fair and sustainable way.

The need for structural reform

As we explored these reforms, we heard strong agreement from the sector that the status quo is not an optimal or sustainable model, and that some form of consolidation is necessary to deliver greater economies of scale and scope, at least for some services. Importantly, we also heard that, within the current framework, the scale and extent to which consolidation is needed to deliver significantly better services will not occur on a purely voluntary basis.

In response, we also identified **three main structural reform pathways** for building capability across the sector. These pathways present different approaches for redesigning Tasmania's system of local government, to ensure councils in the future have the necessary scale, resources, capability, and capacity to deliver their critical functions.

Three reform pathways
1. Significant (mandated) sharing and consolidation of services
2. Significant boundary consolidation to achieve fewer, larger councils
3. A 'hybrid' model combining both service and boundary consolidation

Testing reform options

From the 14 December 2022 until 19 February 2023, the Board invited written submissions on its Options Paper via post, email, and an online survey portal.

In February and March the Board hosted a series of meetings - mostly in regional towns to ensure Tasmanians outside of major population centres had the opportunity to engage in person. We held 34 sessions with communities, elected representatives and council staff. These sessions gave attendees the opportunity to discuss the Options Paper, with a particular focus on the structural reform pathways. Appendix 2 contains a report on what we heard across these meetings.



Image 1 Bicheno Council Staff Meeting



Image 2 Ulverstone Elected Representatives Meeting



Image 3 Kingston Community Meeting



Image 4 Bothwell Community Meeting



Image 5 West Coast Council Staff Meeting

In total, we heard from or met with over 720 community members, local government stakeholders, peak bodies and organisations from December 2022 to the end of February 2023. This process has allowed us to identify potential issues with reform options and understand community and stakeholder sentiments.

Overall, as we conclude Stage 2, the Review has so far heard from or engaged with over 4,000 community members and stakeholders, and had our social media marketing and promotional material seen by Tasmanians over 2 million times.

Online survey
submissions on reform options – **146**

Regional meetings

- with Elected representatives – **134**
- with council staff – **161**
- with community members – **178**

Written submissions

- from councils – **26 out of 29 councils**
- from organisations and peak bodies – **21**
- from individuals – **61**

Figure 2 – Option Paper Engagement Numbers

Report Purpose and Structure

The Board's Terms of Reference require us to provide at the end of Stage 2 "...a 'shortlist' of feasible reform options that the Board considers, based on the evidence, would optimise the performance of council services and functions and deliver on community needs and expectations".

The Board's second Interim Report (this Report) is both a summary of the work we have done in Stage 2 and a roadmap for how we will approach the development of our reform package in Stage 3.

The Report is organised into **five main sections** (including this Introduction – Section 1):

- **Section 2** discusses the Board's current position on future structural reform pathways. We explain why we favour a 'hybrid' structural change model, underpinned primarily by a program to consolidate existing councils into new, larger local government areas shaped around contemporary 'community catchments'.
  We explain the role that shared services arrangements can and should play as part of this future state and unpack why getting our LGA boundaries 'right' should occur before considering many of the functions and services that may be better delivered at a scale above and beyond new, larger councils. We also explain why change will only occur if its mandated – voluntary approaches have failed to deliver needed reform.
  This section also responds to the main concerns we have heard about creating larger council areas. It sets out why and how we think these issues should not prevent the State moving forward with bold structural reform. We explain how the concerns raised have helped us formulate a set of principles to mitigate the risks outlined to us and guide the transition from current arrangements to a redesigned local government sector.
- **Section 3** takes the consolidation discussion a step further and explains how the Board will develop future structural change scenarios in Stage 3. At the heart of this is a **'Community-Centred Consolidation'** approach. In simple terms, this means starting with an understanding of how our unique and diverse local Tasmanian communities operate and interact now, and how they are likely to evolve in the future. By understanding the economic, cultural, and geographic relationships between our places, we can start thinking about future council administrative boundaries that make sense and are underpinned by a strong shared sense of community identity. With a good understanding of that, we can design the governance, funding and other supports needed to ensure those community-focused councils can succeed.
  To promote a genuine and open community conversation about future council boundaries, the Board has mapped Tasmanian 'community catchments'. These maps do not have precise boundaries. The aim is to **show areas of inherent 'connectedness' of Tasmanian communities that transcend our current council boundaries. They do not represent final (or even preliminary) recommendations for new council boundaries.** They are intended to act as a catalyst for conversations with and between councils and communities about how we potentially redraw the local government map to deliver councils at a larger scale. The core objective being to deliver stronger capability, while simultaneously supporting and enhancing community cohesion, voice, and identity.
  Section 3 also explains how we are treating shared services as part of the structural reform discussion. It gives an early indication of the functions and services the Board believes may benefit from being delivered via shared services models.
- In **Section 4**, we reflect on the 33 Specific Reform Options the Board put forward in its Options Paper. We explain our current and evolving thinking on these options and set out the work we will be doing in Stage 3 to further test, develop, and refine them alongside the 'big picture' structural pathway conversation. Where we have decided not to proceed with options (at least not in the form proposed in the December paper), our underlying thinking and rationale is clearly explained.
- In **Section 5**, we chart the course for Stage 3 of the Review and set out our approach to engagement and consultation. We also make clear our view that, given the ambition and scope of this Review, the package of strategic recommendations the Board puts forward at the end of Stage 3 will inevitably require further technical design work to operationalise and implement.



2. Future Reform Pathways – The Board's Evolving Position on Structural Change

In our Options Paper, the Board laid out **three** potential structural reform pathways for the future of local government in Tasmania:

Three structural pathways

1. Significant (mandated) sharing and consolidation of services

   Under this pathway, certain local government functions and services would be consolidated and centralised at the sub-regional, regional, or state-wide scale, where there are clear efficiency and effectiveness benefits in doing so. Current local government areas would be largely – if not entirely – preserved, but councils would be required to participate in formalised and consistent shared services for identified functions.

2. Significant boundary consolidation to achieve fewer, larger councils

   Under this pathway, the administrative boundaries of Tasmania's current 29 LGA would be 'redrawn' and a series of new, larger LGAs would be established to represent and deliver services to those LGAs.

3. A 'hybrid' model combining both service and boundary consolidation

   This pathway would involve some boundary changes (though less than under option two) and some service consolidation where clear benefits can be identified.

Figure 3 – Three Structural Pathways

The Board put these pathways forward because it believes there is broad and clear consensus in the sector itself on the three following fundamental points:

- **Firstly, the status quo is not an optimal or sustainable model for the sector, as a whole, given growing demands, complexity, and sustainability challenges;**
- **Secondly, some form of consolidation is necessary to deliver greater economies of scale and scope, at least for some services; and**
- **Thirdly, the scale and extent of the consolidation needed to deliver significantly better services will, unfortunately, not occur on a purely voluntary basis within the current framework. Reform must be designed collaboratively but, once settled, implementation must be mandated by the State Government.**

Unsurprisingly, the structural pathways have generated significant community debate and discussion. The Board has heard a range of views from elected members, council staff, peak bodies and organisations, and the broader community about which pathway will best serve Tasmanian communities into the future, and why.

The Board has listened carefully to all perspectives while it has continued to undertake its own research, analysis, and deliberations. As we embark on Stage 3 of the Review, the Board believes it is important that we clearly explain our current thinking and broad position on the structural pathway question.

As we have engaged further with the sector and communities, we became even more confident that unlocking increased administrative and functional scale is necessary to improve capability in the sector and lift the overall standard of services that Tasmanians can expect from their councils. We also think it is central to ensuring that future councils can sustainably provide the level of services that Tasmanian communities need.

Why scale matters - Building local government capability and capacity for the future

In our Options Paper, the Board made clear our view that a critical part of the solution for local government reform is increasing scale in key areas.

We said in the Options Paper that we knew – from our own research and analysis and sectoral and community engagement – that our system of 29 LGAs is having a significant and detrimental impact on, for example, the ability of councils to attract and retain key skills, to uniformly manage assets well, and to deliver important regulatory functions.

We identified concerning capability gaps, driven in part by workforce and skills shortages, that were manifesting in, for instance, sub-standard delivery of important regulatory functions and highly uneven asset management practices (see Table 1 below). We noted these gaps and challenges are being felt more acutely in smaller, rural councils.

At a strategic level, we also observed the competition, fragmentation, and duplication of effort that naturally occurs across 29 councils can and does hinder collaborative effort and outcomes when it comes to managing regional and state-wide challenges that transcend current LGA boundaries.

As we have engaged further with the sector and communities, we became even more confident that unlocking increased administrative and functional scale is necessary to improve capability in the sector and lift the overall standard of services that Tasmanians can expect from their councils. We also think it is central to ensuring that future councils can sustainably provide the level of services that Tasmanian communities need.

Capability gap	Evidence
Workforce shortages	In 2018, 69 per cent of councils were experiencing a skills shortage and 50 per cent were experiencing skills gaps. In 2022 this had deteriorated, with 86 per cent of Tasmanian councils experiencing a skills shortage. Engineers, town planners, environmental health officers, and building surveyors were in the top five areas of shortages.
Gaps in public health monitoring and reporting	62 per cent of councils are failing to carry out all the food safety inspections recommended to protect the public from dangerous food poisoning risks like Salmonella. 72 per cent of councils are failing some of their responsibilities for monitoring that the water in pools and outdoor sites is safe for swimming. Smaller councils were more likely to be failing in these responsibilities than larger councils.
Uneven enforcement of building and plumbing regulations	69 per cent of councils are failing to perform the plumbing inspections required to ensure public safety and prevent risks like waterborne illness. 31 per cent issued some plumbing permits without site inspections. When building orders were not complied with, councils failed to take follow up action in 79 per cent of cases. On these plumbing and building measures, larger councils were more likely to be fulfilling their responsibilities than smaller councils.
Planning to maintain roads and other council assets	A review of asset management plans has found high levels of non-compliance with minimum statutory requirements. Many councils used longer-than-recommended useful lifespans when valuing their assets. There are instances where major asset classes like stormwater infrastructure have not been accounted for at all.

Table 1 - Emerging capability gaps and supporting evidence

A question of scale? How council size affects capability and service delivery costs

The Board's early research (Tasmanian Policy Exchange, UTAS 2022. *National and international trends in local government and their relevance to Tasmania.* Future of Local Government Review Background Research Paper No. 2) indicated the relationship between council size and service cost efficiency is not always clear cut. While we have said from the outset that the focus of reform should be on increasing council capability to deliver better services, the Board has still been keen to understand if and how council size (as well as other factors, like levels of urbanisation and community disadvantage) impacts on the costs to local communities of providing councils' core functions.

In Stage 2, the Board engaged SGS Economics and Planning to look at how much councils spend on delivering their core suite of functions and services, including waste management, road and bridge construction and maintenance, planning and regulatory functions, and back office corporate support. Alongside this, SGS also analysed the strategic capacity and capability of Tasmanian councils, with a focus on the professional and technical capability of council staff, including skills and workforce strengths, gaps and shortages, and supporting data, systems and assets.

The full SGS Report is published on the Review website (www.futurelocal.tas.gov.au/publications/).

Key findings:

- SGS's analysis of service costs suggests that larger councils invest more across most of the core functional areas they examined.
- SGS concluded, however, this is because those larger more urban councils can and do provide a greater range and higher quality of service for most of these functions, relative to their rural counterparts. Further, larger urban councils often provide regionally important infrastructure and facilities utilised by residents from neighbouring councils, and experience higher demand on infrastructure resulting in greater maintenance and renewal costs.
- However, when service costs were controlled for complexity – then larger and more urbanised councils appear to have either broadly equivalent or lower per unit costs across a range of functions. This is to be expected given the known efficiencies of serving urban centres with high population densities, compared to councils with dispersed rural communities (which often also have significant lengths of road infrastructure assets to maintain).
- For services that are relatively similar across all councils, such as waste collection, the cost of delivering these services clearly reduced as the size of the council increased.
- Ultimately, the SGS analysis has highlighted the sheer diversity in service offerings across Tasmanian councils makes it difficult to draw simple conclusions about the relationships between scale and the cost of service delivery. This challenge is increased by inconsistent approaches to data collection and reporting on functional costs across the sector which currently makes 'apples and apples' comparisons extremely challenging (if not impossible). **The Board believes that there is significant scope to improve service cost and quality benchmarking as part of a contemporary performance monitoring and management framework for the sector. This is discussed further in section 4 as part of our proposed Specific Reforms.**

Our analysis has found that almost all councils with populations greater than 10,000 spend approximately $1,000–2,000 per resident each year. Councils serving smaller populations spend much more per resident – up to $8,000 each year. They source these funds from Commonwealth and State grants, but also by charging higher rates, with the smallest rural councils charging the highest rates.

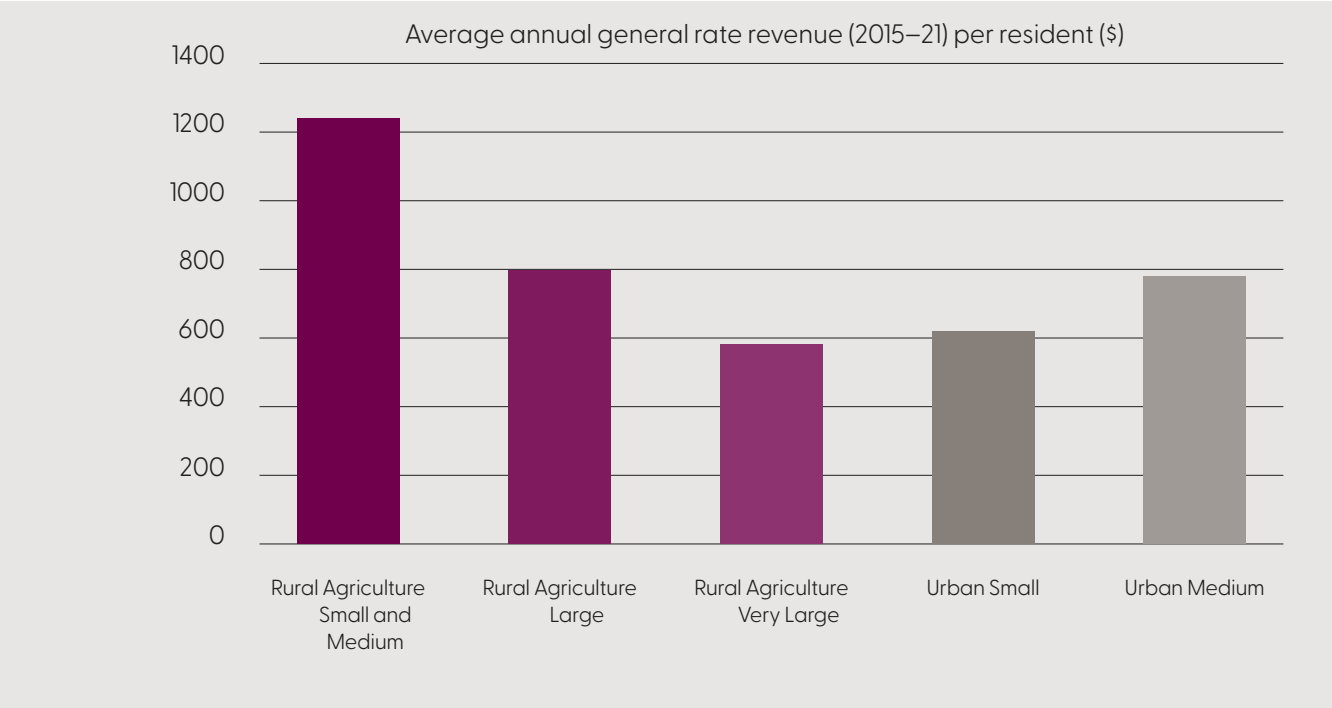


Figure 4 – Average annual general rate revenue (2015-21) per resident ($) by council category.

Findings from the SGS strategic capability review that we commissioned in Stage 2 reinforced what we continue to hear as we engage with council staff throughout the Review, which is that capability is stretched, and workforce challenges are only compounding this.

The analysis found that asset management was a particular area of concern and potential risk, and this lends further support to issues identified through the Board's desktop review of council strategic asset management planning documents[1].

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1 J. Howard Asset Management Report - http://www.futurelocal.tas.gov.au/wp-content/uploads/2023/04/230331-Tas-AM-Review-Update-V4.pdf

http://www.futurelocal.tas.gov.au/wp-content/uploads/2023/03/221212-Detail-compliance-with-Order-V2.pdf

Reviewing Council Asset Management Practices

Management of roads, stormwater, and other infrastructure is the single biggest expenditure item for councils. The maintenance of these assets to appropriate standards is crucial because it supports broader regional and state-wide economic and social objectives.

We also know that communities place a high value on the sound management of these assets. Our sentiment survey revealed that 60 per cent of Tasmanians cited 'quality infrastructure' as one of their top three priorities for the future of their local area.

As part of its broader research and evidence gathering program, the Board engaged local government asset management expert John Howard to undertake a desktop review of council strategic asset management plans and practices. The objective of the review was to provide the Board with a better understanding of the diversity of approaches that councils currently take with respect to managing their existing assets (including how they account for depreciation based on asset lives) and a clearer picture of Tasmanian councils' current and future asset maintenance renewal obligations, as they relate to, and impact on, their broader financial sustainability.

The review looked at councils' compliance with minimum statutory requirements for the preparation of strategic asset management and planning documentation, as well as valuation and depreciation practices.

The review found significant variation in performance and practices across the sector. For example:

- Less than half of all councils had a current Long Term Strategic Asset Management Plan;
- Compliance with statutory requirements for the content of associated asset management plans and policies was also highly variable. 64 per cent of councils were compliant with requirements in relation to asset management plans and this figure was 73 per cent for asset management policies. Compliance rates for these items should be approaching 100 per cent to provide information for councils to manage future infrastructure service levels and risks in a financially sustainable manner;
- Some councils have adopted their own approaches to meeting the statutory requirements for asset management plans that are not technically compliant despite templates being made available to assist with these tasks, resulting in a loss of consistency and comparability across the local government sector in Tasmania; and
- Average useful lives being adopted by councils for the same asset classes vary significantly, and in many cases useful lives are being extended with little transparency as to the reasons. Extending useful lives of infrastructure assets without justification and documentation of engineering reviews of expected physical wear and tear and technological and commercial obsolescence of the asset will understate depreciation expense. This will reduce the capacity of councils to complete the required asset renewal programs identified in the long-term strategic asset management plan and result in lower service levels for the community.

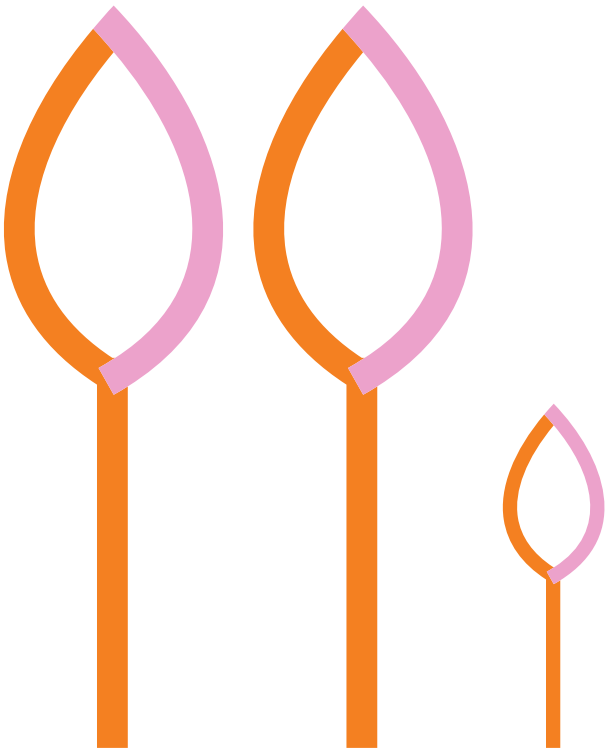
These findings are supported by observations made by SGS Economics and Planning in its qualitative analysis of councils' strategic capability in relation to asset management (see below).

The Board has commissioned a further piece of work building on this Review to better understand how well councils are currently aligning their asset management and financial management plans. This work has commenced and is ongoing in Stage 3.

Strategic Asset Management – A Major Future Challenge for the Sector

"...while some councils indicated that they had strong knowledge, systems, and processes [in relation to strategic asset management], it was clear that others did not. This was of concern across all asset classes but particularly prominent in relation to stormwater. Councils manage a wide variety of assets. Having a good understanding of asset condition, future asset supply and demand, and strategic financial plans is critical. Many councils indicated that they have assets that they potentially no longer require, while others had limited strategic direction to guide forward planning. The lack of capability and capacity across asset management (especially stormwater) could be a significant risk."

SGS Economic and Planning (2023)



In surveys and workshops conducted with council staff as part of the capability analysis, the benefits of achieving greater operational scale in some functions were flagged, with the following being offered as functions or services that could be actively considered for consolidation at the regional or even state-wide level:

- regional planning for waste management infrastructure;
- regional stormwater planning and climate impact assessments;
- legislative changes across planning, building and plumbing;
- state-wide integrated statutory planning and building systems;
- outsourcing of building and plumbing services to a state-wide service via Consumer, Building and Occupational Services (CBOS); and
- standardisation of processes, systems, data collection and data storage to further support sharing of services.

We have also heard from ordinary Tasmanians that there are areas where they feel councils could significantly improve how they serve local communities, particularly when it comes to management of roads and other key infrastructure assets. Tasmanians' overall assessment of how well councils serve their local area showed that 30 per cent had a positive view, 50 per cent were neutral, and 20 per cent had a negative view of performance, with more people in rural and remote communities not feeling as though their council was doing a good job.

Our research also shows Tasmanians value local services but are more concerned about their quality rather than who provides them. 80 per cent of Tasmanians indicated they did not mind which level of government delivered their local services.

In summary, at the conclusion of Stage 2 the Board remains convinced that achieving greater scale is essential to unlocking and building improved – and more consistent – capability across the Tasmanian local government sector.

As we said in our Options Paper, if this 'joining up' is well designed, planned, and properly supported by the State Government we think the sector can improve the overall quality and range of services it provides to Tasmania. Further, it should be able to act as a more effective partner to support a range of important social, economic, and environmental outcomes.

We briefly discuss the reaction to our three pathways below, before laying out a version of the 'hybrid' approach we think has the best potential to deliver the outcomes needed.



Structural Reform Futures – Tasmanian Community Sentiment Survey

In February 2023, the Board commissioned the University of Newcastle to conduct a sentiment survey of 1,000 Tasmanians to understand their views on some of the 'big questions' about how they see local government working now, and into the future. The sampling approach that the University of Newcastle used means we can have a high level of confidence that the responses we received are representative of the views of the broader Tasmanian population, across existing LGAs.

As part of the survey, Tasmanians were asked the following questions about structural reform:

- "How well does your local council serve your local area?"
- "Thinking forward 20 to 30 years, if there was no change to how councils work, do you think that things would get better, worse, or stay about the same? And why do you say that?"
- "Thinking about your needs and the needs of your family and community over the next 20 to 30 years, do you agree or disagree with the following statement: "Local councils in Tasmania should share more services across regions or state wide." And why do you say that?"
- "Tasmania has 29 councils. Do you think that is too many, too few, or about right? And why do you say that?"

The answers we received indicate that:

- Views on current council performance are generally split 30 per cent positive, 50 per cent neutral, and 20 per cent negative. People living in rural and remote council areas are more likely to have a negative assessment of council performance, particularly when it comes to infrastructure and financial management.
- With no change to Tasmania's system of local government, only 14 per cent of Tasmanians feel as though things will get better, and almost half believe they will get worse. The main reasons for this pessimism included councils and councillors not being appropriately equipped to be 'forward thinking' and manage future issues, including challenges with population growth and ageing;
- Over 80 per cent of Tasmanians support councils sharing more services across regions or state-wide; and
- More than half of all Tasmanians think we have too many councils currently. The reasons people give for thinking we have too many councils include that our population is too small, it is too expensive and fewer councils would be more efficient, and that we should have council consolidation or greater resource sharing. Only around 30 per cent think the current number is 'about right'.

The results of the full survey can be found in the University of Newcastle's report, which is available of on the Future of Local Government Review website [link].

Structural Reform Pathways - Sector and Community Reactions

For nine weeks after the release of our Options Paper, the Board invited written and online survey submissions on the reform options, including the three structural pathways. We summarise below what we heard across submissions from communities, councils, and peak bodies and organisations.

During February 2023, we also held a series of online and face to face regional meetings with communities to discuss our structural reform pathways. Appendix 2 contains a summary report on these meetings.

What we heard from communities

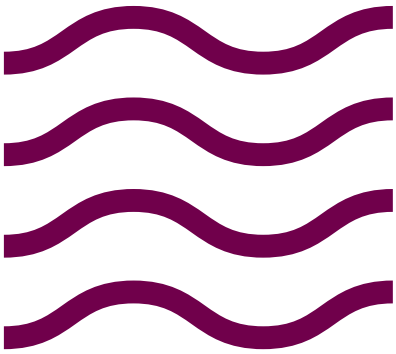
It was clear that some people who participated in the Stage 2 engagement are concerned about the potential negative impacts of any major structural change. Community members in rural and regional areas in particular are worried about being consumed by existing larger urban councils which they felt would not understand or value the contributions of their local communities. We respond to these concerns directly in the next section.

Notwithstanding these broad concerns, of the models presented, most written submissions from the public supported either boundary consolidation to achieve fewer, larger councils and / or a 'hybrid' model combining service consolidation with boundary reform.

Those who supported Pathway 2, boundary consolidation to achieve fewer, larger councils often cited the issues and inefficiencies that naturally occur with having 29 councils serving a relatively small population. Benefits identified included allowing councils to 'scale up' to deliver better services for communities, more effective strategic regional planning, providing a more powerful voice when advocating to the State or Federal Government on behalf of communities.

Those supporting Pathway 3, (the 'hybrid' model) broadly identified the need for fewer, more capable councils in Tasmania, but not at the cost of losing local identity and voice. Those who support this pathway argue that it allows a 'tailored approach' to structural reform – this means creating bigger councils that preserve and realign unique rural and urban communities of interest, while still allowing them to collaborate on shared issues and priorities.

We have also heard from a small number of voices that, while conceding that structural reform is needed, they are opposed to any forced amalgamations of councils. A number of these have noted the need to identify and articulate the benefits of consolidation, then have open and informative discussions with councils and communities.



What we heard from councils

The Board received submissions from 26 councils.

At a high level, most councils believe reform Pathway 3 - a 'hybrid' model - is the best pathway for structural reform. We have heard broad acknowledgement the existing structure of our system of local government needs to better reflect the significant changes since the last reform efforts to how we live and work, so that our councils can better address the issues and opportunities that will face us over the next 30 years.

Sentiments were largely similar to what we heard from the public – existing council boundaries could be changed to better reflect contemporary Tasmanian communities but need to be carefully designed and delivered through an approach that considers local circumstances and manages and supports the transition process.

We also heard from a smaller number of councils that while they remain open to reform, they wish to see more detail on the Board's specific approach to consolidation, including how their communities will be impacted. Interestingly, only two councils identified that they are strongly opposed to any structural reform whatsoever.

Two councils - Devonport and Waratah-Wynyard - expressed support for Pathway 2, boundary consolidation, noting their desire to elevate the reform discussion from self-preservation to what is in the best interests of all of Tasmania. These councils have provided the Board with detailed views and proposals on scaling up. Another two councils, Kentish and Latrobe, also expressed a willingness (albeit only if the Board deems it necessary) to discuss voluntary consolidation. Launceston City Council provided a detailed submission on the need for structural change including a hybrid approach to boundary consolidation and shared services in its submission to Stage 1 of the Review.

What we heard from organisations and peak bodies

The Board received 21 submissions from peak bodies and organisations, covering both the specific reform options and structural pathways. While many submissions focused specifically on their areas of expertise and interest (such as wellbeing, road management, housing, waste management, planning etc.), there was, again, a broad acknowledgement and acceptance that some form of structural reform is needed to build the capability of councils to better deliver outcomes across these areas. But again, there was a view this change needed to be delivered through a sensitive tailored approach, considerate of local nuances.

An area of key concern for many organisations and peak bodies is the potential removal of statutory planning decisions from councils, although it was still broadly accepted that the role of councillors as both a planning authority and community representative needs to be reviewed to reduce potential (and actual) conflicts of interest and polarising debates around a small number of controversial development applications.

We also received submissions from a small number of organisations expressing opposition to forced amalgamations, claiming this will inevitably result in job losses from the sector.

Responding to Community Concerns: The Board's Approach to Managing Structural Change

During our Stage 2 engagement, the Board heard some consistent concerns and resistance to the idea of structural change generally, and council boundary consolidation specifically. These included fears from councils and communities about the loss of:

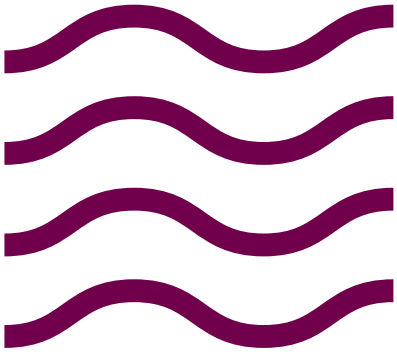
- local jobs and service presence outside major cities and townships as a result of 'cost cutting' and rationalisation;
- local voice and access to elected representatives who genuinely understand the local area; and
- local identity and community cohesion, particularly where rural councils are simply 'eaten up' or 'bolted onto' urban councils, but also where rural councils with incompatible interests or cultures are put together.

Other questions and concerns we heard frequently centred around the management of the transition processes to a new future structure, including how:

- transition is funded, and who pays (is it the State Government or councils themselves?);
- assets and liabilities (including cash holdings) are equitably distributed from existing councils to any new entities; and
- rates and charges are set for new councils, and how the transition is managed if rates go up for certain communities (even where this is to fund better or a wider range of services).

Finally, the Board heard there was scepticism about council consolidation based on unsuccessful or poorly implemented amalgamation processes in other states. Examples of moves elsewhere to 'de-amalgamate' were cited as evidence that creating larger councils does not always work.

All these concerns are valid. Communities are right to be wary of big changes, and naturally worry about what they stand to lose in any reform process. As a Board, we are committed to fully understanding these areas of concern, so that we can address the issues head-on and pro-actively manage them as part of the design process. Below, we explain the core guiding principles and approach we will be applying to the design of any change proposal (and supporting transition arrangements) to the Government in our Final Report at the end of Stage 3.



De-amalgamation – Recent Experience and Lessons for Tasmania

We have heard concerns that council consolidations often end up in costly, disruptive de-amalgamation.

This is not the case. Despite some prominent de-amalgamations in NSW and Queensland in recent years, the vast majority of merged councils have not sought to revert to their former status.

Between 1990 and 2023, there has been an overall reduction of 311 local government areas across Australia. Only five de-amalgamations have occurred over this time. When mergers have been unpopular, commentators have concluded that in most cases dissatisfaction arises not from the consolidation itself, but rather from the process. As one affected Victorian mayor noted, following mergers in Victoria, "the debate is not whether amalgamations should have happened. It's about the way it happened."

While de-amalgamations account for only a very small percentage of cases, we understand that poorly designed and managed consolidation processes are costly, impacting communities, individuals, and councils. That is why we have reflected deeply on earlier reform efforts and are determined to pursue a better pathway.

Having looked closely at these de-mergers and other unsuccessful reform efforts, a number of lessons can be drawn.

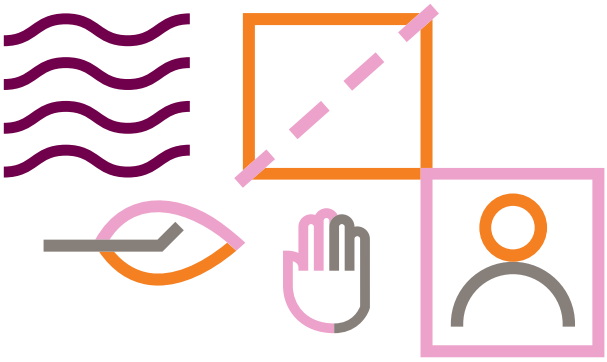
De-amalgamations have tended to be the result of:

- Rushed reform timeframes that compromise the integrity of the process, leading to insufficient consultation and analysis, and contributing to uncertainty in the community and sector;
- a preoccupation with increasing the "size and scale" without making a clear case about how this will benefit communities;
- perceived inconsistency and a lack of transparency around the intentions and methods of the review;
- apparent policy reversals by state governments, ignoring earlier commitments of review recommendations;
- too much emphasis placed on financial and cost savings, ignoring other factors important to communities;
- no strong shared sense of community in amalgamated councils; and
- inadequate transition management and cultural change.

Inevitably, these failings have led to strong opposition from communities and the sector.

How the Board is working to deliver successful reform with these lessons in mind:

- Rather than a narrow focus on cost savings or financial efficiency, the Review began with a 'first principles' approach, seeking to establish how local governments could best serve their communities into the future;
- This has resulted in recognition that there is no ideal one-size-fits-all model. Successful reform requires an individualised and 'place-based' focus on distinctive community needs, with an emphasis on both 'economies of scope' and scale;
- The Review has, at all stages, sought to develop a shared vision, seeking out and listening to community and sector perspectives, providing extensive opportunities for community engagement;



- Transparency and openness in communication has been (and will continue to be) a key goal of the Review;
- Structural reform recommendations will be developed as a means to ensure councils can continue to support the communities they serve into the future, and not an end in themselves. Other reform options, such as implementing a workforce development strategy and increasing support for the implementation of revised regulatory processes, are considered equally important and will not be sidelined;
- Final recommendations for any proposed structural changes will be developed collaboratively (although, once agreed, implementation will need to mandated); and
- These recommendations will be accompanied by a comprehensive transition plan, recognising the importance of careful and considered change management.

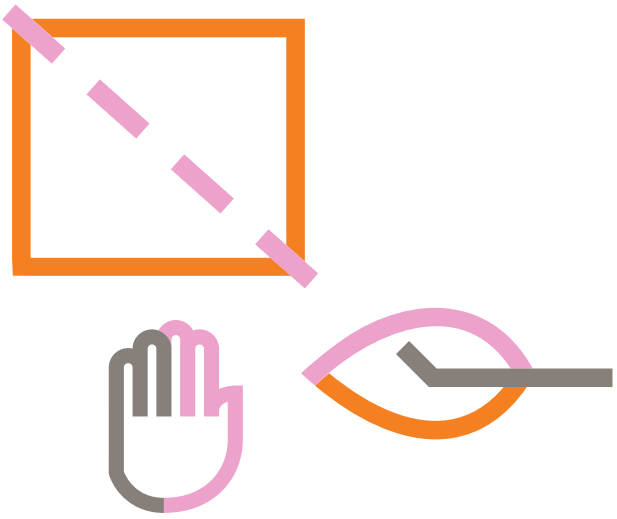
In 1993, Tasmania reduced its number of local governments from 46 to 29. In our extensive consultation there has not been any significant feedback to suggest that those reforms should not have occurred or that Tasmania now needs more councils again – on the contrary, we have heard widespread agreement that the status quo is no longer fit for purpose. Australian and Tasmanian local government boundaries have changed many times over the past 150 years to reflect changes in populations, technologies, and community priorities. We believe that such change is once again required here to ensure that councils can continue for serve the next generation of Tasmanians.

1. A focus on future community needs

'Traditional' council amalgamation approaches in other jurisdictions have tended to adopt an efficiency and financial sustainability lens, by looking at the historical performance of existing councils to identify candidates for amalgamation. While most amalgamations have ultimately endured, our research shows these types of processes can be unnecessarily acrimonious, divisive, and leave some (typically smaller rural) communities feeling ignored.

We are deliberately adopting a different approach that starts by looking at the current and future needs of local communities. This means not being bound to current council boundaries as the basis for future structures. We are in essence asking the Tasmanian community to adopt, at least in the first instance, a 'clean sheet of paper' approach to thinking about the overall future design of local government in this State.

Of course, efficiency, effectiveness, and sustainability must remain essential drivers for structural reform. But we think these need to be secondary considerations , after first considering how we might build councils that align with and support cohesive communities of interest.



2. Retaining jobs and service delivery locally

From the outset of the Review, the Board has said that the future prosperity of Tasmania relies on the strength and resilience of its local communities and, by extension, its councils. We also understand the importance of local government as a major employer, particularly in small, rural communities.

This Review presents a genuine opportunity to enhance councils' role as an employer, creating more supportive and rewarding environments for Tasmania's dedicated local government employees. Our view is that we need to design a package of reforms which build capability and capacity in the local government sector and communities more broadly, and will not come at the expense of local jobs or service delivery.

The Board has heard from stakeholders, including council staff, that structural reform, if done right, will deliver benefits for existing and future local government employees. For example, we heard from staff at Central Coast Council that structural reform could lead to more diverse career paths within the sector and improve the ability to attract desired skillsets. We also heard larger councils would naturally have larger departments and teams, and in turn, more support for staff. These sentiments were shared across our community meetings with council employees, and other submissions. In fact, 81 per cent of 157 council employees surveyed by the Australian Services Union said they would work for an amalgamated council, and 65 per cent of 232 council staff surveyed by LG Professionals agreed there needs to be structural reform of local government in Tasmania[2].

2 https://www.futurelocal.tas.gov.au/wp-content/uploads/2022/07/Local-Government-Professionals-Tasmania-Survey-Results.pdf

The Board believes the design of our reforms will ensure there is no loss of jobs and services from local areas – consolidation does not need to come at the cost of local employment and, indeed, could actually enhance it. The local government sector is already relying on a strained and stretched workforce – it has been pointed out there is no reason why a reduction of council employees would be necessary in any reform, let alone one that, at its core, is about building a robust system of local government for the decades ahead.

We can look to the 1993 local government reforms where, instead of the 'mass job losses' some had expected, what was actually delivered was increased capacity through employment of a greater range of professional staff[3]. This is because councils at their core, were and are still focused on delivery of services to local communities.

Tasmania has changed significantly since 1993. Our population has grown and is dispersed differently. Our roads are better, our vehicles are more efficient, our technology enables us to communicate and work remotely. The suggestion that building scale through boundary consolidation will naturally come at the cost of local jobs and communities does not stack up – depots and shop fronts do not need to close or relocate to a central location, and staff can (and want to) utilise flexible working arrangements to suit their needs. A key lesson from COVID 19 is that teams can be formed from people working remotely. This trend continues despite the reduced risks from COVID-19. Understanding how remote and flexible working arrangements can improve regional employment will be a key area of enquiry for the Board in Stage 3 of the review.

3. Preserving and Enhancing Local Voice

The Board is committed to enhancing the ability of Tasmanians to participate in and contribute to decision making in their communities, as well as building the ability of our council's to effectively listen to and consider local voices in shaping their communities. The Board believes councils have an important role in representing their communities in partnerships with other tiers of government, which highlights the need for systematic community engagement.

While we have heard that those who live in smaller councils feel they have better access to elected officials, this is only one aspect of community representation and engagement. Through the engagement and research undertaken during the Review, we have identified that effective community representation can and should be achieved through robust community engagement and good governance, while still leveraging the local knowledge inherently available to councils.

Larger councils typically have greater capability and are better resourced to undertake inclusive, systematic, and sustained community engagement to ensure local voices are heard. Under the status quo, many of our councils simply don't have the resources to deliver meaningful opportunities for their communities to be genuinely involved in decision making – councils have told us that community engagement is "something we can do better".

3 Tilley, I and Dollery, B, "Historical Evolution of Local Government Amalgamation in Victoria, Tasmania and South Australia", (2010), Working Paper Series, Centre for Local Government, University of New England, March 2010. https://www.une.edu.au/__data/assets/pdf_file/0019/17470/01-2010.pdf

Research undertaken by UTAS for the Review[4] highlighted how broad citizen involvement in local government has a wide variety of benefits including:

- strengthening local democracy, trust and accountability;
- enhancing social capital and inclusion;
- improving outcomes by increasing constructive community dialogue and the raising of unanticipated issues; and
- improving community understanding of issues, challenges, and potential solutions.

Effective community engagement strengthens opportunities for more equal representation, allowing input from those with diverse knowledge and lived experience. Better reflecting the priorities of all community members who live in an LGA is needed now more than ever, as our communities grow more diverse, and face a broader set of issues and challenges. Enhancing local voice also helps build trust in government and the broader process of democratic renewal. This is especially critical for people in our communities who may face challenges or barriers in participating in public discussions.

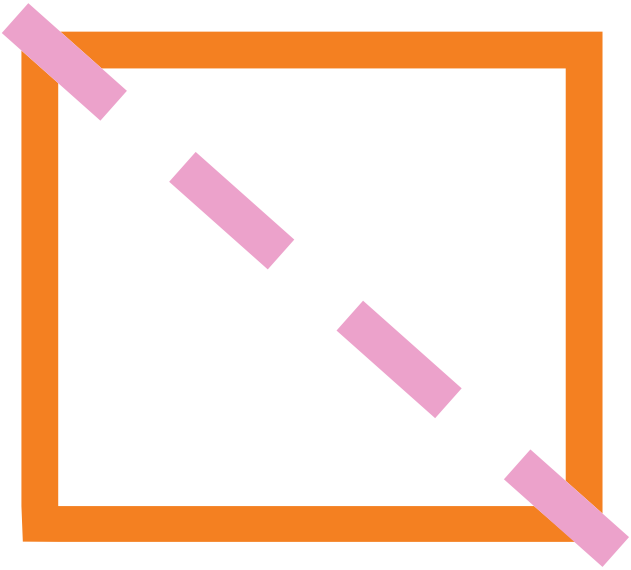
Scaling up our councils will enhance their capacity to effectively represent their communities.

4. Smoothing Financial Impacts for Communities

Clearly, any major structural change will need to be accompanied by significant design work around how new councils are funded. This could mean changes to the operation and application of rating and grant/transfer models. Inevitably, any changes would flow through to the community in terms of how the rating burden is distributed. Depending on the scale of changes, transition to new arrangements may need to extend over a period of time.

The Board also recognises that funding arrangements should reflect the distinctive needs and circumstances of regional and rural councils.

Whatever funding arrangements are put in place to support a new structural model, the Board believes they should be fundamentally underpinned by the principles of efficiency, simplicity, fairness, and transparency.



4 Tasmanian Policy Exchange (2022). Place Shaping and the Future Role of Local Government in Tasmania: Evidence and Options: Future of Local Government Review Background Research Paper No.3. Research report prepared for the Future of Local Government Review, https://www.futurelocal.tas.gov.au/wp-content/uploads/2022/06/FoLGR-UTas-Paper-3-Place-shaping-and-the-future-role-of-local-government-in-Tasmania.pdf

5. Dedicated and Appropriate Resourcing for the Transition

To be successful, the transition to a new system of local government in Tasmania must be properly planned, resourced, and professionally managed. Experience in other jurisdictions shows us we need to be up front and realistic with the community: transition processes and the equitable management of existing council debt and capital outlays are likely to be complex, and transition costs may require significant investment from the State Government.

A central part of this resourcing effort will need to be investment by the State and councils in dedicated project management and coordination. The Board will need to consider what this support looks like (including, potentially, the governance and resourcing of a central structural transition team within the State Government) in Stage 3, as it develops and refines its structural reform recommendations.

It is crucial that any consolidation process does not simply result in one council or LGA being subsumed by another. Communities coming together in new LGAs need to have a shared sense of ownership in their new councils. This will likely mean creating entirely new council identities, with fresh elections as soon as possible once the necessary legislative and administrative structures have been established.

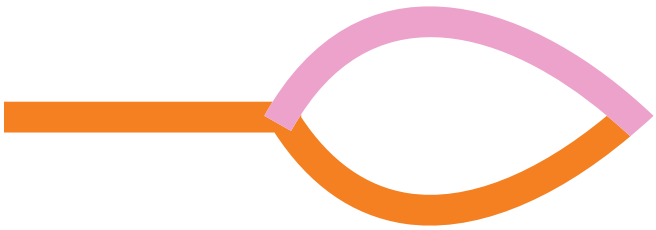
Successful transition also takes time and should not be rushed – a fundamental redesign of the local government sector of the kind being contemplated in Stage 3 would likely need to be staged over an extended period – something the Board continues to contemplate.

Moving Forward on a Structural Reform Pathway – Explaining the Board's Preferred 'Hybrid' Model

Having carefully considered sector and community feedback on the three structural reform pathways, in Stage 3 the Board will be moving forward with further developing a version of the 'hybrid' approach.

The Board has made this decision based on the following assessment:

- The scope, scale, and sheer complexity of implementing mandatory shared services arrangements to serve the current 29 local government areas makes it an untenable and unpopular option. Even if it were technically feasible, the Board is not convinced adapting the design of any future consolidation model to the 29 LGA system is desirable or logical. We believe to do so would also be a wasted opportunity to reshape boundaries to better reflect the demographic, economic and environmental realties of Tasmania in the 21st century (we discuss our views on this topic in more detail in Section 3).
- Building new Tasmanian councils of a scale that would make any shared services unnecessary would likely result in an unacceptable trade-off in terms of local representation, voice, and service responsiveness/tailoring. In this scenario, councils would likely need to be so large as to serve entire regions, which we believe undermines the localism that we have heard is so central to the sector and to communities.
- Some combination of council boundary consolidation and shared services arrangements between new, larger, and more capable councils is the only pathway that provides the requisite flexibility to deliver necessary scale on the one hand, while still being able to create councils which meet the unique and diverse needs of local communities (particularly our rural and regional communities).



As we noted above, there is broad, in-principle support across the sector and the community for some form of hybrid approach (assuming transition is well managed and local community circumstances can be accommodated). However, the 'hybrid' pathway takes in an extremely broad continuum of potential approaches and 'mixtures' of boundary consolidation and mandated service sharing.

Some interpreted the hybrid model as potentially comprising only minor boundary adjustments with a much more comprehensive system of regional or state-wide service sharing for a broad range of functions, while others saw it as comprising major boundary consolidation with a limited range of services delivered through formal sharing arrangements. This is understandable and entirely legitimate, because the pathway as it was presented in the Options Paper was at a very high level and can, in theory, accommodate both these models.

Given this, the Board believes it needs to define the broad principles and parameters more precisely for the type of hybrid model it believes will best serve Tasmanian communities. We explain our current thinking in further detail in the next section of this Report.

However, in broad terms, the Board believes any hybrid model must:

- **Involve significant, mandated changes to existing council boundaries to create a smaller number of larger, more capable councils.** The total number of LGAs in Tasmania would be substantially reduced, but with boundaries drawn to reflect genuine communities of interest. In this scenario, most councils (particularly those with larger urban centres) should be of a sufficient scale to provide most core services and functions on a 'standalone' basis.
- **Provide flexibility to apply for different approaches to designing new councils that serve urban and rural communities, respectively.** This may mean, for example, scaling up our urban councils while preserving some smaller rural LGAs. In short, our future structure needs to be able to accommodate the (often very different) needs and circumstances of urban and rural communities – one size cannot fit all.
- **See the mandating of some shared services, but only for a relatively narrow range of services or functions.** This would not preclude further voluntary collaboration and service sharing between councils in areas of mutual interest or benefit. In fact, the Board also wants to explore how it can reduce barriers to allow more effective voluntary shared service arrangements. However, many potential mandated service sharing options would be contingent on new LGA boundaries and councils.

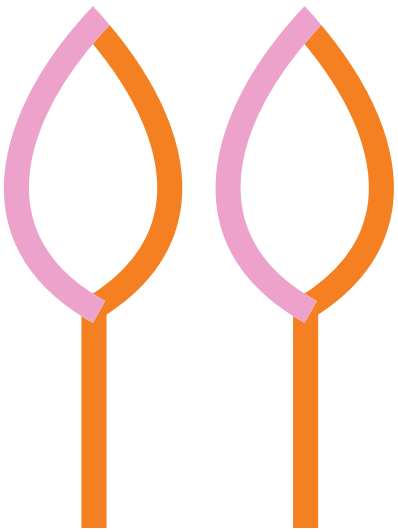


Figure 5 – The Board's preferred approach to a 'hybrid' option anticipates more scale benefit from boundary consolidation than service sharing

As we said in our Options Paper, the solution to addressing the issues of scale is unlikely to be found through minor modifications to the current model of local government. It is almost certain system-wide reform will be required. This means redesigning Tasmania's system of local government to ensure councils in the future have the requisite scale, resources, capability, and capacity to deliver on their critical functions.

We believe a well-considered structural reform package - underpinned by a program to explore consolidation of existing councils into new, larger local government areas that best support Tasmanian communities - represents the best pathway for delivering the future capability we think will be necessary to meet the future needs of our local communities.

In the next section we further explain our proposed approach to identifying genuine communities of interest that can be used to build our future councils around.





3. Consolidating around Communities – Building Cohesive, Strong, and Sustainable Future Councils

In Stage 3 of the Review, the Board wants to have a community conversation about sensible local government structural change proposals Tasmanians can support because they reflect and seek to strengthen genuine communities of interest. By 'communities of interest' we mean groups of Tasmanians whose common needs, geography, and connections to one another provide a logical scale for local governance.

We will do this by adopting what we are calling a 'community-centred consolidation' approach. This simply means looking at how new LGAs might evolve, develop, and shift from our existing council map to reflect how our local communities live and work, rather than trying to simply push two or more existing council areas together.

A community-centred consolidation approach starts with an understanding of how unique and diverse local Tasmanian communities operate and interact now, and how they are likely to evolve in the future based on expected trends. By understanding the economic, cultural, and geographical relationships between our places, we can start to develop future council boundaries at an appropriate scale, but which are also underpinned by a strong shared sense of community identity.

Once we have a good understanding of these things, we can shift our focus to the task of designing the necessary governance, funding and other supports needed to build new, community-focused future councils.

Tasmania has changed dramatically in 30 years

In building our understanding of how Tasmanian communities are evolving, it is also important to recognise how Tasmanian communities have changed since the last major round of local government reform in 1993. Overall, the last 30 years have seen patterns of settlement, commuting, and employment change significantly.

Major demographic changes have also taken place: the median age in Tasmania today is 42, eight years older than in 1993, and our population has grown by almost 100,000 people, with the majority settling either in urban areas or in nearby 'lifestyle' locations. Tasmania is also far more multicultural and diverse than in 1993. Thousands of new arrivals from countries like Nepal and India have enriched our cultural life and contributed to shifts in community-level preferences, needs, and aspirations.

Major new urban areas have developed, improved roads have reduced travel times, and the internet has revolutionised many aspects of the way people live and work. There is no reason to believe that council boundaries, which may have been relevant thirty years ago, are necessarily still relevant today.

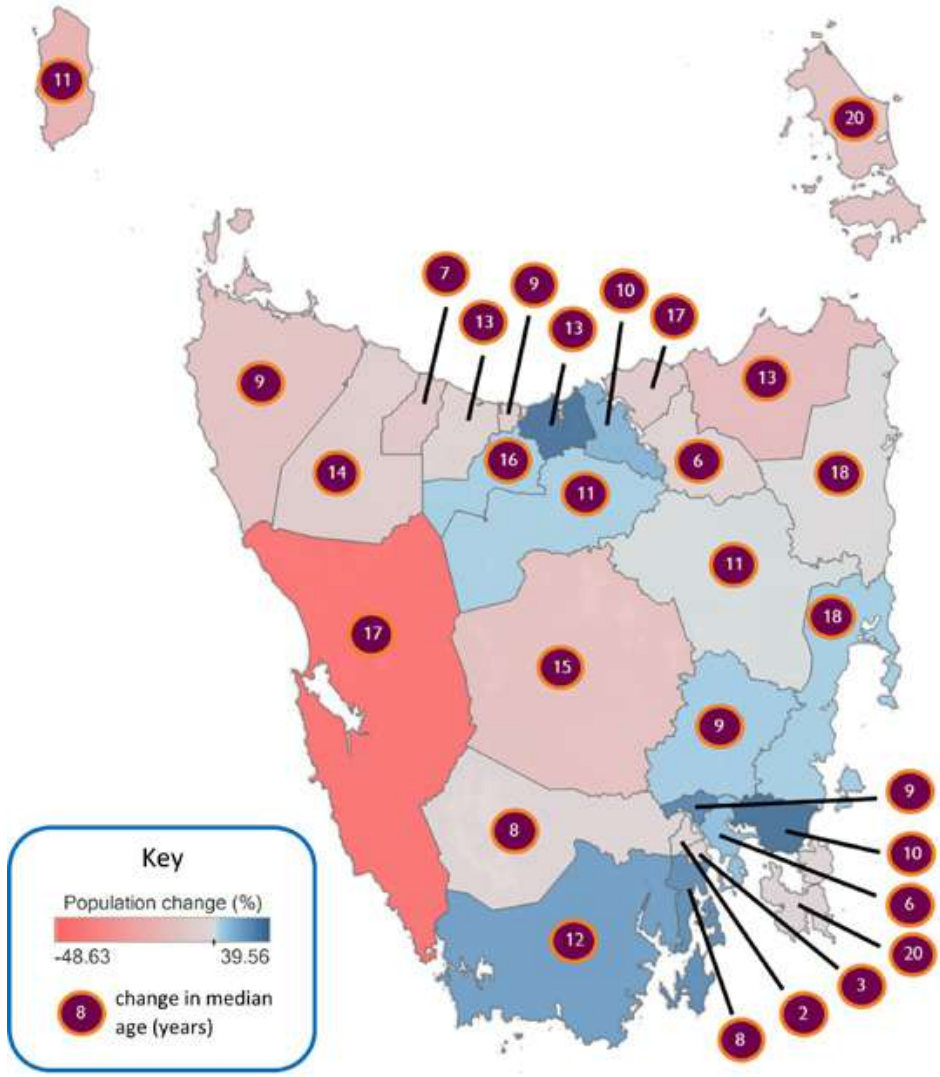
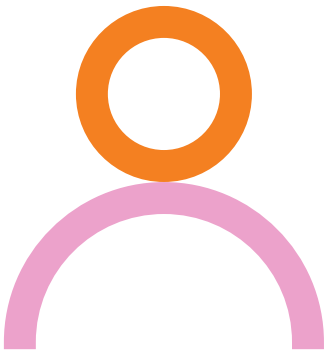


Figure 6 –Tasmania: then and now – average age and population changes since 1993

Foundations and Criteria for Structural Boundary Reform

With the above trajectory of Tasmanian communities in mind, in this section we briefly explain how the Board intends to, firstly, define a 'community of interest' and then, secondly, how we go about building structural reforms around them. There are two main elements to this process, and to help explain our approach the Board has developed the following:

- **Foundations for Structural Reform** (see Table 2) – this is the set of principles the Board is using to guide its overall approach to designing and considering structural reform proposals. Effectively, the Foundations are a core set of beliefs or policy prescriptions about how we think we should be approaching the consolidation of our current councils into larger, more capable entities.
- **Criteria for Community-Centred Consolidation Proposals** (see Table 3 below) – these are the key elements that we need to assess and understand as we look to identify communities that could be served by larger, more capable councils. The primary criteria are all about making sure we understand places and communities, while the secondary criteria focus on the core features and capabilities (including financial and organisational capacity) we believe any future council would need.



Defining 'Communities of Interest'

The Board has heard how Tasmanian communities have changed significantly. The ways in which we live, work and socialise have been transformed over the past generation and we are an increasingly multicultural and diverse society. These significant social, demographic and technological changes clearly have implications for the scale and organisation of local government.

Research conducted for the Review has highlighted how local government has evolved as the communities it serves have changed. When, in the late 19th century, towns were isolated and had to be relatively self-sufficient, Tasmania was governed by an estimated 366 local authorities of various kinds.

However, the increasing mobility and connectedness of modern-day Tasmanians means that such divisions no longer represent communities of interest. But what exactly is a community of interest?

The term 'community of interest' is widely used but seldom defined. Perhaps the most common and useful definition comes from the California Constitution: "A community of interest is a contiguous population which shares common social and economic interests that should be included within a single district for purposes of its effective and fair representation."

In other words, a group of people whose common needs, geography, and connections to one another provide a logical scale for local governance.

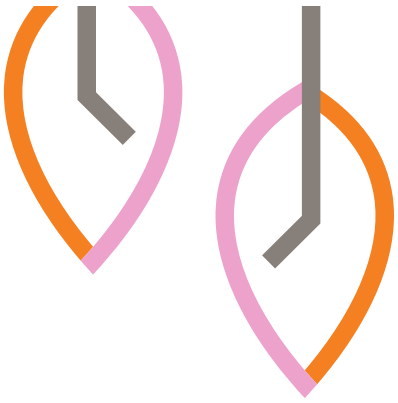
Of course, this can be interpreted in a wide variety of ways according to different ideas about community itself. Some communities may be based on geography, while others are based on wider social, professional, and economic connections. In an age of instantaneous digital communication and online networks, some communities even span the globe.

Despite this variety, the Board believes that connections to local physical space remain crucial to Tasmanians' lives and sense of identity. For this reason, we think that discussions about the future scale and organisation of councils should be organised around the places in which Tasmanians live their day-to-day lives and in which business and local governments interact, purchase, and provide goods and services. Another way in which a community can be defined is in terms of the local area in which residents live, work, and go about their daily lives - this approach is based on the Productivity Commission's method for establishing 'functional economic regions'.[5]

5 see Transitioning Regional Economies (2017) p. 5 https://www.pc.gov.au/inquiries/completed/transitioning-regions/report/transitioning-regions-report.pdf

Community	· Local government areas work best when they are inclusive with strong social connections, and a shared sense of place. · Strong community alignment makes local representation and advocacy more effective and powerful. It also supports the efficient and equitable collection of revenue to fund consistent service types, with fewer inequitable cross-subsidies.
Capacity	· The capacity of councils to deliver a broader range of more sophisticated services increases with urbanisation, the organisational scale of the council, and the capacity of its residents to pay. These factors will typically determine the cost of homogenous services and the extent councils can invest in 'higher order' community amenities and services (i.e. beyond roads, waste, and community infrastructure/facilities). · Differences in service levels between urban and rural councils are an inherent feature of our system of local government and will remain so. These differences are not in themselves undesirable or inefficient, but they should be made transparent. · It is critical that small, regional, and other communities with many people experiencing disadvantage can and do receive an adequate and consistent agreed minimum service standard, including around infrastructure. It is more equitable and transparent to do this via deliberate and direct subsidisation (through the grants and transfers system) rather than establishing council boundaries which are intended to create internal cross-subsidisation.
Strategic	· Our future administrative boundaries should support broader state-wide policy imperatives, including deliberate and efficient management of population growth/decline and settlement patterns, land use planning and future regional land use strategies. · Subject to preserving and supporting communities of interest, council boundaries should maximise the self-sufficiency of councils, limiting the need for subsidisation by other spheres of government. · Future administrative boundaries can and should align with existing service demands and growth expectations of places, and need not necessarily correspond to existing council areas.
Workforce	· High-functioning rural local governments can and do operate successfully with regional or dispersed workforces and workforce hubs. · Appropriately dispersed regional workforces support an equitable level of localised service delivery, responsiveness and community wellbeing. · The size and distribution of the outdoor workforce is determined principally by the quantity, quality, and distribution of infrastructure assets, and not the location or scale of the administrative centre. · Irrespective of any structural change, as local government services become increasingly complex and professionalised, future workforces should continue to leverage technologies and new work practices in order to ensure access to scarce professional and technical workers and the services they provide to regional communities.

Table 2 Foundations for Structural Reform



		Criteria	Types of data sources
Primary criteria	**1. Place and Representation**	· Sense of place and alignment with local communities of interest · Established administrative, commercial and service hub/s · Defined natural/geographical region	· ABS Census (e.g. population, age, dwellings, commuting patterns, socio-economic indexes) · NCH Land Use · LIST Catchments · Productivity Commission functional economic regions[6]
	2. Future Needs and Priorities	· Demographic trends · Likely future service, infrastructure and land management needs · Emerging industries and ability to facilitate regional development · Strategic and regional planning · Capacity for whole of jurisdiction representation and engagement	· Treasury Population Projections · LIST Tasmanian Planning Scheme · Tasmanian Climate Risk Assessment (to be completed in 2024) · State and regional industry plans · Regional and Council Strategic Plans
Secondary criteria	**3. Financial Sustainability**	· Sustainability/diversity of revenue base · Operating result/position balance · Net financial liabilities · Working capital · Asset replacement/ renewal	· Office of Valuer General Valuations · Council Rate Resolutions · State Grants Commission Distributions · State Growth Roads and Bridges · Local Govt Consolidated Data Collection
	4. Operational Capability	· Service provision capacity · Quality and compatibility of administrative systems and infrastructure	· LIST Authority Land · Local Govt Consolidated Data Collection

Table 3: Community-Centred Consolidation – Criteria to Assess Proposals

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6 https://www.pc.gov.au/inquiries/completed/transitioning-regions/report/transitioning-regions-report.pdf, p.5

Stage 3 consultation on council consolidation and shared service options

To promote a genuine and open conversation about future council boundaries and service sharing opportunities, the Board has developed a series of 'community catchment' maps that we believe represent contemporary (and future) communities of interest in Tasmania. We have developed these 'catchments' based on a range of data and insights about how Tasmanians live, work, shop, travel, and play.

The community catchment maps identify areas of inherent 'connectedness' of Tasmanian communities that transcend current council boundaries. They do not represent final (or even preliminary) boundary recommendations.

The maps have been developed with the assistance of the University of Tasmania by applying a set of foundational principles and criteria, and we think they will allow for discussions to develop about robust councils serving cohesive communities. We have proposed nine distinct 'community catchments' that will be used to organise region-level discussions about how well our existing LGAs represent communities of interest. These areas are based on analysis of commuting patterns, geographical connections between settlements, and population growth. A similar method was used by the Productivity Commission in 2017 to identify 'Functional Economic Regions' representing the daily movements and connections of local communities all around Australia.

The maps and the data considered largely reflect our first two criteria: Place and Representation; and Future Needs and Priorities. Operational Capability and Financial Sustainability are 'supporting' considerations that will be carefully considered during Stage 3.

In the maps below, areas of dark shading represent the areas with the clearest and strongest functional economic connections to one another. Other considerations include geographical and identity connections as well as common challenges or opportunities, such as population change, growth, demographic change, or economic and industrial development trajectories. The areas of lighter shading indicate places that exhibit only some of these connections.

Some councils subject to lightly shaded areas are identified as members of more than one map and associated consultation group due to their connection with more than one functional economic region (for example, Burnie, Brighton and parts of the Meander Valley). Other areas are included in regional consultation groups for geographical regions, recognising they have distinctive local identities and weaker functional connections, for example Flinders and King Islands.

The maps are intended to act as a catalyst for constructive, future-focused conversations with and between councils and communities about how we potentially could reorganise our local government boundaries at a larger scale to deliver stronger capability, while simultaneously supporting and enhancing community cohesion, voice, and sense of place.

Councils' important role in structural reform discussions

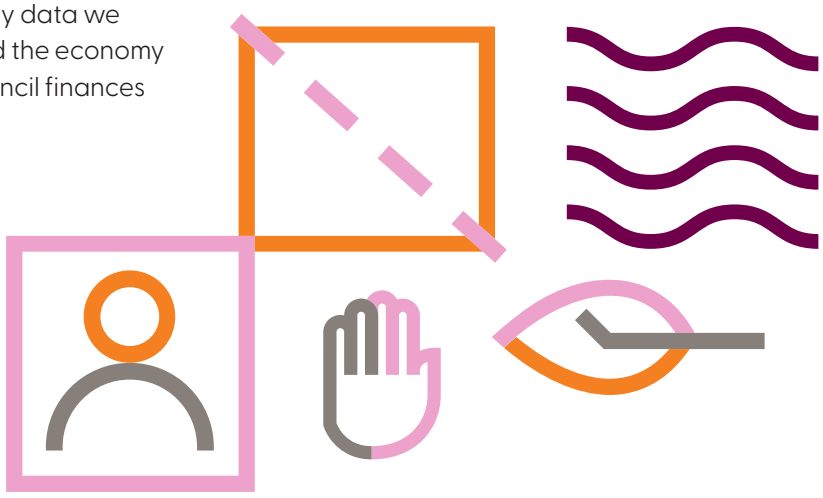
During Stage 3, we will invite the councils covered by each community catchment map to provide their views on the design of local government likely to deliver the best outcomes for their community catchments. This includes both ideal council boundaries, as well as opportunities for potential shared services initiatives.

We want to talk with councils in detail about the financial, operational, community, and geographic factors that need to be considered in designing a council or councils that can effectively serve their community catchment. To prompt that discussion, the Board will also publish its own proposals showing how one or more councils in that catchment could service the identified community. We will also invite any proposals developed and agreed by groups of councils in a region which are consistent with our foundation principles, consolidation criteria and approach to the 'hybrid model'.

To support councils in this process, the Board will be compiling 'Information Packs' for each region. These will include information on Financial Sustainability and Operational Sustainability criteria. We will provide the summary data we have about people, geography, and the economy of the region, as well as existing council finances and operations.

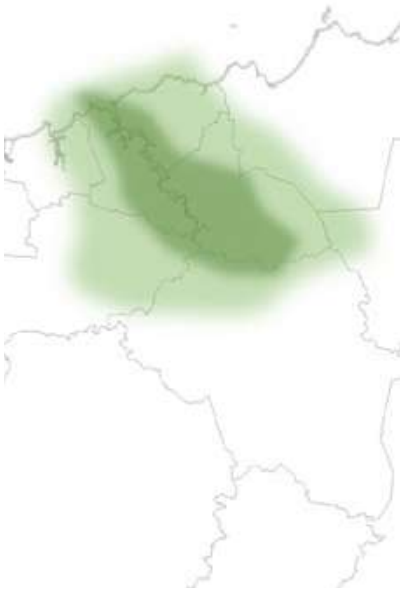
Consistent with our approach to the Review to date, we will make these Information Packs public and invite public comments.

In Section 5, the Board sets out its process and indicative timeframe for engaging with councils and communities during Stage 3.

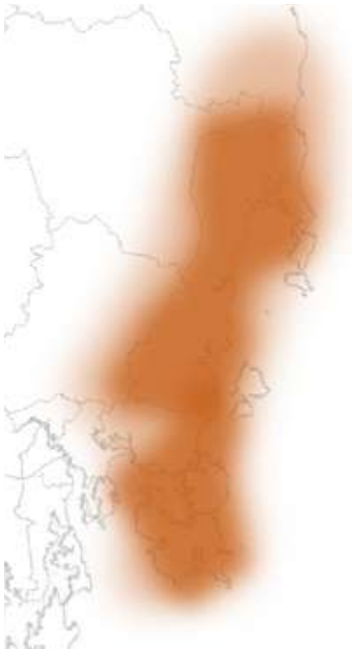


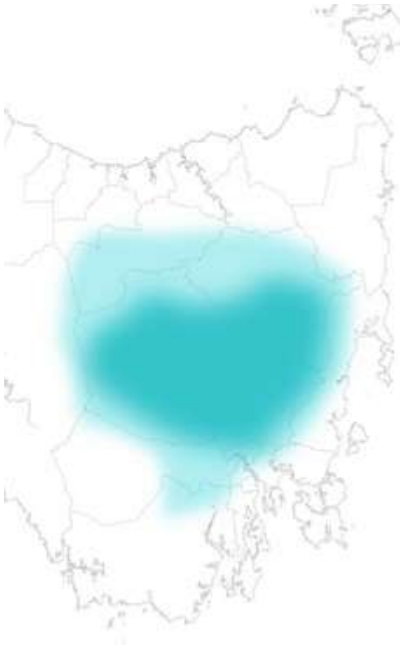
Western Community Catchment	
	Rationale and evidence
 **Western Consultation Group** West Coast, Waratah-Wynyard, Circular Head, King Island, Burnie	**Place and representation** Although a large and geographically dispersed area with significant distances between population centres, Western Tasmania has strong geographic, economic, and social connections. While tourism and service industries are emerging as important growth areas – notably clustered around the Tasmanian Wilderness World Heritage Area, the Tarkine, and new mountain biking trails – employment in this region remains driven primarily by resources and primary industries including mining, forestry, agriculture, and aquaculture. Western Tasmania's distinctive identity is captured in the innovative place-branding campaigns, which highlight the region's relative isolation, unique history and culture, and vast wilderness areas as well as its ongoing agricultural strength in the north. The smaller local areas that make up this region also already enjoy the benefits of strong regional coordination and collaboration through, for example, shared service arrangements and the Sustainable Murchison 2040 strategic planning initiative. This area will include the Tasmanian Government's first Regional Strategic Partnership. Western Tasmania faces a number of shared strategic opportunities and challenges in relation to potential energy and mining projects. Recent research from the University of Tasmania has highlighted the fact that the Western Tasmania region – and its mining centres in particular – hosts a very large number of drive-in/drive-out workers whose long-distance commuting patterns transcend existing local government boundaries and pose challenges to local government service provision. The result of this long-distance commuter movement is that the LGAs making up this region are actually considerably more closely connected than their geographical separation would suggest. **Future needs and priorities** Perhaps the most significant shared issue facing the Western Tasmania region is the combined challenge of population ageing and decline. While the State's population as a whole has increased by nearly 18 per cent since the mid-1990s, the Western Tasmania region has shrunk by 4.5 per cent. In some areas, population has decreased by up to 50 per cent. Over the same period, the median age of the LGAs that make up this has increased by between 10 and 16 years. Together, these trends present considerable risk to the region's long-term sustainability.

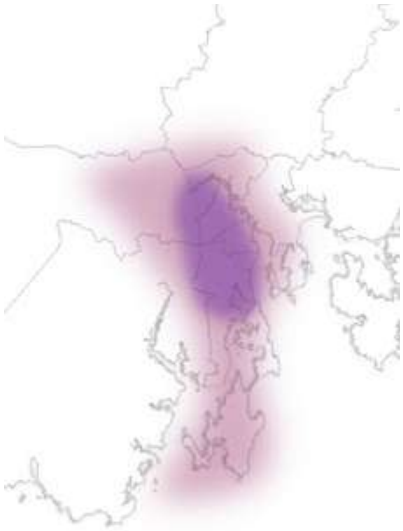
Cradle Coast Community Catchment	
	Rationale and evidence
 **Cradle Coast Consultation Group** Burnie, Central Coast, Devonport, Latrobe, Kentish, Waratah-Wynyard	**Place and representation** The Cradle Coast is the area between the arc of the state's central north coast and the natural borders of Cradle Mountain and the Central Plateau, stretching from Sisters Beach to Port Sorell. Some of Tasmania's most significant rivers – such as the Mersey, Leven and Emu – connect the Cradle highlands to the coast. While the Cradle Coast hosts several important regional centres – Wynyard, Burnie, Penguin, Ulverstone, and Devonport – analysis of resident movement data reveals that all are increasingly closely connected with one another. Residents of this area, connected by the Bass Highway, move frequently along the coast and its hinterland – close to 1000 workers commute between Burnie and Devonport daily. However, these connections are less clear in the broader Waratah-Wynyard and do not extend into the Meander Valley or the existing West Tamar LGA. The north-west coast more broadly has long had a strong sense of connection and shared identity based on common geography and a shared industrial base, driven historically by manufacturing. Reflecting this shared sense of purpose, a number of organisations, services, and businesses are already organised at a regional scale, including the Cradle Coast Authority and WNW Working, for example. While much of the western area of the Waratah-Wynyard LGA has more in common with Circular Head and the North-West Coast than the Cradle Coast per se, the township of Wynyard has relatively strong commuting connections with Burnie. For this reason, Waratah-Wynyard can make a valuable contribution to this consultation group. **Future needs and priorities** While the city of Burnie and the Latrobe area have bucked these trends to an extent, the broader Cradle Coast region faces considerable challenges associated with ageing and either slow population growth or even decline in some areas. Perhaps the most important trend shaping the future of this area, however, is a long-term decline in manufacturing employment. Across Tasmania, the share of the total population employed in the manufacturing sector has fallen by more than half since 1993, and even more precipitously on the Cradle Coast. The result of this change is that many smaller regional settlements that once hosted large and contained local manufacturing workforces are now more connected with the Coast's major population centres, particularly Burnie, Ulverstone, and Devonport.

Tamar Valley Community Catchment	
	Rationale and evidence
 **Tamar Valley Consultation Group** Launceston, West Tamar, George Town, Northern Midlands, Meander Valley	**Place and representation** This grouping is primarily clustered around the Tamar Estuary, as well as its broader catchment zone, taking in the upper reaches of the North and South Esk rivers. Launceston exerts a strong and wide-ranging pull as a regional employment and service centre, extending up both sides of the Tamar River and south to Longford, Perth, Evandale, and even the Hadspen/Carrick area. Currently, more residents of Longford, Perth, and Evandale commute to Launceston for work than stay in those communities (in other words, approximately 60 per cent of employed residents in these communities work in Launceston). Westbury has a strong commuter connection with Launceston (453 Westbury residents work in Launceston), but Deloraine does not (167 residents of Deloraine work in Launceston). These commuting connections also do not extend into the current Latrobe, Dorset, Break O'Day, or Central Highlands LGAs. The net result is that Greater Launceston is now a major service and employment centre for its broader region, and a large percentage of the residents of its surrounding LGAs travel there regularly, if not daily. Geographically, George Town is part of the Tamar Regional Consultation group although, owing to its distinctive economic and industrial base, is to a much smaller extent within greater Launceston's commuting zone. Roughly 1450 people both live and work in George Town, while some 615, or around 20 per cent of the local population, live in George Town but commute to Launceston. Existing regional collaboration on issues most relevant to local governments in this area occurs primarily through the Launceston City Deal framework and the Launceston Chamber of Commerce among other groups. **Future needs and priorities** Over the past 15 years, it has become increasingly clear that parts of the West Tamar and Northern Midlands LGAs in particular have been evolving into 'satellite' commuter suburbs of Greater Launceston. The combination of the geography of the Tamar estuary with the frequency and scale of interaction between residents of this broader region suggests a strong community of interest. As noted above, this trajectory is also clearly evident in Longford, Perth and Evandale. The rapid growth and development in areas like Legana, Carrick, Hadspen, Dilston/Lilydale, Longford, Perth, St. Leonards, and Riverside provide compelling evidence that the connection of the wider Tamar Valley area to Launceston will only continue to grow in the coming decades.

North-East Community Catchment	
	Rationale and evidence
 **North-East Consultation Group** Dorset, Break O' Day, Flinders, George Town, Glamorgan-Spring Bay	**Place and representation** The North-East corner of Tasmania is predominantly agricultural but with several significant green energy and eco-tourism ventures, notably the Musselroe Bay and Cape Portland wind farms, the Blue Derby mountain bike trails, and a range of coastal holiday/tourist towns. While the sparse populations and large areas of these LGAs mean that their commuting connections are not quite as strong as for urban regions, the data clearly show that they are more closely connected to each other than to any other council areas. This relative isolation and shared geography also link these areas into a broader community of interest. While resident movement and identity links are not as strong between Flinders Island and Cape Barren Island and the mainland parts of this region, the importance of Bridport as a freight and transit link means that they would nevertheless be valuable contributors to the North-East Tasmania consultation group. **Future needs and priorities** This region faces a range of economic and demographic difficulties as well as important emerging opportunities. Like many of the state's more rural areas, the first of these is population ageing and also population decline in some areas. All four council areas in this consultation grouping are ageing more quickly than the state average and growing more slowly. These issues pose clear but not insurmountable challenges to the region's economic sustainability. They are compounded in many places by workforce shortages and high service provision costs arising from the small and dispersed nature of the region's population.

South-East Community Catchment	
	Rationale and evidence
 **South-East Consultation Group** Glamorgan-Spring Bay, Tasman, Sorell	**Place and representation** The southern parts of the East Coast region, from the Tasman Peninsula to Orford, are united by their commuting and resident movement connections to Sorell. The region has common economic structure focused on tourism, agriculture, and coastal living. While Tasman and Glamorgan-Spring Bay do not currently share a boundary, rural eastern Sorell arguably has more in common with Tasman and Glamorgan-Spring Bay than with the remainder of its current municipal area. For this reason, Sorell has been included as a member of this consultation group and the Eastern Shore group below. Important connections are evident in the other direction too: a significant number of residents of Sorell, Lewisham, Primrose Sands, Dodges Ferry, and Dunalley move frequently between the Sorell, Tasman, and Glamorgan-Spring Bay LGAs. While Tasman, Sorell, and Glamorgan-Spring Bay have reasonably strong commuting connections with each other, they exhibit only relatively weak employment or commuting links with more northerly parts of the East Coast. These communities already engage in regional collaboration via, for example, the Southern Tasmanian Councils Authority and the South East Regional Development Association. **Future needs and priorities** In recent years, Sorell has emerged as one of Tasmania's most important growth areas. The rapid expansion of residential development, mostly on greenfield subdivisions in the western part of Sorrell LGA, has brought both enormous economic opportunity and considerable growing pains to the broader region. Despite experiencing the most rapid population growth in the state since 1996 (just under 40 per cent) Sorell has also been ageing more quickly than the Tasmanian average. These changes mean that Sorell is increasingly becoming a key service and employment hub for much of the East Coast, while at the same time emerging as a booming 'satellite' commuter suburb of Hobart. It also has strong functional economic connections to the coastal and rural communities to the north and east, which face some of the economic and demographic difficulties of North-East Tasmania, particularly an ageing population ageing and workforce shortages.

Central and Midlands Community Catchment	
	Rationale and evidence
 **Central and Midlands Consultation Group** Central Highlands, Northern Midlands, Southern Midlands; Meander Valley, Derwent Valley, Brighton	**Place and representation** The broader midlands and central plateau area is a large and sparsely populated region whose economy is based on agriculture, tourism, and energy generation. While this grouping contains several geographically distant regional population centres, commuting and employment data indicate that these five council areas have much stronger commuting links with each other than with any of their neighbours. Both Brighton and New Norfolk in the South have significant employment and resident movement connections to the Central Highlands and Southern Midlands (as well as to greater Hobart), while Deloraine is an important regional hub for the Northern Midlands and the upper half of the Central Highlands. As well as their economic and industrial connections, the Midlands and Central Plateau have strong historical and cultural similarities represented in physical links such as the 'Tasmania's Heartland' road network and tourist route. **Future needs and priorities** While the Northern Midlands and Central Highlands continue to face service provision difficulties associated with population decline, other parts of this larger area are growing relatively strongly. In particular, Meander Valley, Southern Midlands, and Brighton have seen population growth above the state average in recent decades. Increasing agricultural productivity has also attracted major investment, including public investment in major irrigation infrastructure which, in combination with a temperature rise associated with global climate change, could drive further strong growth in this region's agriculture industry. The main challenge confronting the Central and Midlands region is its population growth is concentrated in areas like Brighton, Perth, Evandale, Longford, and Westbury, whose functional economic connections are to Hobart and Launceston rather than Central Tasmania.

Western Shore Community Catchment	
	Rationale and evidence
 **Western Shore Consultation Group** Hobart, Glenorchy, Brighton, Kingborough, Derwent Valley	**Place and representation** This community catchment takes in Brighton and the western shore of the Derwent River through North West Bay and down the D'Entrecasteaux Channel to Bruny Island. The dominant geographical features linking this region are kunanyi/Mount Wellington and the Derwent Estuary. This grouping represents a strong and cohesive economic community. While settlements like Kingston function as regional centres to an extent, this area is characterised predominantly by its very strong employment and commuting connections with central Hobart. As is the case with once-rural areas around Greater Launceston, large parts of the Channel are rapidly developing 'satellite' outer-suburban connections with Greater Hobart, presenting considerable challenges for strategic land use and infrastructure planning. The population growth and expanding urban footprint that have defined Greater Hobart in recent decades have steadily eroded the employment, identity, and cultural distinction between inner Hobart, the Northern Suburbs, Taroona, and Kingston. As a result, few residents of this greater urban area would today identify themselves as living in Glenorchy, Kingborough, or Brighton rather than Hobart. **Future needs and priorities** The existing Greater Hobart council areas, along with Clarence, enjoy some benefits of cooperation via mechanisms like the *Greater Hobart Act*. This integration has not yet mitigated urban and regional strategic planning trajectories leading to unmanageable urban sprawl and strained transit links. As this region's population continues to increase, and its functional economic connection to inner Hobart becomes ever more pronounced, it will be essential that growth and development can be managed in a more coherent way than has been the case to date.

Eastern Shore Community Catchment	
	Rationale and evidence
 **Eastern Shore Consultation Group** Clarence, Brighton, Sorell, Tasman	**Place and representation** This area is characterised by a rapidly expanding eastern growth corridor from Midway Point and Sorell up the Coal River Valley to Richmond and its surrounds. It has strong commuting links to central Hobart, primarily via the Tasman Bridge, but also the Bowen and Bridgewater Bridges. It is separated geographically from inner Hobart by the Derwent River, but the Eastern Shore also retains an element of cultural and identity differentiation too. In addition, the strong economic and employment links between Clarence and the Southern Beaches, Tasman Peninsula, and East Coast mean that the Eastern Shore has become an important economic and service centre in its own right. **Future needs and priorities** As noted above in the discussion of Sorell, the most important issue facing the Eastern Shore is the rapid pace of growth occurring across the region but in Sorell and Midway Point especially. Research from the University of Tasmania has also highlighted some of the opportunities and risks posed by this area's industrial mix. Clarence and Sorell in particular have experienced strong services sector growth in recent years, particularly in the retail trade and accommodation and food services industries. However, this emerging area of specialisation has also meant that this part of Tasmania was hit very hard by the COVID-19 economic downturn and is highly vulnerable to emerging trends in automation, offshoring, and artificial intelligence, highlighting the urgent need for sophisticated, coherent, and coordinated regional strategic planning and economic development policy.

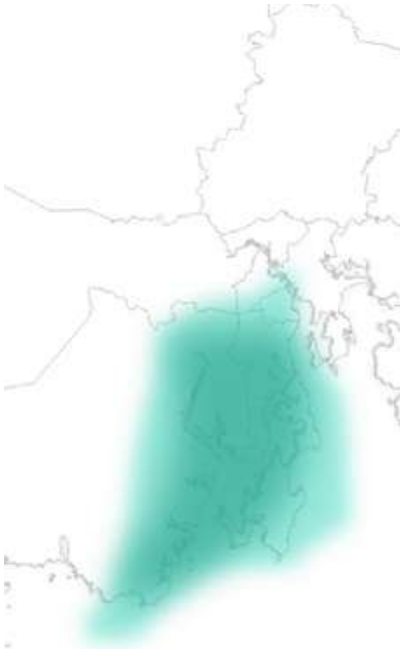
Southern Shore Community Catchment	
	Rationale and evidence
 **Southern Shore Consultation Group** Kingborough, Huon Valley, Hobart	**Place and representation** This region connects the rapidly expanding southern growth corridor through the Kingston and Huonville areas to the rural hinterland west of the Huon Valley. It is separated from Hobart area by the Wellington Mountain range to the north-east, and from the west by the Southern Ranges. Despite strong commuting links to Hobart, primarily via the Southern Outlet, the D'Entrecasteaux Channel and Huon Valley in particular are both culturally and demographically distinct from Greater Hobart. The combination of faster than average population ageing with very rapid recent population growth highlights the prominence of retirees, tree-changers, and sea-changers in this area's demographic mix. Historically a significant producer of apples and timber, high-value agricultural and aquacultural production as well as some forestry continue to be both culturally and economically significant to the area's identity, as are more artisanal crafts like traditional wooden boat building. Southern Tasmania's two primary administrative, commercial, and service hubs are Kingston and Huonville, but smaller settlements like Cygnet, Geeveston, Kettering and Dover remain important regional centres. **Future needs and priorities** As with all the other regions surrounding Greater Hobart, the challenges confronting Southern Tasmania relate primarily to urban sprawl, population growth, and strained commuting links with inner Hobart. The large recent influx of lifestyle-driven relocation south of Hobart has only further exacerbated these issues, with strong population growth likely to continue into the future. The demographic profile of this region's population is also beginning to strain its limited health and aged care resources, highlighting the need for more coordinated provision of vital community services.

Table 4 Maps of Tasmanian Community Catchments

Integrating Shared Service Arrangements with Broader Structural Boundary Reform

The Board has heard a range of views on shared services, including a strong view that shared services must support and not undermine broader capability improvements that might be delivered through boundary reform. In Stage 3, consistent with its interpretation of the 'hybrid approach', the Board will be developing an integrated suite of structural reform options that work together to deliver the best outcomes for all of Tasmania.

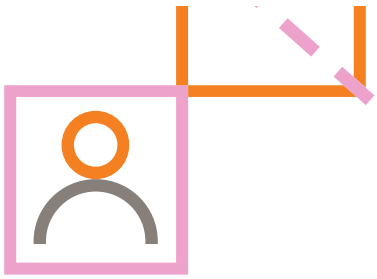
The Board has heard that, for many of the services councils deliver, creating larger councils with greater capacity can lead to improved capability to deliver a broader and more complex range of services and that this approach to consolidation is preferable to complex service sharing arrangements. Indeed, this is also consistent with our high-level findings that larger councils are typically able to deliver a broader range of more sophisticated services[7].

For some services however, there may also be clear benefits in exploring shared service arrangements irrespective of any broader boundary reform. There may also be some shared service arrangements which have merit when tailored to a particular region or group of new, larger councils.

The Board has identified two main instances where shared services will form part of an overall structural change proposal:

1) state-wide or regional service sharing opportunities where there is broad consensus on benefits and opportunities, irrespective of any boundary consolidation ('boundary reform agnostic'); and
2) other service sharing opportunities where benefits may be contingent on boundary adjustments, existing regional characteristics, or specific council service delivery models. This approach may help ensure that regional councils have access to and can tailor the capability to meet the future needs of their communities.

7 SGS Economics and Planning, Functional and Capability Analysis of Tasmanian Local Council Report, February 2023



Shared Services Opportunities – shortlisting potential services based on what we heard:

1. State-wide or regional service sharing opportunities with clear support ('boundary reform agnostic')

Through our engagement, some services were consistently raised as being suitable for a state-wide (or at a minimum, regional) sharing arrangement, regardless of the scale of any new councils created. Those potential services identified as the strongest candidates were typically 'back-office' activities, such as:

1. Finance systems
2. Rates, charges and permit payments,
3. ICT
4. Legal services
5. Human resource management
6. Procurement.

We heard that these could be well suited to state-wide or regional sharing arrangement, and believe that this is worth closer consideration. Many large organisations, both public and private, already provide these kinds of services in a consolidated way. Management requirements are broadly similar in all councils. "Off-the-shelf" systems for managing them are widely available, or have been developed in other jurisdictions. These could be readily adapted to meet the needs of the Tasmanian local government sector, and to the needs of individual councils, for any reform program. We would need to ensure any shared service implementation does not create another level of bureaucracy and additional costs in the sector.

2. Other service sharing opportunities – (boundary reform contingent)

A broad range of other services have been flagged during engagement as having potential for sharing at either a state or regional scale. These services generally fall into the following categories:

1. Full cycle waste management
2. Regulatory services
3. Asset construction and maintenance
4. Regional strategies and promotion

For these services, there is no clear agreement on the best scale for service delivery. This may also vary from region to region based on local differences and existing service successes and challenges. The marginal benefits of moving to service sharing for these services would be highly contingent on any potential boundary reform.

Ensuring successful shared service arrangements

During consultation on the Options Paper, we heard some concerns about whether service sharing arrangements could ever be effective, efficient or fair. That is why we will need to ensure any shared services processes will need to get the design right and ensure there is flexibility to respond to Tasmania's different communities' needs.

Taking account of all the feedback provided, shared services are more likely to deliver the best outcomes if the following conditions are met:

- Services are tailored to local needs where it matters, rather than just providing a 'standard' service.
- All local communities continue to have access to a range of services (e.g. local offices) as present.
- Accountability for service provision remains with local elected representatives.
- The sharing model is developed through consultation.
- There is a transparent model for funding and service levels with a strong governance framework.
- There is clear evidence adopting a shared services model will lead to tangible benefits and improved service delivery.
- Service sharing arrangements are not a pathway to privatisation (the Board is mindful of the risk in removing jobs from local communities or undermining broader scale benefits through council consolidation).
- Services continue to be provided by staff based in local communities (e.g. local workplaces).

Identifying viable mandated shared services in Stage 3

The Board has developed a set of assessment criteria to assess the viability of any future mandated shared service arrangements in Stage 3.

Criteria for identifying services for possible mandatory sharing arrangements

At least one of the following criteria:

1. Capital-intensive services;
2. Services requiring high levels of specific technical expertise; or
3. Services that are delivered in relatively uniform or homogeneous ways across many council areas.

Both these criteria:

4. Sharing arrangements lead to clearly defined benefits, such as by improving efficiency, service range or service quality; and
5. Acceptable transition costs to establish the sharing arrangements.

Councils will have an important role in providing detailed feedback on potential opportunities for shared services. We will be looking to councils to provide greater technical and implementation insights, including how any regional or council specific issues may influence mandatory shared services design, and how councils might more effectively 'unlock' enduring benefits of voluntary shared services. We also want to better understand how potential boundary adjustments may impact shared services opportunities and delivery for remote or structurally disconnected areas.

In Stage 3, the Board will work with councils to undertake an 'audit' of all current shared services arrangements to understand both how existing models are working and what opportunities there might be for extending or adapting these in the context of any broader structural changes to the sector.



4. Specific Reform Options – Feedback, Refinement, and Further Development

In its Options Paper, the Board outlined **33 specific reform options** across **eight reform outcomes** (see below). We proposed these options because we believe they had the potential – both individually and collectively – to improve the performance of Tasmania's local councils and, in doing so, deliver better outcomes for the communities they serve.

The Future of Local Government in Tasmania - **Reform Outcomes**

1. **Councils are clear on their role, focused on the wellbeing of their communities, and prioritise their statutory functions**
2. **Councillors are capable, conduct themselves in a professional manner, and reflect the diversity of their communities**
3. **The community is engaged in local decisions that affect them**
4. **Councils have a sustainable and skilled workforce**
5. **Regulatory frameworks, systems, and processes are streamlined, simple, and standardised**
6. **Councils collaborate with other councils and the State Government to deliver more effective and efficient services to their communities**
7. **The revenue and rating system funds council services efficiently and effectively**
8. **Councils plan for and provide sustainable public assets and services**

We have since undertaken further analysis and considered stakeholder feedback on each of the specific reform options.

By and large, community and sector feedback on the specific reform options has been positive. This – along with its own research and analysis – has given the Board confidence that it has correctly identified the key areas that need to be targeted if we are going to improve the overall performance of the Tasmanian local government sector.

Having said that, many of the 33 options were framed in high level terms only to gauge initial views and reactions, with the expectation that further detailed design and implementation planning work would be needed in Stage 3. Stakeholder and sector support for many options was, therefore, in many cases offered subject to having a better understanding of how the proposals would be operationalised. This is understandable, and the Board appreciates that, as with most reform proposals, 'the devil will be in the detail'.

It should also be noted that much of the community and sector engagement on the Options Paper centred around the potential structural reform pathways. Specific reforms attracted comparatively few detailed submissions, with the exception of options pertaining to the role of councils in regard to land use planning.

In this section of the Report, we explain our current (and still evolving) thinking on the specific reform options and set out the work we will be doing in Stage 3 to further test, develop and refine the options alongside the 'big picture' structural pathway conversation. In some areas, we have decided that options should not proceed into Stage 3, at least not in the form proposed in the December paper. Where we have made these decisions, our underlying thinking and rationale is clearly explained.

A more detailed summary of stakeholder feedback in response to the specific reform options is provided at Appendix 3.

It should be noted there are two highly complex reform areas in particular the Board believes warrant significantly deeper consideration, research, analysis and stakeholder input moving into Stage 3:

- The first is **Outcome 5** and, specifically, the options the Board put forward to better deal with the tension that exists between councillors' role as members of a planning authority on the one hand, and as a community representative and advocate on the other. It is clear this is a highly contested area and there are strongly held and divergent views on both the nature and extent of the 'problem' that exists currently, and the appropriate measures that might be put in place to address it.
- The second is **Outcome 7** in relation to ensuring that the Tasmanian local government sector is underpinned by an equitable, transparent, efficient, and sustainable rating, revenue, and transfer system. This is a highly technical area, and the nature of any final options will also be contingent to a significant extent on broader structural reform considerations. The Board will, therefore, need to develop the detail of rating and revenue reforms in parallel to its broader structural change recommendations.

Please note that, following receipt of this Stage 2 Interim Report on 31 March 2023, the Minister for Local Government has amended the Terms of Reference for the Review in relation to the specific issue of councils' role in assessing development applications under the *Land Use Planning and Approvals Act 1993*. The Minister has advised the Board the issue will no longer be included within the scope of the Review. He has instead referred the matter to the Minister for Planning for further consideration and consultation as part of the Government's ongoing planning reform agenda.

Specific Reform Options and Structural Reform Pathways – Developing a Comprehensive and Cohesive Reform Agenda in Stage 3

The Board explained in its Options Paper that "... targeted or specific reform initiatives can only take us so far in delivering a local government sector that is in the best possible position to meet our future needs and challenges. The Board believes we must also address the fundamental problems with the structure and design of the current Tasmanian local government system."

Specific reform proposals will deliver the best possible outcomes where they are developed and implemented in the context of a fundamental sector re-design aimed at lifting Tasmanian councils' overall capacity, capability, and sustainability.

This is not to say that specific reforms would not have a positive impact in the absence of structural change. But the extent to which they can drive substantially better outcomes will, in the Board's view, be severely curtailed unless the 'big picture' structural issues in the sector are tackled as the first order priority.

As the Board moves into Stage 3, it will be seeking to develop a cohesive and integrated package of reform recommendations which includes a combination of structural change and specific 'supporting reforms'.

In the Board's thinking, structural reform will serve as the fundamental platform for building a robust sector structure that is equipped to support contemporary Tasmanian communities for the next 30–40 years. In parallel, specific supporting components aimed at improving local representation, governance, transparency, performance management, funding will be crucial to maximising the quality and value of services delivered by councils to their communities.

The Board will adopt a careful and deliberate process to make sure, as best it can, the structural and specific reforms it recommends at the end of Stage 3 will work together to deliver the best overall outcomes for Tasmania.

Reform Outcome 1 – Councils are clear on their role, focussed on the wellbeing of their communities, and prioritising their statutory functions

Options under this Reform Outcome are focused on improving local government role clarity, genuinely embedding broader community wellbeing considerations into council strategic planning, and improving transparency in decision-making around significant service and infrastructure decisions.[8]

There was strong in-principle support for all of the Board's options, but some concerns that structures such as a Charter for local government and other processes could become onerous and overly complicated if not designed well and with the appropriate supports or local-level flexibility in mind.

The main take-away for the Board is that these options need to be further developed and designed to provide for a clear, simplified, and practical statutory framework for the sector.

Whatever a future Charter may look like, it needs to have a practical focus – to clearly guide and align with the governance, performance management, and regulatory compliance frameworks for the sector as part of an overall, integrated 'system' that drives continuous improvement. The Board notes that the development of the finer details of the Charter would be undertaken in collaboration with the sector and would be implemented in a way that retains councils' ability to be responsive to local needs or develop innovative solutions to local issues.

The Board will consider how community wellbeing may be meaningfully embedded as a core design element in the proposed Charter, and how that then flows through to councils' strategic planning and community engagement frameworks more generally. The Board will work with the Department of Premier and Cabinet to understand how this proposal can best align with and support the broader wellbeing framework currently under development.

The Board has decided that the Community Impact Assessment concept will not proceed to Stage 3 as a 'standalone' option but will instead be incorporated into the broader design work by the Board around improving the local government performance management and community engagement frameworks (Options 3.1 "Require consistent, contemporary community engagement strategies" and 3.2 "Establish a public-facing performance reporting, monitoring, and management framework"). The Board will look to models used globally to assess the community impact of major investment decisions to inform this design work.

8 The role of local government is also discussed in more detail in Appendix 1 - Clarifying the role of local government.

Reform Outcome 2 - Councillors are capable, conduct themselves in a professional manner, and reflect the diversity of their communities

Options under this Outcome are focused on lifting the individual and collective skill and professionalism of elected members, ensuring the community is confident that bad behaviour will be dealt with appropriately and swiftly, and enhancing the overall representativeness of the systems and processes for electing local councillors.

There was strong support for all options aimed at improving elected member knowledge, skills, and conduct. There is broad consensus that Tasmanian councillors need to be supported with better training and should be better paid to reflect their responsibilities but must also be held more accountable for poor conduct, where it occurs.

All options identified under this Reform Outcome will be further developed and refined in Stage 3, noting that councillor number and remuneration reviews and consideration of new models of community representation will naturally need to be closely linked to - and informed by - the Board's recommendations on broader structural change.

While the idea of reintroducing wards or electoral districts received relatively broad support, the Board is also keen to better understand the potential of other more contemporary local governance and community participation models identified through its research. Wards may form a solution, but they are by no means the only one.

The overriding objective of any proposal flowing from this option will be to maximise broad-based community engagement and participation, while avoiding fragmentation and division within the communities councils are elected to serve.

The Board is also aware of work already underway and being led by the Tasmanian Government and LGAT, both on new councillor sanctions and the development of a new elected member learning and development program. The Board will monitor these developments and, wherever possible, seek to support and align its reform recommendations with positive initiatives already in train.

Reform Outcome 3 - The community is engaged in local decisions that affect them

Options under this Outcome are focused on improving transparency around council performance (particularly for service standards and quality), and ensuring councils engage frequently and genuinely with their communities on a range of important strategic, budget, and service level decisions.

Options aimed at improving transparency and community focused decision-making all received strong support. The need to build and maintain a comprehensive, contemporary performance monitoring and management framework is seen as particularly important.

The Board has observed the lack of this type of framework in Tasmania has made it difficult to undertake robust analysis on sectoral performance throughout the Review. A high-quality performance monitoring and management system will be critical in tracking performance in the context of any major reform process.

The development and prompt and effective implementation and oversight of a performance monitoring and management system will be an essential element to improve current reporting and monitoring deficits (particularly around service levels and quality), but also to allow for tracking of individual council and whole of sector performance, as part of any reform implementation process.

In Stage 3, the Board will further develop and refine its thinking on the essential core components of such a framework, and how it believes it should be implemented and supported. Careful consideration of the roles and resourcing of the office of local government, the Tasmanian audit office, and council audit panels in overseeing the framework will form part of this work.

The Board notes that a new statutory requirement for councils to consult on, establish, maintain, and regularly review community engagement strategies is already an agreed reform from the Local Government Legislation Review.

It is important that any statutory requirements strike the right balance between maintaining a minimum, consistent level of engagement across all councils, while at the same time providing local flexibility to meet genuine community differences and preferences. In Stage 3, the Board will develop a position on what that balance looks like in practice, and how community engagement processes and practices will align with the proposed new Charter and other key elements of councils' governance and performance management frameworks. The Board will also consider further how any benchmarks established under the new framework should be used to inform regulatory and service performance oversight and/or interventions.

In Stage 3, the Board will also consider ways to ensure the intent of its Community Impact Assessment proposal is captured as part of any recommendation that flows from this reform outcome, but in a way which provides sufficient flexibility for local communities.

Reform Outcome 4 - Councils have a sustainable and skilled future workforce

Options under this Outcome are focused on addressing structural workforce challenges in the local government sector, including growing skills gaps and shortages (particularly in areas like planning and civil engineering). While these workforce challenges are not unique to local government, putting in place deliberate strategies and plans to address them will be essential to ensuring councils have the capabilities they need to continue to deliver high quality services to communities.

The workforce issues identified by the Board are universally acknowledged across the sector.

However, having reflected on feedback from our engagement, and acknowledging the different priorities and objectives of both tiers of government, the Board has determined that a shared local government and State government workforce strategy is likely to be simply too ambitious, unwieldy, and unfocused. Instead, the Board believes the focus should be on a dedicated local government workforce development strategy, with opportunities for partnerships and linkages with the State – as well as the community and private sectors - identified and pursued where it makes sense and there are clear benefits to doing so.

The Board has also determined, moving into Stage 3, Options 4.2 ("Target key skills shortages, such as planners, in a sector-wide or shared State/local government workforce plan") and 4.3 ("Establish 'virtual' regional teams of regulatory staff to provide a shared regulatory capability") might be better considered as potential components of a well-considered workforce strategy, but that the work of developing the guiding strategy itself should be a priority. Option 4.3 also needs to be considered alongside any proposal to develop shared services capabilities for specific regulatory functions at a regional level.



Reform Outcome 5 - Regulatory frameworks, systems and processes are streamlined, simplified, and standardised

Options under this Outcome are – first and foremost - focused on addressing perceived and actual tensions between councillors' roles as community representatives and advocates on the one hand, and technical planning authorities on the other. They are also focused on improving the quality and consistency of other regulatory functions undertaken by councils, by addressing both issues with the frameworks councils must operate within, and the resourcing and performance of those functions generally.

The Board supports the important role of councillors in land-use planning and the development of local provision schedules incorporated into the Tasmanian Planning Scheme. This is central to a council's role in enhancing the long-term wellbeing of the community through 'place-shaping', and the Board is not proposing any changes to this role.

The Options Paper included reform options for clarifying councillor's role in the development approval process. Planning-related options can be highly contentious, both across the sector and in the general community. A significant number of councils have said they stridently oppose removing the planning authority status from councils, while others indicated they would welcome it. The Board has considered this range of views and revised its reform proposals (see breakout box next page), which it presents for further feedback. The approach the Board ultimately recommends will depend on the evidence it receives as to whether the conflict issue is sufficiently problematic or otherwise structurally defective as to warrant major changes to councillors' role in determining developments.

In other areas, as noted in the Options Paper, there is significant variability in council performance across a range of regulatory functions, including some areas where there is a concerning level of non-delivery of critical public health and safety functions. The Board considers these issues to be largely a function of structural capacity and capability challenges and will be central to the Board's development of structural reform recommendations and a workforce strategy.

Additionally, the Board's current view based on further engagement and analysis is that appropriate models for strategic regional governance on planning and infrastructure matters will also need to be developed alongside and in support of any new proposed structural design for the sector. It is therefore proposed that the development of regional governance models is integrated as part of that design work in Stage 3. This is discussed further under Reform Outcome 6, below.

Please note that, following receipt of this Stage 2 Interim Report on 31 March 2023, the Minister for Local Government has amended the Terms of Reference for the Review in relation to the specific issue of councils' role in assessing development applications under the *Land Use Planning and Approvals Act 1993*. The Minister has advised the Board the issue will no longer be included within the scope of the Review. He has instead referred the matter to the Minister for Planning for further consideration and consultation as part of the Government's ongoing planning reform agenda.

Councillors as Planning Authorities – The Board's Current View

There is a strong division between those who believe councillors have a legitimate role in directly making planning decisions, and those who believe the role of elected representatives is to shape local planning schemes and represent community views in the planning process but that decisions should be made by local professional planners or, in the case of complex applications, by independent planning panels.

This strength of feeling is partly driven by a poor understanding of Tasmanian planning law. When councillors act as a planning authority, they are required to make decisions consistent with the *Land Use Planning and Approvals Act 1993*, including any relevant planning scheme. The Local Government Code of Conduct requires councillors to bring an 'open and unprejudiced mind' to their decisions.

This becomes a problem for councillors who have expressed a strong public position on a development. Councillors who have publicly opposed a development in the past can find themselves unable to vote in a council decision on the very issue they have campaigned on. For example, when the Robbins Island Wind Farm went before Circular Head Council in February 2023, three councillors who had made representations on the development before being elected declared a conflict of interest and excluded themselves from the decision-making process.

Councils' impartiality can also come into question when considering development applications lodged by individual councillors, by the council itself, or for developments on council-owned land.

While the Board believes there is a tension between councillors' role as community advocates and their role as a member of the planning authority, it has heard mixed and conflicting evidence about whether this is a significant problem, or if the tension is being appropriately managed in most cases.

The high-profile cases of councillors making controversial decisions on development applications represent a small proportion of total developments. In a survey responded to by 18 of 29 councils, only seven per cent of all development applications were determined by elected representatives; the rest were determined by council officers acting under delegation. The proportion of discretionary determinations that went to appeal was very low – an average of about one per cent state-wide. Determinations made by elected representatives were no more likely to be appealed than those by council officers.

In response to the feedback and research to date, the Board has revised the options presented in the December 2022 Options Paper. It now presents three potential reforms for further feedback, while mindful that any reform should not introduce any undue regulatory burden, complexity, or inefficiency into the planning system.

As well as addressing the community advocate/planning authority tension, the first two potential reforms address a related issue of councillors dealing with large and complex developments that have a significant technical component. These developments are often contentious and can require councillors to analyse and understand large volumes of information, which can be time consuming and require significant support from council staff. This increases the burden on both council staff and councillors.

If councillors' role in determining development applications is causing significant problems, or is creating a significant risk of a conflict between their role as community advocates and their role as a member of the planning authority, then the Board believes that Reform 1 may be an appropriate solution:

Reform 1: Remove councillors' responsibility for determining development applications entirely. All developments would be determined by council planning officers, or referred to an independent panel for determination.

Most development applications would be determined by council planning officers acting under delegation, as happens now. In defined circumstances (to be developed through further consultation), development applications would be referred to an independent panel for determination. The panel would comprise people with relevant knowledge and expertise, including knowledge of the regional conditions and issues. Referral to the panel could be initiated by the assessing council officer, by a vote of the council or by the proponent of the development. Councillors would have a formal opportunity to make representations to this panel, where they could more formally and legitimately represent the views of their communities. They would, of course, be free to advocate publicly on the development. Determination decisions by either the panel or the council's planning office could be appealed to the Tasmanian Civil and Administrative Tribunal (TASCAT), as currently occurs.

The advantage of this reform is that councillors would have a strong mechanism for representing the views of their community and advocating for the policies they support. The assessment of the development would be completed by the council planning staff in all cases, so the council's local knowledge would be integrated, and the additional cost of the panel would be minimal. Technical issues would be considered on their merits by people with the relevant professional expertise.

The disadvantage of this reform is that councillors may find themselves at odds with their own council planning officer, damaging the relationship between councillors and staff. In that case, they could appeal the council's planning officer's determination to TASCAT. This could bring council decisions into disrepute and cause confusion in the community. The other disadvantage is that planning determinations can involve judgements about subjective matters such as local public amenity. Persons on the panel would, however, be appointed for their knowledge skill and judgement, and would be expected to reflect community standards.

Councillors as Planning Authorities – The Board's Current View (cont.)

If councillors' role in determining development applications is only causing problems for some contentious developments, the Board believes that Reform 2 may be an appropriate solution:

Reform 2: Give councils a framework for the referral of development applications to an independent panel for determination.

Under this option, development applications would continue to be assessed by council officers or councils sitting as a planning authority. However, a council could choose to refer complex or contentious development applications to an independent panel for determination. Referral to the panel could be initiated by the assessing council officer or by a vote of the council. In a narrow set of defined circumstances, such as where there is a clear conflict of interest, referral to the panel could be triggered automatically. The panel would comprise people with relevant knowledge and expertise, including knowledge of the regional conditions and issues. As with Reform 1, councillors would have a formal opportunity to make representations to this panel.

The advantage of this reform is that councillors would have more flexibility for managing contentious development applications. Councillors would still have a strong mechanism for representing the views of their community and advocating for the policies they support.

The disadvantage of this reform, if referral was entirely voluntary, is that the decision to refer a development to the panel could itself become contentious. Implementation of this option would also have to assume that a reasonable volume of referrals will arise to justify the establishment of independent panels.

The Board considers the third reform is likely to improve clarity and consistency around development determinations, whether or not Reform 1 or 2 proceed.

Reform 3: Provide guidelines for the consistent delegation of development applications to council staff.

Depending on whether Reform 1 or 2 is pursued, guidelines would help councils to determine which decisions should be made by councillors, an independent panel or the council's planning staff under delegation. The criteria in such a policy could be based on the nature of the development (e.g., capital value, location, activity proposed), the nature of the proponent (private individual, business, government agency, council, councillor) and/or the number of representations received.

This reform has the advantage of providing clarity to proponents and the community. It may also lead to more efficient decision-making, as proponents, council staff, councillors, and the broader community would be clearer on who will be making key decisions, and on what basis. Care would need to be taken to ensure that referral or otherwise to independent panels, council staff would not, in itself be ground for appeal.

Reform Outcome 6 - Councils collaborate with other councils and State Government to deliver more effective and efficient services to their communities

Options under this Reform Outcome recognise that a significant and increasing number of the major policy challenges councils face will be more effectively tackled through joint collaborative effort at a regional or even State-wide level, with councils partnering with each other and the State Government via robust, transparent, and valued governance frameworks.

Feedback revealed in-principle support for improving the way councils work together and with the State Government to address complex issues like climate change adaptation, population settlement planning, and natural disaster and emergency management responses. The Board has again heard there is a range of existing collaborative arrangements that work well, but some structures like the current regional authorities are vulnerable to individual councils withdrawing support and membership to 'go it alone', which can undermine their long-run effectiveness and viability.

The Board's current view is regional and state-wide collaboration will only become more important over time in response to the increasing complexity of the policy and regulatory challenges with which councils need to grapple. This fact has recently been recognised by the State Government, with its commitment to pursue Regional Strategic Partnerships to address identified planning and land use challenges and deliver tailored economic 'precinct plans', in partnership with local councils from the region acting as a 'cluster'.

The nature and shape of what the Board considers to be appropriate collaborative governance arrangements will, necessarily, depend heavily on the structural reform proposals it develops in Stage 3. What is clear is that – even in a future state with fewer, larger councils – the need for collaboration and partnership across council boundaries will remain.

As noted under Reform Outcome 5, the Board is proposing to deal with the future regional collaborative governance structures as part of its broader structural reform development process. The overriding focus must be on ensuring that any arrangements are well supported and resourced, and that member councils perceive (and receive) value from their participation. The question of whether membership needs to be mandated – at least with respect to certain matters of high-order strategic regional or state-wide importance – remains open at this time. Ideally, the benefits to councils of participating in such arrangements will be sufficiently clear to ensure parties remain active members. Collaboration will always be more effective when there is clear mutual benefit and participation is voluntary.

In relation to increasing the co-location of council and State Government 'front desk' services, the Board has become aware of work underway by Service Tasmania to look at increased integration opportunities and will be engaging with the Department of Premier and Cabinet to understand this further as it moves into Stage 3 (See box next page).

Council partnerships with Service Tasmania

Service Tasmania provides access to a wide range of State Government services, including:

- over-the-counter at 27 service centres;
- over-the-telephone through the Government Contact Centre; and
- over-the-internet through **www.service.tas.gov.au/**

As well as processing rates payments for all Tasmanian councils, Service Tasmania provides additional services for six of Tasmania's 29 councils. Residents can enter any Service Tasmania location to undertake a range of local government transactions, from dog registrations through to council venue hire. Service Tasmania also provides services for the Commonwealth's Services Australia. A significant number of residents transact outside of their local government area, indicating that people find the option of multiple payment points to be convenient.

Service Tasmania has service centres in 26 local government areas. Three of these are physically co-located alongside council staff in their premises. For residents, this means convenient access to multiple government services, and in many instances, people need not know which layers of government with which they should be dealing. Co-location can also reduce administrative costs for the participating organisations and allow staff to share knowledge, ideas and even certain tasks and activities.

The Independent Review of the Tasmanian State Service recommended that Service Tasmania further develops partnerships with local government and others. The Board sees great value in councils exploring these opportunities for in-person, phone and online delivery of services.

Reform Outcome 7 - The revenue and rating system efficiently and effectively funds council services

Options under this Reform Outcome focus on ensuring our system of local government is underpinned by a revenue and rating system that is equitable, efficient, transparent, and sustainable.

As with many of the specific reforms, the Board has put forward options where it considers there are aspects of the rating and revenue system that could be improved, even if our current system of 29 councils was retained.

Options that fall into this category are increasing transparency in rating changes, increasing the utilisation, consistency, and transparency of user charges for services where there is a strong case for them, and looking at the operation of our concession schemes. Sector and community feedback to these types of proposals was generally open and positive.

However, the Board also notes that the more significant decisions about how our system for the funding of councils should work in the future – both in terms of own-source revenue and grants and transfers – will all be fundamentally influenced by broader structural reform considerations. The equitable allocation of Australian Government Financial Assistance Grants, and the distribution of rating burden across the population, will need to hinge on and reflect the future structural design of the sector.

In other words, funding models, as with those for local governance and representation, will need to be designed in a way that deliberately and transparently supports successful and sustainable future councils and communities. A major part of that conversation is how we – as a state – ensure that councils supporting our economically crucial regional and rural communities have sufficient funding to provide adequate service levels to their communities.

These more fundamental considerations of financial sustainability, and the work the Board will need to undertake in Stage 3 to resolve them in the context of the structural reform discussion, are also discussed above in Section 3.

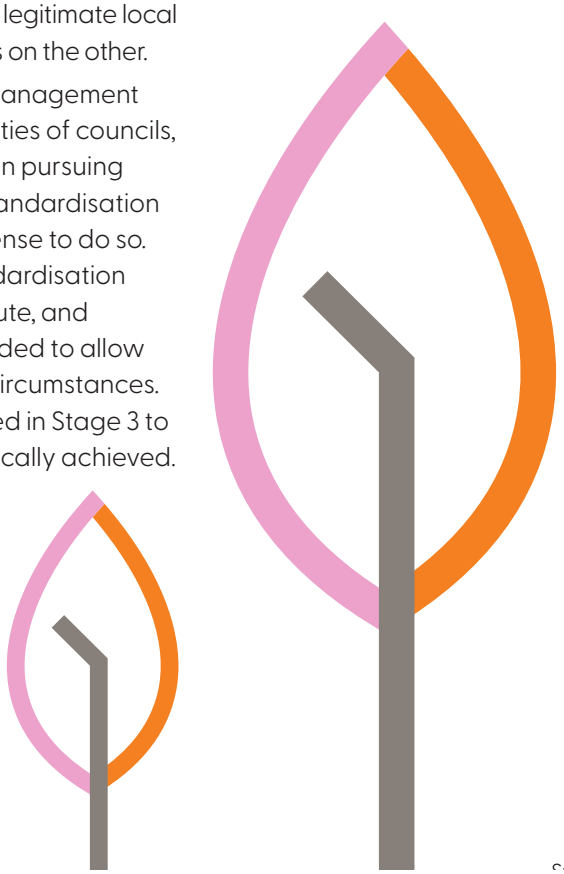
Reform Outcome 8 – Councils plan for and provide sustainable public assets and services

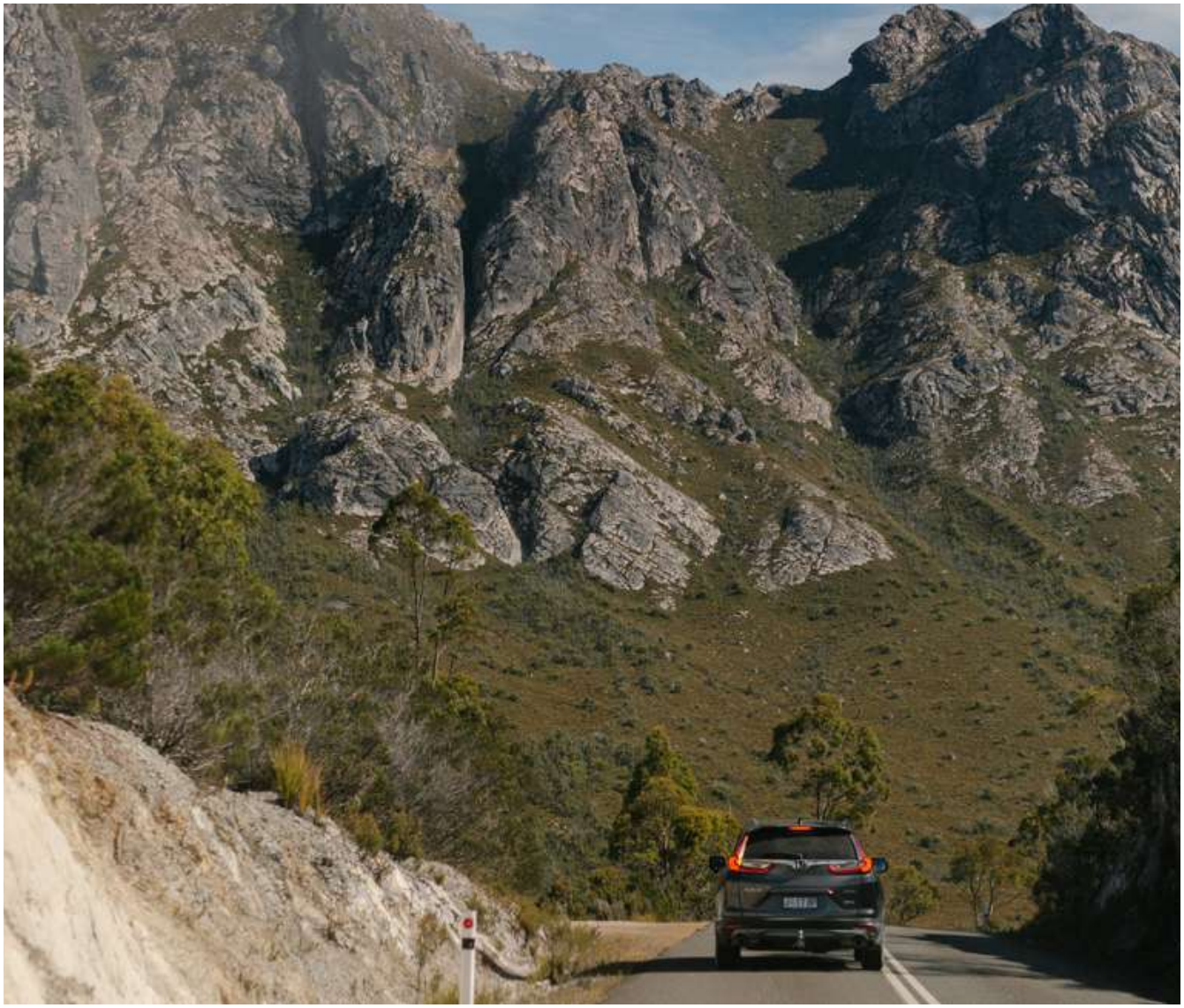
Options under this Reform Outcome seek to address the challenges many councils face in managing their substantial physical infrastructure assets. Councils have varying capabilities when it comes to the maturity of their strategic asset management processes and practices, and a lack of high quality and consistent systems and data across the sector can make it difficult to get a clear and true picture of existing and emerging asset renewal backlogs. At the same time, councils are under seemingly constant pressure from their communities to fund new infrastructure, and often this comes about when other tiers of government make commitments to fund or part fund new projects that councils then need to maintain into the future.

The response to the options indicated broad agreement with the issues the Board has identified, but there was a range of reservations raised in relation to proposed solutions, particularly from councils. These included the need to balance standardisation on one hand against legitimate local infrastructure variations and solutions on the other.

Given the centrality of good asset management practices to the role and responsibilities of councils, the Board still believes there is merit in pursuing asset life and system and process standardisation where it is reasonable and makes sense to do so. The Board acknowledges that standardisation cannot be completely rigid or absolute, and mechanisms would need to be included to allow for divergence in response to local circumstances. Further technical work will be needed in Stage 3 to understand how this might be practically achieved.

As with the response to all Reform Outcomes, there was strong support for measures to improve transparency in decision making as a way of improving community engagement and overall trust in councils. However, as the Board has further considered the options under this Reform Outcome, it has become clear that there are strong linkages between a number of proposals (such as the regular service reviews option) which are better conceptualised as sub-components of the new performance monitoring and management framework and/or proposed mandated community engagement mechanisms. Accordingly, those options will be further developed and refined in that broader context.





5. The Way Forward and Next Steps

While the Board is confident it has identified the key areas that need to be targeted to improve the overall performance of the Tasmanian local government sector, we now need to further develop and refine our options. Feedback from councils and the community is vital to this task.

We are inviting comment on all aspects of this report by 21 June 2023. In particular, the Board is interested in your ideas about how local government should be structured to best serve the community catchments we have identified, as well as our proposals for reforming decision-making on development applications.

As noted in section 3 above, we will release Information Packs for each community catchment including boundary options that show how one or more councils could serve that catchment. During the consultation period, the Board encourages groups of councils to work together to develop their own options they believe will serve the community catchments and align with our foundations and criteria.

In parallel, the Board will work with councils to undertake an 'audit' of all current shared services arrangements to understand both how existing models are working and what opportunities there might be for extending or adapting these in the context of any broader structural changes to the sector.

After the close of written submissions, the Board will hold a series of formal hearings, where we will request all 29 councils to make presentations on how they see local government best serving our identified community catchments. Community members will also be able to make presentations during this process. These hearings will be open to the public and streamed live.

Timeline for the Stage 3 engagement process

The timeline for the Board's engagement process is detailed below.

1. The publication of this Interim Report begins a nine-week period when we invite councils and communities to provide written submissions on any aspect of the Report (submissions close 21 June 2023).
2. To support the consultation process, in May 2023 the Board will publish Information Packs and potential boundary option maps for each community catchment identified in **Section 3**.
3. In late June and July the Board intends to hold hearings for councils and the community in each of the community catchment areas. Details of these hearings will be promoted in local papers and on social media. You can also subscribe to the Review Newsletter to receive updates on when and where these meetings will be held.

APR	Release of this Interim Report
MAY	Release of Information Packs for Community Catchments
JUN	21 June: Written submissions close Late June: Public hearings commence
JUL	End of public hearings
AUG	Board prepares Stage 3 report
SEP	30 September: Board submits Stage 3 report to Minister.

The Board will be publishing more information shortly about the further opportunities it is providing for the community, council staff, and other stakeholders to get involved and engaged in Stage 3.

Conclusion of Review

At the end of Stage 3, the Board will present its Final Report to the Minister outlining our reform recommendations. This will include a detailed suite of specific options across the eight reform outcomes, and preferred models and approaches for structural local government reform.

This will signal the end of the Board's Review process. At this stage the Government will consider the Board's recommendations and decide how it wants to respond. It will be up to the Government to decide whether it agrees with all, some, or none of what the Board recommends. Before deciding on the recommendations, under the provisions of the *Local Government Act 1993* the Minister for Local Government is required to consult with all impacted councils.

It is also important to understand that there will likely be a number of practical implementation considerations that will need to be managed in the final detailed design of any structural changes to local government, as recommended by the Board. It is likely that some of this technical detail will need to be resolved after the Board provides its final recommendations to the Minister for Local Government.



Appendix 1 -
Clarifying the role of local government

Through the early stages of the Review, the Board heard a lack of clarity surrounding the current role of local government can result in unrealistic or confused expectations from communities – and at times from elected representatives – about what councils can or should be doing. This has created gradual 'scope creep' in the range of functions some councils perform.

It is broadly accepted that, in recent decades, the role of local government has changed, expanding constantly to meet the evolving needs of their communities, shifting from the traditional 'services to property' - that is, roads, rates, and rubbish - to 'services to people.' Importantly, as we discussed in our December Options Paper, councils play different roles depending on the situation, issue, and community need (see Table 1, below).

Role	Description	Example(s) of function
Service Provider (or Purchaser)	Responsible and accountable for the delivery of a specific function and associated services	Waste collection, construction and maintenance of local roads and footpaths
Regulator	Enforce their own regulatory controls (by-laws) and enforce regulatory provisions under State legislative frameworks	Building control, food safety inspections, environmental health regulation, local by-laws
Facilitator, Coordinator, or Partner	Working with others to arrange and support the delivery of a particular function, service, or outcome	Emergency response and natural disaster management, economic development including City Deals, natural resource management
Advocate	Lobby on behalf of their constituencies to other levels of government responsible for services in their communities	Pushing for state or Commonwealth action on climate change or health services

Table 1: Contemporary Local Government Roles

We are of the view, supported by the sector and communities, that there is nothing manifestly wrong with the range and scope of current services services and functions councils are performing. We do not believe there is a convincing case to radically change local government's role in these areas, even if we move to establish fewer, larger councils.

However, there are areas where councils are now expected to take on a greater role, without formal recognition or supporting structures, and this needs to be addressed. These include supporting the wellbeing of communities and managing the local impacts of climate change.

Through our Stage 2 exploration of the role of local government, we also identified:

- Support for local government to play a carefully defined 'place-shaping' role. This includes providing high quality and increasingly sophisticated representation, engagement, and community advocacy, as well as facilitating and coordinating programs and projects at a community level. Place-shaping also includes vital economic and community development functions, strategic land-use planning, and targeted place-based wellbeing initiatives in response to distinctive community needs or preferences.
- Support for the idea that councils must have flexibility to provide 'optional' services (in addition to those statutory functions they should be prioritising), in response to clear community needs or demands. When councils do this, however, it should be with the support of their communities via a transparent and accountable process, and not at the cost of their sustainability. Councils should explain why they are proposing to provide a new service and how much it will cost ratepayers.
- A clear need to develop robust and properly supported frameworks and processes for more effective strategic partnerships between local, state, and federal governments, enabling better coordination of effort between neighbouring councils and among spheres of government.

We believe that, through our package of specific reform options, we can provide better clarity on the things councils should be doing and building the necessary frameworks and structures to enable them to work more collaboratively, while remaining flexible in responding to the unique needs of their communities.

What we heard in Stage 2 – our future challenges and the future role of councils.

As part of our Stage 2 engagement process, the Board undertook two targeted engagement activities, with Tasmanians aged 16–44, and Aboriginal communities. The aim of these engagement activities was to understand:

- How these groups feel engaged with, and represented by, their local councils;
- These groups' biggest challenges for the future of their local area/ community; and
- What they think local government should be doing to help address these challenges.

We decided to focus specifically on these groups for two main reasons. Firstly, those under 45 and Aboriginal Tasmanians have a significant stake in the long-term future of local government and, secondly, these groups had been underrepresented in the Board's earlier community engagement events.

Survey of Tasmanians aged 16–44 – Link to full Report

We surveyed 475 Tasmanians aged 16 to 44, to understand what they believe are the greatest challenges for the future of their local area, and how their councils can address these concerns.

Respondents' largest concerns for the future of their local area broadly fell into nine categories. Of these, four key issues made up 61 per cent of responses – climate change, (19 per cent), cost of living (17 per cent), housing and homelessness (14 per cent), and impacts from poorly managed population growth (11 per cent).

Across age groups, a range of issues were identified relating to poorly managed population growth. These primarily involved the negative impacts of poorly planned urban sprawl (in metropolitan LGAs) and greenfield development (in smaller LGAs) on liveability. Specific issues included a lack of transport options, services, green spaces, canopy coverage, and erosion of community connectedness resulting from poorly planned urbanisation. Transport was a key concern, frequently cited through a lack of access to buses and alternative measures, as well as through councils' perceived inability or unwillingness to provide alternative transport options to cars, such as bike lanes or footpaths.

Those from rural areas were more likely to identify access to essential services, including transport and health, as well as education and job opportunities for them and their families, as their biggest concerns for the future.

Those over 30 were more likely to identify poor or absent infrastructure as an issue for the future of their local area - particularly roads and transport infrastructure, stormwater, channels and "green" infrastructure (e.g. parks, EV chargers). There was also a concern expressed by a number of respondents that local infrastructure is currently not 'future proofed' from the impacts of climate change (e.g. natural disasters, the 'urban heat island effect', rising sea levels).

Broadly, there is a consensus that councils should more effectively engage with and listen to their communities to identify local issues, enabling them to tailor appropriate service delivery and/or advocate for services and action on issues from other levels of government.

Many submissions also identified that councils, through local leadership and policy actions, can support and facilitate individual behaviours which support environmental sustainability. Examples include supporting community gardens and providing FOGO and recycling options (and education).

A few responses, particularly across LGAs in the Greater Hobart region, also identified a key role for councils in collaborating with each other to provide efficient and cost-effective services.

Engagement with Aboriginal Communities – Link to full Report

We spoke with 61 members of Aboriginal communities across the State and heard their messages about feeling underrepresented and unheard by their councils. We heard that Aboriginal perspectives were not being listened to and considered in decision-making.

Participants said they often felt unwelcome, anonymous, or overlooked in council work. They felt that council structures did not meet their needs, and councils did not make any attempt to understand them.

We heard that local government could improve relations with Aboriginal people by proactively coming to them, meeting them on Country, providing an informal atmosphere for communication, and genuinely seeking to build ongoing relationships. Councils also need to allow people to identify and address the feelings that can arise when considering the colonial past.

There was a strong desire to see more Aboriginal people represented in local government positions, such as council staff or as councillors. This would allow for greater diversity in the views and priorities considered within councils, and lead to more effective services.

There was a strong desire to see well-supported Aboriginal Liaison Officers employed within local government, both to educate others within government and to improve consultation and communication with the Aboriginal community. Mentoring programs were also mentioned as an opportunity to get younger Aboriginal people involved in local government.

Symbolic and practical recognition of Aboriginal culture and history were seen as important. Examples included prioritising acknowledgements of Country, dual place names, flying the Aboriginal flag, and investing in infrastructure that facilitates Aboriginal cultural activities, such as fire pits. Cultural awareness training for councillors and staff was also seen as important to improve local government interactions with Aboriginal people.



Appendix 2 -
Community workshop outcomes report

The future of Local Government in Tasmania: Potential Structural Reform Pathways

Stage 2 - Sector and community meetings across regional Tasmania on potential structural reform pathways

Prepared by Sue Costello for the Tasmanian Local Government Review Board

"We've got to work together better for the whole of Tasmania."

Elected member, February 2023

Executive summary

Across sector and community meetings held during February and March 2023, there was consensus amongst stakeholders that:

- We can't keep the status quo, as some structural reform of the local government sector is needed to meet Tasmania's future challenges.
- Local government is a valued and important level of government, representing and advocating for local communities and townships across the state.
- Skill levels across elected members and council staff need to lift to support structural reform.
- To ensure equitable local representation and continuity in any structural change process, a ward or other alternative equitable representation system be adopted, and staggered election cycles should be explored.
- Open and transparent communication and engagement needs to improve to maintain the trust of residents, potentially through establishing systems or bodies that better support ratepayers/local voice.
- As community expectations rise, greater role clarity (and connectedness) between all levels of government is required and needs to be communicated widely.
- While this report highlights the strengths and weaknesses of the three structural reform pathways in the Options Paper, what came across in the sessions is that a 'one size fits all' approach to local government reform in Tasmania is not seen as appropriate or optimal, given that:
  - some mandated service sharing will be extremely costly and complex to implement regionally or statewide.
  - urban, rural, and remote local government areas vary in population, geography, culture, wellbeing, and economic circumstances.
- That is why, most session participants preferred option three – a 'hybrid model' combining a potential combination of boundary changes, as well as potential initial mandated shared servicing or coordination of areas of clear opportunity such as waste management, payroll, professionals (engineers), planning and climate change management.
- A set of assessment criteria for boundary changes, as well as broad measures for success, were suggested to assist in an open and transparent decision-making process around reform.
- For remote areas (King and Flinders Island) examine the benefits of establishing a corporation, regional authority or hub with state agencies and industry providers to share resources and skills.
- Participants thought that greater communication and clarity about the benefits of reform is needed as it progresses to the final stages, in order to test community support.

"We now use codesign, particularly where changes can be challenging to embrace. Talking to locals first before implementation as we recognise that it is important to obtain community acceptance."

West Coast elected member, February 2023

Introduction

In December 2021, the State Government established the Local Government Review Board to examine all aspects of local government. In January 2022, the review commenced involving three main stages:

1. Stage 1 culminated in the release of an Interim Report to the minister for Local Government based on community consultation and evidence-based research.
2. Stage 2 (currently underway) involves the release of a Board Options Paper that seeks to test a broad range of reform options. This stage involves a broad consultation and submission process to gather further sector and community input into the future of local government. A further report with a more refined set of options will then be presented to the Minister at the end of March 2023.
3. Stage 3 will see a final Board report to the Minister with a set of reform recommendations and supporting implementation plan.

This report informs Stage 2 of the review process, focusing on the input provided from key stakeholders on the three potential structural reform pathways contained in the Options Paper, which could deliver greater capacity and capability across the Tasmanian local government sector.

The report aims to inform the Board on what people thought was the best structural reform option that addresses Tasmania's future challenges, without losing connection to the voice of our local community. It summarises the common key themes and issues raised across all sector and community sessions. To support Board deliberations, stakeholder views on areas of improvement to support reform, their ideas, and differing perspectives based on region are also included. The suite of 33 other 'specific reform options' in the Options paper were not the focus of the February Sector and Community meetings and are not reported on here in any detail.

What methodology did we use?

Over February 2023, the Board hosted regional community meetings around state supported by staff from the Department of Premier and Cabinet's Local Government review secretariat and Sue Costello, independent facilitator. In addition to two online sessions, community sessions were held at:

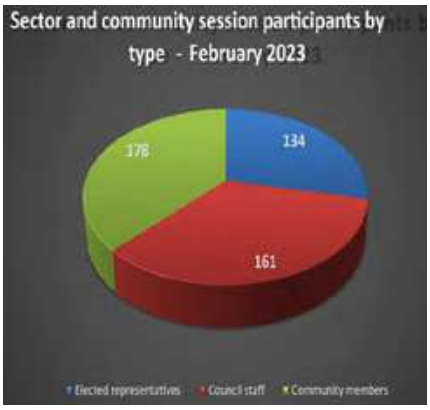
- Queenstown – 1 February 2023
- Ulverstone – 2 February 2023
- Kingston – 6 February 2023
- Sorell – 7 February 2023
- St Helens – 8 February 2023
- Bicheno – 9 February 2023
- Bothwell – 14 February 2023
- Longford – 15 February 2023
- Flinders Island – 22-23 February 2023
- King Island – 2 March 2023

In all cases, except St Helens, three sessions were held for elected representatives, council staff and the community on these. Over a two-week period, 28 face to face and 6 online sessions were conducted with over 470 people attending.

A series of questions were asked at each session (see Appendices). For all stakeholders, questions centered around three areas:

1. The voice of the community
2. The future challenges for Tasmanian communities
3. The structural reform option(s) that best meets these challenges.

While session discussions were wide-ranging, this report focuses on reporting against these topic areas. Depending on group size and location, a combination of facilitation methods was used – from workshop/codesign to question and answer forum style.



What were the key themes from the sessions?

"Connecting with community is our core business."

Elected member, February 2023

1. The voice of the community

What did elected representatives say?

Elected members talked about being the most connected representatives of government to the Tasmanian community, recognising that compulsory voting has made them more accountable and accessible to the ratepayer. Many councils capture community voice through their strategic plan or implementing processes such as a community engagement strategy or framework, combined with exemplary servicing of highly invested passionate people through direct face to face conversation. Some councils such as Break O'Day and Southern Midlands noted they have invested heavily in creating a regional identity and brand that they fear will diminish as part of any reform.

Most elected members talked about adopting a broad range of communication strategies (council meetings, working groups, candidate forums, face to face, event attendance, formal and informal) but recognised it can be hard to reach the whole community due to lack of interest, challenges with engaging young people, literacy skill levels, access to information technology, health and wellbeing issues, and isolation.

The role of council and its elected members to listen and advocate for locals with other levels of government is seen as critically important. Elected members saw themselves as connectors and communicators between levels of government. However, few mentioned the benefits or power of operating as one local government voice across boundaries when advocating on a statewide or regional issue. COVID-19 was seen as an example where the State government led a Tasmania-wide

approach that was implemented by councils. Several participants mentioned delivering 'non-core' services that are the responsibility of other levels of government (e.g., health services as a state responsibility).

Strategic aspects of councillors' role can create tensions with operational aspects undertaken by council staff, particularly as they are accountable to the community ('they voted for us'). For the most part, elected members work strategically, leaving council staff to the operations and policy delivery. The structure of local government puts a lot of pressure on the General Manager as a conduit between councillors and staff. Hence, a positive, strong relationship between the mayor and General Manager is seen as critical to smooth council operations.

When asked what areas need changing or improving, elected representatives said:

- Building and leveraging off partnerships
- Induction and training programs for both elected members and staff around council governance and legislative requirements was regularly mentioned as an area of focus for improvement.
- Limitations on the number and length of councillor terms
- Review of the code of conduct
- Given the time to respond as local input is important – don't avoid community voice and needs.
- Review Federal Government Assistance grants, acknowledging the economic contribution the road network plays to the State as well using this as a mechanism for pursuing equity across councils.

"We are strong on representing our people and ensuring they are being heard".

Tasman staff member, February 2023

What did council staff say?

Often seen as 'the face of council', council staff talked about being the main point of contact for the community, being accessible and transparent, receiving their feedback and communicating with them on a range of issues. Like elected members, they capture community voice through a range of communication channels, with one-on-one, over the counter interactions being valued by the community, particularly the elderly. Many mentioned that in rural and remote councils this is even more the case, being far more locally connected to the people they serve than urban areas. They are knowledgeable about their local community, undertaking research and identifying gaps in services. They are often the voice for community and see themselves as being part of 'the most trusted level of government' due to this direct access. They also noted that there are people within their community that don't engage until they are affected by a decision.

Staff said they are often seen as the only 'forward facing' deliverers of service in their community, a 'one stop shop' for all common issues, often a provider of last resort. On occasion, staff said they felt wedged when undertaking their role, as community

concerns often relate to a State or Commonwealth area of responsibility or policy decision of council (e.g., health, disaster recovery and cross over to other tiers of government). Related to this is their role in advocacy, with senior staff often facilitating meetings with State and Federal ministers and bureaucrats – often supported on a regional basis by Cradle Coast Authority (CCA) and Local Government Association of Tasmania (LGAT).

As with elected members, there is a tension between community needs and providing core services within councils' limited resources, particularly for rural communities compared with urban ones. For both urban and rural councils, managing raised community expectations of what local councils offer is becoming a concern as their demographics change. That is, visitors, new residents to Tasmania, and those moving from urban locations want the same level of infrastructure and services in rural and regional locations as in a city.

Already noted above, power imbalances can exist between elected members and council staff if role clarity is lacking, leading to potential conflict and dysfunction from time to time. Strengthening of the Code of Conduct and adequate training of candidates before being elected will ensure better understanding of their role and the practical and legal framework in which councils operate.

A dditionally, in one session, staff noted that councillors have little influence or control over State government decisions.

When asked what areas need changing or improving, council staff said:

- Reinstating the 'half-in/half-out' system of electing councillors to build continuity on council.
- Better use of strategic planning to focus on servicing and engaging the community.
- Outreach to support community voice and avoid fragmentation with townships and hard to reach residents.
- Online meeting facility for remote community meetings
- Use of co-design for community services.
- Educating the community, clearly communicating council 'core' business and the non-negotiables.
- Implementation of a formal mechanism for community voices to be heard.
- Review planning scheme, retaining local input and knowledge with appropriate training.
- Through the code of conduct and training, better role clarity between elected members and staff around community engagement, ie. strategic communications by elected officials, operational matters by staff, decision making based on advice not politics.

What did the community say (their local voice)?

At each session, several community members were glad to see local government reform underway given the need to:

> **"Looking at local government, it's a little broken – let's make it better".**
>
> Longford community session, February 2023

- improve sector capability.
- deliver on more strategic approach to service delivery.
- potentially encourage more innovation at the closest point to the community.

Community views on the actual reform process and outcomes on local voice were mixed, however, demonstrating a level of uncertainty, mistrust and anxiety. Stated concerns included:

- Difficulties commenting on options without knowing the final detail, ie. financial and community impact.
- assumption that there will be a loss of local towns/voice/place.
- Informed from the top down, rather than the ground up – the Review needs to listen to the voice of the people.
- Some previous amalgamations weren't popular.
- Shifting council authority away from local planning.
- Fear of reduced service quality.
- Loss of accountability to the community – direct voice to elected members.
- It's just a lack of resources – they (councils) need more money.
- Fear of diminished local workforce.
- Mergers of financially and non-financially viable councils.

> **"Amalgamations frighten me."**
>
> Longford community session, February 2023

Despite local government being the closest level of government to the community, most community members did not feel their voice is being heard, or listened to, by elected members or council staff. Many community members mentioned the need for greater transparency by council around decision making, and not just when a decision has already been made. Some felt that their council is accessible and approachable, valuing its local knowledge and staying connected to the community and were afraid this would be lost in any reform.

Many members discussed the changing nature of council communication with the community. While the use of Information Technology is cost effective, a few noted that it doesn't capture all residents. However, some councils are taking a more strategic approach to community facilitation, changing their culture from within.

A significant proportion of participants were confused (and frustrated) about what the roles and responsibilities of local government are compared with the State, mentioning:

- the disconnect between the two spheres of government around the state planning scheme.
- taking on State Government service delivery to fill gaps (e.g., local government involvement in supporting a general practitioner practice to stay in the town).
    - Many did think that their councillors should better advocate on these issues to other tiers of government.

When asked what areas need changing or improving, the community said:

- A better process or mechanism so that community voice is heard by council.
- Professionalism of councillors and staff – a higher level of integrity, transparency, and accountability particularly around reporting, service delivery and decision making
- Improved councillor relationship with 'all' residents, including the elderly, through outreach and investing in outlier township connections.
- Better communication and information exchange, including timely access to meeting schedules and agenda of council meetings.
- Local planning – this issue came up time and again through the sessions.
- Improved fairer representation (some townships have none) like a ward or precinct representative system.
- A community facilitation strategy that is linked to cultural change.
- A fifty/fifty turnover in the election of councillors.
- Electing mayors by popular vote is problematic.

2. What are the main challenges into the future?

"I worry about the future for our children and grandchildren."

Community member, Sorell, February 2023

In discussing the main challenges Tasmanian communities will face over the next few decades, stakeholders consistently mentioned:

1. Waste management
2. Climate change and the environment
3. Housing
4. Planning (maintaining local knowledge and voice, land use, strategic coordinated support for large projects, building local expertise/ training, state accountability to improve the scheme, designing housing infrastructure that mitigates future climate change events such as flooding)
5. Infrastructure – maintenance, replacement, and new
6. Population changes (projected decline, ageing, sharp levels of regional growth, mobile workforce (drive in/and out))
7. Workforce and human resource issues (skill levels, job security, remuneration/ competitive industry wages, training, attracting staff)
8. Economic viability
9. Information Technology (changes and access to)
10. Cost of living
11. Wellbeing and recreation

Many of these challenges are interrelated, ie. population fluctuations mean a lack of housing stock that exasperates planning and infrastructure needs.

Several participants highlighted:

- the impact of tourism and visitor numbers on current infrastructure, ie. roads.
- the need for greater coordination across all tiers of government is warranted in addressing the impact of climate change, but also the service gaps mentioned below.

Worth noting is the capacity of urban versus rural councils to address some of these future issues. For example, staff at Hobart council are already changing their structures, while other councils thought they are not well placed to respond to the future challenges identified.

Several rural and remote elected members, staff and community members raised service gaps or perceived 'downgrades' in areas traditionally the responsibility of other levels of government:

- health care (due to ageing population)
- educational options (school closures etc.)
- childcare
- transport.

Many thought that greater local government advocacy is required to address these service gaps appropriately by the right level of government, ie. "Why can we get a GP to come to our town when the state government can't!"

3. Structural reform options

After discussing the importance of local government in serving its community and the future challenges our community faces over the next few decades, stakeholders were then asked to consider which of the three structural reform options best addressed them. They are:



1. Significant (mandated) sharing and consolidation of services across twenty-nine councils.
2. Boundary consolidation to create fewer, larger councils.
3. A 'hybrid model' model combining some targeted sharing of services and targeted boundary consolidation.

What did elected representatives, council staff and the community say?

Across the three groups, discussions focused mainly on the strengths and weaknesses of Options One and Two as the third is essentially a combination of both. Most views were similar across the options, and these are summarised below. Some notable differences of opinion/issues to consider in terms of some of Tasmania's rural and remote local government areas are reported separately.

- A few participants did feel that the options presented all required modelling based on financial, administrative systems and client impact. They thought it was difficult to provide substantive comment in the absence of that information.

"Is this about working state-wide or staying local with more state-wide support?"

Council staff member, 13 February 2023

Option one – mandated shared services.

For those councils already involved in a level of service consolidation or sharing, most elected representatives and staff say it works, particularly for the smaller councils like West Coast, ie. TasWater, engineers and King Island via the Cradle Coast Authority. Many noted that greater shared servicing could be of real benefit to staff, ie. training and professional development, remuneration, as well as reducing consultancy costs.

There was clear support for consolidating 'back end' operational systems, such as:

- Payroll
- Auditing
- Finance
- Human resources
- Information technology, including cybersecurity.
- Specialist staff (engineers, planners, all professionals)
- Asset management, including infrastructure.
- Planning (strategic versus local activity)
- Legal services
- Purchasing/procurement, ie. car chargers, climate change initiatives
- Project work
- Compliance
    - People's views varied on whether civil works should be included.

Table 1 provides a summary of the strengths and weaknesses expressed by stakeholders when discussing this option.

Table 1 – Mandated shared servicing – sector and community forum comments

Strengths	Weaknesses
· Increased purchasing power. · Greater consistency. · Capability to put more services into the community. · Greater opportunities for staff development. · Builds a strategic workforce. · Reducing consultancy costs. · Capacity to benchmark performance. · Can adopt what is already there at the State government level. · Improved workforce/staff development opportunities. · Network of experts to build our people. · Better support for large scale cross boundary planning. · Development of standards, e.g., waste collection, bushfire etc. · Fill skill gaps – potentially through working groups or mentorships.	· Reduced accessibility to the community. · Increased costs. · Dilution of accountability to the community. · Perceived or real job losses. · Loss of control and contact at local level. · Consolidating some systems, such as IT, will be complex and costly to implement. · Loss of innovation and diversity. · Service level agreements will dictate the level of service provided locally. · Local job losses. · Council culture. · Doesn't solve governance issues. · Loss of agility and timeliness. · Staff turnover. · Unreliable internet limits remote service sharing.

In terms of shared client services on a regional or state basis, the following were regularly mentioned:

- Waste management (probably the most popular of suggestions)
- Emergency services.
- Environmental Health Officers (EHOs).
- Information technology functions
  - These were supported if the state government funds implementation.
  - Some participants did not support mandating of shared services, "we don't want to sign up for arrangements if we don't like them."

To implement this option, a few mentioned the establishment of a regional authority:

- potentially set up as a corporation to share service delivery.
- develop minimum service standards.
- have up to eight councils working together but they can't pull out.
  - Others thought that sharing of resources should not be regional but statewide, based on other criteria such as need or 'like for like'.

"Rural and remote councils have lots to share, we just need to think differently. Not power over but power with."

Elected member online, February 2023

Option two – Boundary consolidation

"I think we should have five local government areas in thirty years' time."

Sorell community session, February 2023

While plenty of the discussion centered around previous attempts (successful and unsuccessful) to amalgamate councils in Tasmania, as well as recent mainland state reform, many participants felt that there are benefits for Tasmania in some boundary changes. Some exceptions were expressed in relation to those that are already large or geographically isolated areas, e.g., West Coast, Flinders, and King Island. Some participants also avoided substantive discussion on option two altogether, discounting it early in terms of addressing future challenges, given the diverse types of existing councils and communities.

Mentioned often was that increasing scale doesn't save money but does build capability and a stronger collective local government voice. A critical risk is merging councils/boundaries where one is not financially sustainable. Table two provides a summary of other strengths and weaknesses expressed by stakeholders when discussing this option.

Table two – boundary consolidation – sector and community forum comments	
Strengths	**Weaknesses**
· Greater resources. · Finding common ground/ coordination. · Strategic regional focus. · Can be highly beneficial for urban areas. · Service profile changes with the state government. · Business redesign opportunity. · Larger more powerful advocacy voice.	· Tyranny of distance for rural and our islands - the administrative reality of sharing staff and resources with a larger mainland council. · Perceived limit to benefit to the rural communities. · Loss of local, place and connection. · Less democratic – must ensure no reduction in local representation. · In other states this has failed. · Inequity in service delivery, e.g., transport costs to the islands will mean less services. · Impact based on other councils' debt. · Political will. · Job losses.

To implement this option, people thought we need to:

- Get the scale right.
- Maintain local voice.
- Clearly respond to 'capital debt' differences between councils.
- Have full financial transparency.
- Plan for divergent rate bases.
- Deal with the drain of local elections on council budgets and staff.
- Maintain local jobs.
- A commitment to review the form and structure following implementation.

Option three – the 'hybrid' model

Generally, this is the preferred option for most participants, as it was seen as building the capability of regional areas and efficiencies in urban areas, retaining some flexibility and local voice.

People saw benefits in the purchasing power and strategic capability that local councils could have around key issues such as climate change, bulk ordering, fleet, or waste management. What they want to keep is a rural and regional focus and maintaining local services. In this respect, colocation or service sharing with other government services was suggested, ie. greater partnering arrangements with Service Tasmania.

Table three provides a summary of the strengths and weaknesses expressed by stakeholders when discussing this option. This information should also be read in conjunction with previous option summaries.

Table three – hybrid model – sector and community forum comments (read with Tables 1 & 2)

Strengths	Weaknesses
· Joint voice. · Benefits for things like emergency management. · Reducing wastage on IT and payroll across councils. · Increased partnership arrangements. · Improved employment conditions with scale. · Improved governance arrangements.	· Potential loss of control and existing scale benefits if too many shared services. · Loose local connections if councils too big. · Resentment from community if 'eaten up' by bigger councils. · Complexity of sharing some services, e.g., IT. · Level of resourcing required to implement.

Key points:

For stakeholders, in addition to the strengths and weakness identified above, what came through across session discussions is that a 'one size fits all' approach to local government reform in Tasmania is not optimal, given that there was a view that:

- some mandated service sharing will be extremely costly and complex to implement regionally or statewide.
- urban, rural, and remote local government areas vary in population, geography, culture, wellbeing, and economic circumstances.

In terms of boundary changes, the most likely benefit would be around urban surrounds.

Initial key priority areas identified for shared servicing, coordination or strategic partnership arrangements are:

- waste management
- payroll
- professionals (engineers)
- planning
- Information technology functions

"We've got to work together better for the whole of Tasmania."

Elected member, February 2023

Rural or regional perspectives to be aware of?

Through this round of forum discussion, the following rural and regional issues were raised:

- Boundary changes to incorporate urban with rural/regional areas were not well supported given the communities they serve.
  - Urban areas are generally better structured and resourced to address future challenges than rural/regional local government areas (mainly in the here and now, dealing with core services).
- Some West Coast, King Island, Central Highlands and Flinders Island participants thought that boundary changes to already large, or isolated, geographical areas wouldn't necessarily improve their circumstances.
  - King Island also noted that they need to increase capacity and that shared services on a regional basis through Cradle Coast Authority has been beneficial.
- Flinders Island has a large indigenous population and history that requires special attention.
- Equitable recompense for mining activity:
  - West Coast is seeking financial recognition for its contribution to the wealth of the state (e.g., mining royalties).
  - Under longstanding agreements, King Island receives an inconsistent mix or royalties:
    - a royalty for sand extraction
    - Stipend (not indexed) for its mine while the state government receives the royalties.
- Regional areas (the Islands and Southern Midlands) believe they have invested heavily in creating a distinct brand.
- Tasman community historically opposed amalgamation – 70% vote against it.
- State government recognition of cost challenges on the islands are not consistent, e.g., Hydro charges a different rate for the islands compared with a flat rate charged across Tasmania by TasWater.
- In terms of representation, seven councilors for King Island are sufficient.
- Lack of skilled staff, a system of mentoring with other larger councils and agencies.
  - Not negotiable for all – retaining local voice.

Were there any ideas?

Already mentioned elsewhere in this report, elected members, council staff and the community suggested areas of improvement to local government governance and operations (see Voice of the Community). Key ideas suggested by stakeholders are:

- To ensure fair representation, establish a 'ward' or other equitable representational based system (but with more effective, modern tools and systems, noting that this may not work on the islands).
- Provide a definition of community.
- A good legislative backbone to support the reform.
- An induction package for elected representatives.
- Changes to the length of councillor terms as well as staggering their elections (half in/half out).

- Develop or preserve a:
  - mechanism or body for ratepayers, and
  - third-party appeal process for planning issues.
- In any structural reform, mandate the use of community plans to ensure rural and regional voices are still heard.
- Focus on the why? - a strategic approach to improving services to the community.
- A statewide award system to achieve consistency in wages offered.
- Develop partnerships arrangements with the Commonwealth Department of Human Services and Service Tasmania.
- Consider sharing skills and training not only across Councils but with multiple agencies.
- A central SharePoint site (coordinated by LGAT) to share common resources (e.g., templates, best practice guides, legal advice).
- Planning – option to refer to an expert independent panel.
- Develop reform **criteria or principles** (for boundary changes) based on:
  - Community of interests/commonalities
  - Sustainability
  - Culture
  - Resource sharing not profit sharing.
  - Based on need.
  - Maintaining local voice.
  - Equity.
- **Measures of success** need to be developed beyond just efficiencies/savings:
  - Capacity
  - Compliance
  - Community satisfaction
  - Capability – to undertake the work.
- **Other options:**
  - draw up new city councils and service outer regions to improve resourcing.
  - Regional model approach with one council and seven regions – essentially another level of state government
    - or supporting 3-4 councils
    - or regional council with 7 councillors and local wards at each township
    - or by 2030, have five councils.
    - or 3-5 regional councils like New Zealand
  - For King/Flinders Island, a formal and binding agreement, perhaps establishing a corporation with key state agencies and industry providers such as Telstra/ Aurora to share resources and skills.
    - A hub for remote shared services or regional authority
    - Replacing a General Manager with an administrator for both islands, supported by local island advisory groups instead of councillors.
- **Giving reform a chance:**
  - Regardless of the chosen approach, all councils need to sign up to the reform and implementation agenda until 2030.

Appendices

Table Four: February 2023 sector and community meetings, number of participants by stakeholder group

Session date and location	Number of participants			
Stakeholder group	**Elected representatives**	**Council staff**	**Community members**	**Total**
Wednesday 1 February - Queenstown	8	27	17	52
Thursday 2 February - Ulverstone	28	23	13	64
Monday 6 February - Kingston	14	15	31	60
Tuesday 7 February - Sorell	14	7	9	30
Wednesday 8 February - St Helens	NA	NA	7	7
Thursday 9 February - Bicheno	10	16	18	44
Tuesday 14 February - Bothwell	8	25	40	73
Wednesday 15 February - Longford	17	16	22	55
Monday 13 February – Online	16	16	3	35
Tuesday 14 February – Online	7	5	5	17
Wednesday & Thursday 22-23 February – Flinders Island	6	5	13	24
Thursday 2 March – King Island	6	6	0	12
Total	**134**	**161**	**178**	**473**

Key questions for elected representatives and council staff







Key questions for community members



Your local voice:

What is most important about how local councillors represent you?

Do you think your voice is being heard? Is there anything you would change?



The future:

What are the main challenges your community will face over the next few decades?

What does the council need to do to respond to these challenges?



Structural reform options:

Which structural option would best help local government meet the future challenges?

What are your greatest concerns about each option?

How do we manage the different needs of rural and urban communities?



References

Tasmanian Department of Premier and Cabinet (2022), The future of local government review: Options Paper – Review Stage 2, December 2022: https://www.futurelocal.tas.gov.au/wp-content/uploads/2022/12/FoLGR-Stage-2-Options-Paper-22.12.2022.pdf

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Tasmanian Department of Premier and Cabinet (July 2022), The future of local government review: Interim Report – Review Stage 1, June 2022: https://www.futurelocal.tas.gov.au/wp-content/uploads/2022/07/4144_Tasmania_Local_Government_Reforms_Interim_Report_v1.7_report_only.pdf



Appendix 3 -
Specific Reform Options – Details of Responses, Option Status and Further Work

Reform Outcome 1 – Councils are clear on their role, focussed on the wellbeing of their communities, and prioritising their statutory functions

Options under this Reform Outcome are focused on improving local government role clarity, genuinely embedding broader community wellbeing considerations into council strategic planning, and improving transparency in decision-making around significant service and infrastructure decisions.

	Option	Sector and stakeholder response	Option Status and Further Work for Stage 3
1.1	Establish a Tasmanian Local Government Charter which summarises councils' role and obligations, and establishes a practical set of decision-making principles for councils	There was broad, in-principle support for the Charter concept, subject to ensuring that it acts to streamline and simplify the legislative framework the sector operates within (and does not amount to 'a new layer' of complexity). A number of submissions stated that a Charter would be beneficial for the sector in consolidating the multiple functions of councils spread across a complex suite of legislation into an overarching 'duty statement'. It is also recognised that a Charter could help create consistency across the sector and depoliticise local level decision making. Benefits of greater consistency include enhancing councils' performance, creating greater understanding and capability among elected representatives, and supporting the building of housing and operation of businesses.	The Board will develop and test core principles for inclusion in the Charter and develop a clear picture on how it would practically operate to inform key elements of the governance, performance management, and regulatory compliance frameworks for the sector. As proposed by the Board in its Options Paper, it is expected the Charter would be incorporated in any new Local Government Act to replace the existing definition of councils' role. The Board notes that the development of the finer details of the Charter would be done in collaboration with the sector and would be implemented in a way which retains councils' ability to be responsive to local needs and develop innovative solutions to local issues.

	Option	Sector and stakeholder response	Option Status and Further Work for Stage 3
1.2	Embed community wellbeing considerations into key council strategic planning and service delivery processes	There is broad and general support for both clearly acknowledging and deliberately accounting for local councils' crucial role in supporting community wellbeing. However, this support is subject to councils being properly funded to deliver the functions and services that will make the biggest impact to wellbeing outcomes. The Board heard councils' capacity is currently limited due to a lack of clear mandate and associated funding streams. Role delineation and clarity is seen as crucial, especially between levels of government.	The Board will consider how community wellbeing can be meaningfully embedded as a core design element in the proposed Charter, and how that then flows through to councils' strategic planning and community engagement frameworks more generally. Linkages to the proposed performance management framework (Option 3.2) will also need to be considered to ensure accountability and transparency around any specific council wellbeing obligations and activities. The Board will also work with the Department of Premier and Cabinet to understand how this proposal can align with and support the broader wellbeing framework currently under development.
1.3	Require councils to undertake Community Impact Assessments (CIAs) for significant new services or infrastructure	There was strong support for the principle of improving consultation on, and transparency around, major council decisions. However, concerns were raised that a mandated, prescriptive process could impose an unreasonable 'red tape' burden on councils. Further, it was identified that meaningful assessments would be contingent on high quality data and councils being genuinely committed to the process. Both elements require further capability development across the sector.	Having reflected on the feedback on this option and considered further the practical challenges of a 'mandated' impact assessment process, the Board has decided that this option will not be developed on a 'standalone' basis but will instead be included as part of the broader design work around improving the local government performance management and community engagement frameworks (Options 3.1 and 3.2). The Board will look to models used globally to assess the local community impact of major investment decisions to inform this design work.

Reform Outcome 2 – Councillors are capable, conduct themselves in a professional manner, and reflect the diversity of their communities

Options under this Outcome are focused on lifting the individual and collective skill and professionalism of elected members, ensuring the community is confident that bad behaviour will be dealt with appropriately and swiftly, and enhancing the overall representativeness of the systems and processes for electing local councillors.

	Option	Sector and stakeholder response	Option Status and Further Work for Stage 3
2.1	Develop an improved councillor training framework which will require participation in candidate pre-election sessions and, if elected, ongoing councillor professional development	This option received almost unanimous support across submissions. It is broadly accepted that the sector and communities would benefit from having councillors with stronger capability and a better understanding of their role, as well as the role of councils.	The Board notes there have been significant developments in this area since commencement of Review, with the Office of Local Government (OLG) and the Local Government Association of Tasmania (LGAT) in discussions to establish a renewed training and education framework. The Board will maintain a dialogue with OLG and LGAT to understand the extent to which this option is already being progressed in advance of the Board handing down any formal recommendations, noting that mandating minimum training requirements for elected members will require legislative change to implement.

	Option	Sector and stakeholder response	Option Status and Further Work for Stage 3
2.2	Review the number of councillors representing a council area and the remuneration provided	There was broad consensus among submissions that the current allowances for elected representatives are too low. There was also broad support for a review of councillor numbers. However, divergent views were expressed on whether this should look at an increase in councillor numbers, or a reduction. A number of submissions from the sector also identified the potential for councillor numbers to be increased to support representation in the event that larger councils are established.	Councillor number and remuneration reviews will need to be undertaken in the context of any structural change proposal. Clearly, any move to larger councils representing bigger constituencies and managing more assets and services would require further, detailed technical work to determine appropriate governance structures, including the number and remuneration of elected members. In Stage 3 the Board will consider the appropriate principles and processes for driving that technical review work.
2.3	Review statutory sanctions and dismissal powers	Again, this option received overwhelming support, with many citing recent high-profile media attention surrounding the behaviour of some councillors as justifying need for reform in this area. Many submissions also noted the need for reform of the Code of Conduct process, which is perceived as having insufficient weight in dealing with poor behaviour.	The Board is aware of work being undertaken by the State Government to expand the statutory powers of the Minister for Local Government to investigate and dismiss a councillor for misconduct in certain circumstances. The Board will maintain a close dialogue with OLG to understand the extent to which this option is already being progressed in advance of the Board handing down any formal recommendations. The Board also notes that there is currently a Bill before the Tasmanian Parliament to address a range of issues with the Code of Conduct framework, identified via a recent targeted review. For this reason, it does not currently intend to direct any recommendations towards the Code of Conduct framework.

	Option	Sector and stakeholder response	Option Status and Further Work for Stage 3
2.4	Establish systems and methods to support equitable and comprehensive representation of communities	There was broad support for looking at models that improve the overall representativeness of the system that is used to elect councillors, even where the current council boundaries are retained. There was a level of support for the formal re-introduction of 'ward' systems to address perceived imbalances in representation, both within current local government areas (LGAs) and in any future structural model. However, there was also a level of caution expressed by rural councils, that wards can fragment and factionalise councils and undermine decision-making that is based on improving 'whole of community' outcomes (and instead encourages 'own patch advocacy').	There is a significant component of this option which will be contingent on where the Board ultimately lands with its broader structural reform recommendations. Wards or electoral districts may have a part to play in managing any structural transition and will be considered accordingly. However, at face value, the Board is not convinced that wards or electoral districts are necessarily the best or only option for improving local level representation. The Board is keen to better understand the potential of other more contemporary models that it has identified through its research. The overriding objective of any proposal flowing from this option will be to maximise broad-based community engagement and participation, while avoiding fragmentation and division within the communities councils are elected to serve.

Reform Outcome 3 - The community is engaged in local decisions that affect them

Options under this Outcome are focused on improving transparency around council performance (particularly for service standards and quality), and ensuring councils engage frequently and genuinely with their communities on a range of important strategic, budget, and service level decisions.

	Option	Sector and stakeholder response	Option Status and Further Work for Stage 3
3.1	Require consistent, contemporary community engagement strategies	Most submissions from councils, community members, and peak organisations supported this option, with general agreement that engagement plans should be mandated, and that councils had significant room to improve in how they engage with their broader communities. Many did note, however, that smaller councils - due to their inherent capability challenges -may need to be better supported in developing and delivering their strategies.	The Board notes that a new statutory requirement on councils to consult on, establish, maintain, and regularly review community engagement strategies is an agreed reform from the Local Government Legislation Review. In general terms, the Board believes that – despite some stakeholder concerns to the contrary - structural consolidation has the potential to improve the quality and reach of council engagement because of increased organisational capability. However, there is a need to ensure that any statutory requirements strike the right balance between ensuring a minimum, consistent level of engagement across all councils, and ensuring local flexibility is retained to meet genuine community differences and preferences. In Stage 3, the Board will develop a position on what that balance looks like in practice, and how community engagement processes and practices will align with the proposed Charter and other key elements of councils' governance and performance management frameworks. In Stage 3, the Board will also consider ways to ensure the intent of option 1.3 (Community Impact Assessments) is captured as part of any recommendation that flows from this option, but in a way that provides sufficient flexibility for local communities.

	Option	Sector and stakeholder response	Option Status and Further Work for Stage 3
3.2	Establish a public-facing performance reporting, monitoring, and management framework	There is broad consensus the existing suite of local government financial, asset management, and service metrics are inadequate and inhibit genuine scrutiny of councils' absolute and relative performance. The need for a new framework drawing on the substantial work that has been done in other jurisdictions has almost universal support (noting that this on the assumption that any new reporting arrangements must replace, and not simply be built on top of, existing obligations).	The Board is firmly of the view that a contemporary, best practice local government performance reporting and monitoring framework is well overdue in Tasmania. Its development and prompt and effective implementation and oversight will be a critical centrepiece of any reform package to support continuous improvement in the sector. It is essential to improve current reporting and monitoring deficits (particularly around service levels and quality), but also to allow for tracking of individual council and whole of sector performance. In Stage 3, the Board will further develop and refine its thinking on the essential core components of such a framework, and how it believes it should be implemented and supported. Careful consideration of the roles and resourcing of OLG, the Tasmanian Audit Office (TAO), and council audit panels in overseeing the framework will form part of this work. The Board expects finer-grained detail - such as specific, appropriate metrics and benchmarks – would need to be developed by OLG and TAO, in consultation with the sector.

	Option	Sector and stakeholder response	Option Status and Further Work for Stage 3
3.3	Establish clear performance-based benchmarks and review 'triggers' based on the public-facing performance reporting, monitoring, and management framework	There is broad support for the establishment of clear performance indicators and benchmarks as part of a new, contemporary performance reporting and monitoring framework under Option 3.2.	The Board will consider further as part of its work to develop Option 3.2 how any benchmarks established under the new framework should be used to inform regulatory and service performance oversight and/or interventions. Therefore, the Board has determined that Option 3.3 will be 'rolled up' as part of the broader process of refining Option 3.2. The new performance framework should support a more efficient, risk-based set of regulatory oversight and intervention measures. In Stage 3, the Board will develop a clearer position on how that might work in practice, including in relation to the activation of new 'early intervention' measures already agreed under the Local Government Legislation Review (e.g. the appointment of financial supervisors). The Board is not inclined at this time to proceed with the concept of specific legislated 'trigger points' for intervention, noting that regulators should retain sufficient flexibility to respond to issues and risks as they emerge (as well avoiding the incentive to 'game' benchmark measures that such strict triggers might promote).

Reform Outcome 4 - Councils have a sustainable and skilled future workforce

Options under this Outcome are focused on addressing structural workforce challenges in the local government sector, including growing skills gaps and shortages (particularly in areas like planning and civil engineering). While these workforce challenges are not unique to local government, putting in place deliberate strategies and plans to address them will be essential to ensuring councils have the capabilities they need to continue to deliver high quality services to communities.

	Option	Sector and stakeholder response	Option Status and Further Work for Stage 3
4.1	Implement a shared State and local government workforce development strategy	Most public submissions supported this option, noting that it would help recruitment and career advancement in local government. It was cited that it may lift the standards of local government workforce, should support increased skill and training and would open up broader potential for developing new experience and skillsets. It was also noted that this option would support cost sharing for training and development. There was hesitancy about this option from some councils, noting that the option looks at workforce shortages too narrowly, and would not resolve the issue of council or State Government competing with the private sector for workers.	The Board suggests that building the experience and skillsets of local government staff would allow councils to be more responsive to their communities. However, we also note that local and State Government have different workforce priorities and needs. The Board has determined that a shared local government and State government workforce strategy is likely to be simply too ambitious, unwieldy, and unfocused. Instead, the Board believes the focus should be on a dedicated local government workforce development strategy, with opportunities for partnerships and linkages with the State – as well as the community and private sectors - identified and pursued where it makes sense and there are clear benefits to doing so. In Stage 3, the Board will consider the high-level components that need to form part of a strategy, and a clear plan for how we believe it should be developed and implemented. This is likely to include recommendations on governance arrangements involving key industry, union, and state government representatives.

	Option	Sector and stakeholder response	Option Status and Further Work for Stage 3
4.2	Target key skills shortages, such as planners, in a sector-wide or shared State/local government workforce plan	Responses to this option were generally supportive, but were typically couched in terms of the broader workforce development strategy (which would be the vehicle for identifying the main focus areas for the targeting of specific skills shortages).	As noted above, this option will be incorporated into the revised approach to developing Option 4.1.
4.3	Establish 'virtual' regional teams of regulatory staff to provide a shared regulatory capability	Most submissions supported this option, noting that it had the potential to help smaller, under-resourced councils to obtain more objective, expert planning or building consultatory services. However, there was a view expressed across several submissions that this option could also dilute capability at the individual council level and place shared regulatory staff under increased pressure and competing accountabilities/demands.	This option may be one possible action flowing from the proposed workforce strategy. However, the Board's view is that it premature to start selecting specific initiatives prior to that more detailed work being done. This type of approach will instead be considered as part of the Board's consideration of potential shared services models, in the context of its structural reform design work.

Reform Outcome 5 – Regulatory frameworks, systems and processes are streamlined, simplified, and standardised

Options under this Outcome are – first and foremost - focused on addressing perceived and actual tensions between councillors' roles as community representatives and advocates on the one hand, and members of technical planning authorities on the other. They are also focused on improving the quality and consistency of other regulatory functions undertaken by councils, by both addressing issues with the frameworks councils must operate within, and the resourcing and performance of those functions generally.

Please note that, following receipt of this Stage 2 Interim Report on 31 March 2023, the Minister for Local Government has amended the Terms of Reference for the Review in relation to the specific issue of councils' role in assessing development applications under the *Land Use Planning and Approvals Act 1993*. The Minister has advised the Board the issue will no longer be included within the scope of the Review. He has instead referred the matter to the Minister for Planning for further consideration and consultation as part of the Government's ongoing planning reform agenda.

	Option	Sector and stakeholder response	Option Status and Further Work for Stage 3
5.1	Deconflict the role of councillors and planning authorities		
5.1a	Refer complex planning development applications to independent assessment panels appointed by the Tasmanian Government	Those who supported this option noted complex decisions must be based around professional opinion and compliance with planning schemes, to provide consistency and confidence for the community and proponents. Supporters of this option hold the view that the current system contains an irresolvable tension, where councillors are put in the difficult - in not impossible - position of having to set aside their role as a community advocate when making technical assessments under the planning scheme. A number of submissions pointed to the challenges inherent in consistently defining 'complex or contentious' development applications for referral. that, while the Options Paper identifies categories of complex DAs for referral, there needs to be robust metrics for consistently identifying and referring these kinds of applications.	The Board would like to test further the extent to which the current tension between councillors' roles as advocates and planning authority is leading to undesirable, inconsistent or perverse planning outcomes. The assessment panel option remains as an option, but if it is to proceed will require significant technical design work to ensure processes are clear, transparent, and efficient. See section 4 of the Main report for detailed discussion on the Board's approach to planning-related reforms

	Option	Sector and stakeholder response	Option Status and Further Work for Stage 3
5.1b	Remove councillors' responsibility for determining development applications	A number of submissions from community members considered that councils have 'too much power' over proposed developments. Many submissions cited larger urban councils in particular as acting as adversaries to development or innovation, as opposed to an independent planning authority, and demonstrating inconsistency in their planning decision making. It was also noted that councillors don't have the expertise or time to consider the complex documentation and criteria underpinning planning. A significant number of councils, and some interest groups and organisations, strongly oppose the removal of development application assessment from councils.	This option remains open for consideration as part of the proposed assessment panel approach (see Section 4 of the Main Report). Were that model to proceed, elected members would no longer have a role in assessing development applications – they would be determined by either council planning officers under delegation, OR the independent assessment panels. Elected members would still be involved in strategic land use planning decisions and would be empowered to make representations (and third-party appeals) on behalf of their communities in relation to any proposed developments without being constrained by having to act as a planning authority under the Act. If this option is to form part of any reform package, the Board will need to clearly establish how it would interact/integrate with existing major projects/state significance legislation.
5.1c	Develop guidelines for the consistent delegation of development applications to council staff	This option received broad support generally and was not considered controversial, given it simply seeks to apply a greater level of consistency and transparency around where and when development applications are considered by elected members, rather than delegated to planning officers.	As explained in Section 4 of the Main Report this option will proceed if the Board determines it does not wish to recommend fundamental changes to the role of elected members in the development application assessment process.

	Option	Sector and stakeholder response	Option Status and Further Work for Stage 3
5.2	Greater transparency and consistency of councils' resourcing and implementation of regulatory functions	There was broad support for greater transparency and accountability and increasing community confidence in how regulatory decisions are being made. Inequity in service levels and provision, both between councils and within them, was raised as an issue that needs to be addressed. The need for better resourcing for councils to deliver these functions was also raised as a solution.	Given this option is principally a reporting and transparency measure, the Board considers it is more appropriately consolidated into the broader work to the develop the contemporary performance management and improvement framework under Option 3.2. Resourcing of regulatory functions is principally a capacity and capability question and will be addressed in the context of the Board's broader structural reform design work.
5.3	Increase support for the implementation of regulatory processes, including support provided by the State Government	Feedback given in support of this option noted that State and local government should work closely together, particularly as councils have had difficulty delivering regulation, and are expected to deliver increasingly more. This option would also support resourcing within councils. Some who were against this option suggested that regional communities find regulatory processes imposed by the state onerous, and that State Government support may fail to understand rural nuances applied to delivery of regulatory services. Others noted that 'support', may prove to be State Government taking control of council delivered regulatory processes.	The Board believes this option needs significantly more detailed consideration, and the nature of any recommended reform is also likely to be highly contingent on future structural design models. The Board will need to consider and form a view on what 'support' is necessary in the context of structural reform recommendations. For example, it may include training for council officers, better resourcing of advice/ support to councils from state agencies, simplified regulatory requirements or, potentially, a combination of all these elements.

	Option	Sector and stakeholder response	Option Status and Further Work for Stage 3
5.4	Strengthen connections between councils' strategic planning and strategic land-use planning by working with State and Commonwealth Governments	It is agreed that 'big-picture' strategic land use planning and infrastructure development would benefit from input by all spheres of government. It was also accepted that greater consistency is needed on a regional and state-wide basis, as neighbouring councils work in isolation and inconsistently, generally at the expense and interests of the State as a whole. Those who argued against this option suggested it could potentially add cost and cause delays to land use planning processes.	The Board considers the nature and scope of this option recommendation will be highly contingent on any structural reform recommendations, given the need for complex multi-council arrangements becomes less critical as LGA size increases to take in more of a given region. The Board's view is that appropriate models for strategic regional governance on planning and infrastructure matters will need to be develop alongside and in support of any new proposed structural design for the sector. It is therefore proposed that the development of regional governance models is integrated as part of that design work in Stage 3.

Reform Outcome 6 – Councils collaborate with other councils and State Government to deliver more effective and efficient services to their communities

Options under this Reform Outcome recognise that a significant and increasing number of the major policy challenges councils face will be more effectively tackled through joint collaborative effort at a regional or even State-wide level, with councils partnering with each other and the State Government via robust, transparent, and valued governance frameworks.

	Option	Sector and stakeholder response	Option Status and Further Work for Stage 3
6.1	Require councils to collaborate with others in their region, and with State Government, on regional strategies for specific agreed issues	Most councils and stakeholders supported this option, signifying a desire for the sector to work more closely together, and in more structured and formal partnerships with the State Government. However, the concept of 'compelling' councils and others to work together was viewed as counterintuitive by some, noting that collaboration should be done voluntarily based on agreed mutual benefit. Some councils noted that the extent to which regional collaboration will be required is contingent on any structural reform outcomes	The Board considers the nature and scope of regional governance reform models will be highly contingent on any structural reform recommendations, given the need for complex multi-council arrangements becomes less critical as LGA size increases to take in more of a given region. The Board's view is that appropriate models for strategic regional governance on planning and infrastructure matters will need to be develop alongside and in support of any new proposed structural design for the sector. It is therefore proposed that the development of regional governance models is integrated as part of that design work in Stage 3.
6.2	Establish stronger, formalised partnerships between State and local government on long-term regional, place-based wellbeing and economic development programs	See above	See above
6.3	Introduce regional collaboration frameworks for planning and designing grant-dependent regional priorities	See above	See above

	Option	Sector and stakeholder response	Option Status and Further Work for Stage 3
6.4	Support increased integration (including co-location) of 'front desk' services between local and state governments at the community level	There was general support for this concept for its potential to deliver more efficient user-friendly services. However, several submissions noted that the respective accountabilities of State and local government needed to remain clear, and that any shared service presence should not result in a 'cost shift' to local government from the State.	The Board has become aware of work underway by Service Tasmania to look at increased integration opportunities and will be engaging with the Department of Premier and Cabinet to understand this further as it moves into Stage 3 (see section 4 of the Main Report for more detail).

Reform Outcome 7 – The revenue and rating system efficiently and effectively funds council services

Options under this Reform Outcome focus on ensuring our system of local government is underpinned by a revenue and rating system that is equitable, efficient, transparent, and sustainable.

	Option	Sector and stakeholder response	Option Status and Further Work for Stage 3
7.1	Explore how councils are utilising sound taxation principles in the distribution of the overall rating requirement across their communities	There was general support for a review of rating requirements based on equity considerations and increasing transparency in rating changes. Some instances were cited of rating approaches being inconsistent, unfair and opaque, particularly when it comes to rates increases. One submission also noted concerns with the fairness and adequacy of current concessions scheme. There was minor concern raised that any review would be used to justify rate increases.	Property taxes based on land value (which includes rates) are generally accepted as a highly equitable and efficient form of taxation. There is no suggestion at this stage that the Board would consider a fundamental move away from this form of taxation for councils. However, the Board will need to consider the implications for rating models and approaches as a key element of its broader Stage 3 structural reform design work.
7.2	Enhance public transparency of rating policy changes	As with all transparency-based reform options put forward by the Board, this proposal was generally well-received by the sector and community.	The Board will need to do further work in Stage 3 to develop and refine specific mechanisms and processes to deliver on this high-level objective. Potential components of a new framework could include more oversight and testing of rating changes by council audit panels (or potentially another, independent entity), and better public information about "who pays what" and how councils are allocating revenue to various services. The Board also notes that this option will align with and be supported by work to develop financial and service metrics as part of the new performance monitoring and management framework (Option 3.2).

	Option	Sector and stakeholder response	Option Status and Further Work for Stage 3
7.3	Examine opportunities for improving councils' use of cost-reflective user charges to reduce the incidence of ratepayers' subsidising services available to all ratepayers, but not used by them all	There was broad, in-principle support for this proposal, but some submissions suggested that cost recovery for regulatory functions can be difficult and is currently done unevenly. For instance, it was stated that planning and plumbing is generally done well, but other regulatory functions are currently paid for mainly from general revenue and tend to be under resourced as a result. Cost recovery through user charges was generally accepted as fairer for certain services, because currently there are cross subsidies via general rates revenue being applied to services that benefit a relative few. Where cross subsidies remain, there was a view that they should be transparent and this information made publicly accessible, and not just via councils' financial statements.	The Board does not currently have a clear or comprehensive picture of the extent to which councils are underutilising user chargers for services where they may be appropriate. The Board will consider further in Stage 3 what if any changes may be needed to support councils adopting user charges approaches (e.g., principles and guidelines for identifying candidate services and technical advice and support for setting fees and charges).
7.4	Consider options for increasing awareness and understanding of the methodology and impacts of the State Grants Commission's distribution of Federal Assistance Grants	Most submissions noted there is 'no harm' in raising awareness around grants allocation methodologies. There was also support for elected members having a better grasp of grant funding and financial matters more broadly (linked to support for elected member training and capacity building).	The implications of the current Financial Assistance Grant allocation methodology for proposed new boundary consolidation and shared services models will need to be considered in the context of the Board's broader structural reform design work in Stage 3. The Board will work closely with the State Grants Commission and Treasury as it seeks to understand these implications.

	Option	Sector and stakeholder response	Option Status and Further Work for Stage 3
7.5	Investigate possible alternative approaches to current rating models, which might better support councils to respond to Tasmania's changing demographic profile	While generally supported, there were some reservations as to what alternative models might be and how 'fair' is defined. The objective of improving equity and efficiency was supported and recognised as a way of supporting councils' long term fiscal strategies.	The Board will consider models in other jurisdictions - including deferred rating arrangements for pensioners – and whether they may have relevance to Tasmania. The Board will consult closely with Treasury on any matters relating to the existing pensioner concession scheme.

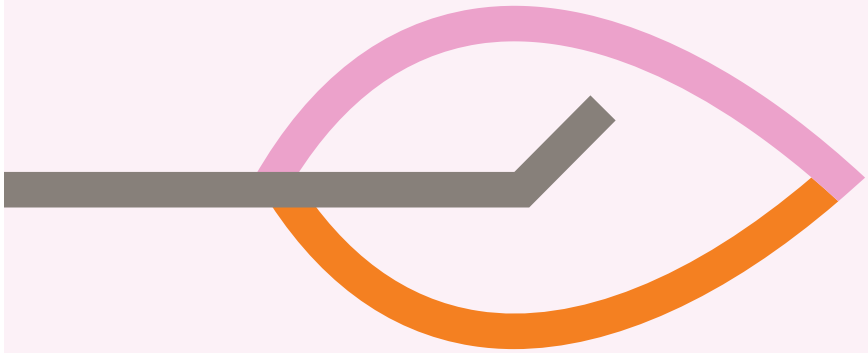
Reform Outcome 8 - Councils plan for and provide sustainable public assets and services

Options under this Reform Outcome seek to address the challenges many councils face in managing their substantial physical infrastructure assets. Councils have varying capabilities when it comes to the maturity of their strategic asset management processes and practices, and a lack of high quality and consistent systems and data across the sector can make it difficult to get a clear and true picture of existing and emerging asset renewal backlogs. At the same time, councils are under seemingly constant pressure from their communities to fund new infrastructure, and often this comes about when other tiers of government make commitments to fund or part fund new projects that councils then need to fund the maintenance for.

	Option	Sector and stakeholder response	Option Status and Further Work for Stage 3
8.1	Standardise asset life ranges for major asset classes and increase transparency and oversight of changes to asset lives	There was a general view that some standardisation would be useful, but also that lifetime estimation of assets is 'notoriously difficult', and often only councils are in the position to make accurate asset life assessments based on local geography and demand and use patterns. There was significant resistance to this proposal from some councils for those reasons. There was also a strong view that councils would need to be supported (including through funding) in implementing any new processes.	The Board still believes there is merit in pursuing asset life and system and process standardisation where it is reasonable and makes sense to do so. The Board acknowledges that standardisation cannot be completely rigid or absolute, and mechanisms would need to be put in place to allow for divergence in response to local circumstances. Further technical work is needed in Stage 3 to understand how this might be practically achieved.

	Option	Sector and stakeholder response	Option Status and Further Work for Stage 3
8.2	Introduce a requirement for councils to undertake and publish 'full life cycle' cost estimates of new infrastructure projects	This option received broad support from submissions, noting that it would help councils make infrastructure decisions in a transparent and structured manner (which some see as lacking currently).	The Board notes that the *Local Government (Content of Plans and Strategies) Order 2014* already requires councils to adopt whole of life costings for assets in their asset management policies. The core objective of this option is to increase the overall level of transparency to the community of major infrastructure investment decisions and their long-run financial implications for councils. The Board's current view is that this objective is best addressed as part of the broader design work for developing recommendations around the mandating of contemporary community engagement strategies (Option 3.1), which will necessarily include guiding principles, and minimum standard processes/practices.
8.3	Introduce a requirement for councils to undertake regular service reviews for existing services	There was, again, broad support for this option, but some noted issues, such as councils facing push-back from communities for saying 'no' to any infrastructure, even if it could be a burden in the future.	Any recommendation based on this option will need to consider matters of detail such as how often these reviews would take place, and how prescriptive any process would be. Again, the Board considers this option should be further developed as a component of the new performance monitoring and management framework and proposed mandated community engagement mechanisms (Options 3.1 and 3.2).
8.4	Support councils to standardise core asset management systems, processes, and software	There was general, in-principle support this option, but significant transition costs and complexity were noted, and the need for funding support to deliver standardisation was again raised.	In terms of structural reform, transition to a new set of LGAs would naturally require adopting common systems, platforms etc. This will be a key plank in the transition planning, which will likely require funding support from State Government.

The future of local government review



Tasmanian Government

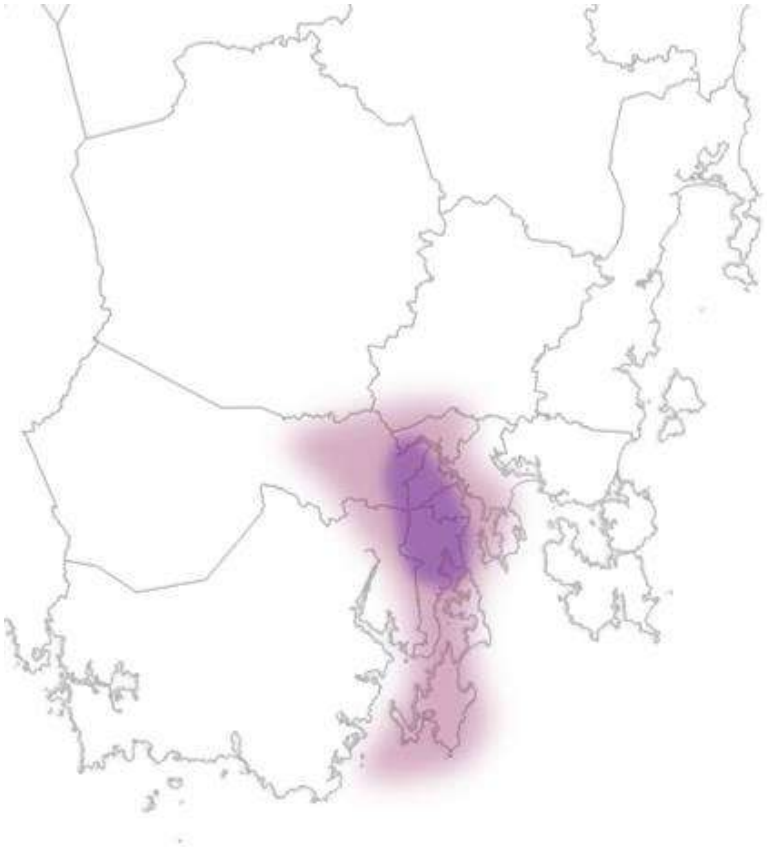
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The future of local government review

Western Shore Community Catchment Information Pack

Review Stage 3 – May 2023



Let's All Shape the Future of Local Government.

This information pack has been prepared by the Local Government Board with the assistance of the Tasmanian Policy Exchange at the University of Tasmania and the Department of State Growth.

It draws on ABS Census, council, and the Office of the Valuer General data.

The Local Government Board prepared this information pack as a data source and conversation starter for the upcoming Stage 3 consultation.

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1. Introduction

During Stage 3 of the Review, the Board will be engaging with communities to look at how we might reshape Tasmania's local councils to increase scale and capability so they can better serve clearly identified communities of interest. The goal is to design local government in Tasmania in a way that allows all councils to develop and maintain the capability that communities need, while delivering services locally, keeping local jobs, and ensuring that all Tasmanians have a strong voice in decisions being made on their behalf.

This information pack provides detailed insights into the Western Shore Community Catchment, outlining three possible structural reform scenarios. **These scenarios are not the only options for reform.** They are ideas designed to prompt a discussion about some of the possible pathways available to deliver a more capable and sustainable system of local government for Tasmania. **Communities and councils may have their own ideas about how local government could be better organised in their catchments. The Board welcomes alternative suggestions as part of the engagement process**.

Where have these scenarios come from?

Each of the scenarios in the information pack has been developed by applying the Board's structural reform principles (see text box on the following page) and the following four criteria.

1. **Place and Representation**
2. **Future Needs and Priorities**
3. **Financial Sustainability**
4. **Operational Capability.**

Scenario 1 – Establishing one council reflecting geography, commuting connections to Hobart, and communities of interest, incorporating the current Hobart and Glenorchy Councils, extending south to include Taroona.

Scenario 2 – Establishing one council similar to Scenario 1, but extending further south to incorporate the urban section of the Kingborough LGA that has strong commuting connections with Hobart.

Scenario 3 – Establishing a single council similar to Scenario 2, but also extending north and north-eastwards to incorporate the town of New Norfolk and the current Brighton LGA.

The Board – in collaboration with the University of Tasmania – has identified and applied a range of relevant data sets to assess the scenarios individually and compared to one another.

By doing this, we want to test how well the different scenarios meet the criteria. This should promote a conversation about various trade-offs and how these might be managed or addressed. For example, scenarios that propose a smaller scale council may be construed as providing a higher level of representation and local connection but may need to be supported by more extensive shared services and partnership arrangements to achieve the operational scale necessary to deliver long-run capability and financial sustainability.

On the other hand, scenarios that for larger council areas with larger populations may require less in the way of service sharing and may be more 'self-sufficient'.

Structural Reform Principles

1. A Focus on Future Community Needs
2. Retaining Jobs and Service Delivery Locally
3. Preserving and Enhancing Local Voice
4. Smoothing Financial Impacts for Communities
5. Dedicated and Appropriate Resourcing for the Transition

The data and analysis presented in this Information Pack has been sourced from a range of authoritative sources, including councils, the Australian Bureau of Statistics, the Office of the Valuer General, the Department of State Growth and the University of Tasmania. The Pack also presents the results of modelling undertaken to estimate indicative rates for possible council areas presented in the scenarios. Detailed notes on the methods and assumptions used in this modelling are provided in the Supporting Paper (*Methods and Technical Background*).

The scenarios presented in this Information Pack, and the data and analysis that underpins them, are designed to inform community consultation about the future design of local government in Tasmania and are only one of multiple sources of information the Board will be considering when finalising its reform recommendations.

What do we want councils and communities to tell us?

For each of the scenarios, we want councils and communities to consider four fundamental questions:

1. **What are the strengths?**
2. **What are the weaknesses or challenges?**
3. **Are there any adjustments that could be made to maximise the strengths and minimise the weaknesses?**
4. **Are there any other entirely different scenarios the Board should consider, which would still deliver against the Board's criteria and structural reform principles?**

Boundary changes are only one part of the equation. We also want councils and communities to think about options for complementary, supporting reforms, such as shared services and partnerships, options to improve local services and keep jobs in local communities, and new models of engagement and representation.

To support this conversation, we have prepared a number of *Supporting Papers*, which present a range of opportunities for councils and communities to consider. The Papers draw on research about new and evolving approaches in local government elsewhere, as well as the ideas that we have heard from talking with councils, state agencies, and the broader community, including from submissions we have received.

These papers focus on:

- **Supporting strong and empowered local communities (protecting and enhancing local voice and local services);**
- **State government partnership opportunities for local government; and**

- **Potential models, options, and key considerations for shared service opportunities in Tasmania.**

We want people to keep these opportunities in mind as they consider how they might work with or support the operation of new council boundaries and new models of service delivery. Some of the opportunities might only make sense or be effective under some scenarios, while others might work across the board.

At this stage, the Board wants to encourage creative thinking about how we build new council structures that are not just more capable, but which can deliver more equitable outcomes and access to services and technology for all of Tasmania, particularly in our rural and regional communities.

The intent here is consistent with the Board's approach to community centred consolidation - to more flexibly and genuinely reflect and support what communities will want and need into the future. Our aim is to look at how future councils can access the benefits of scale yet remain responsive to local needs. A large part of this is to consider how we reorient representation and services around citizens and the people who access services and build administrative structures that can deliver that flexibility.

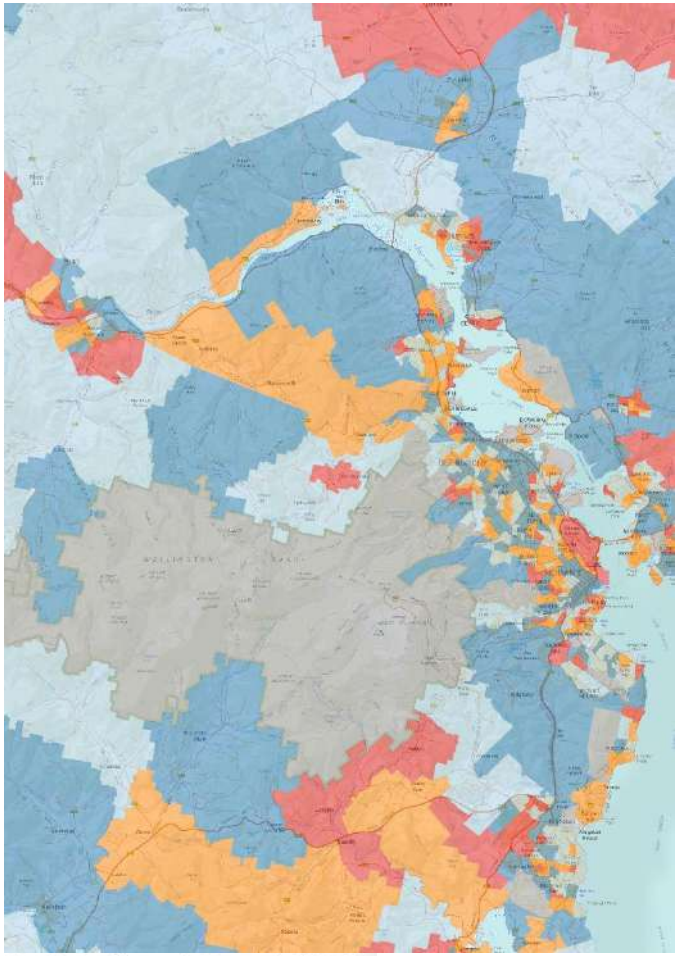
Please note: The Supporting Papers also include fact sheets which explain key data sets, data definitions and associated methodology.

Navigating the Information Pack

The Information Pack is divided into five main sections:

1. **Introductory information about how to interpret and use the Information Pack (this section);**
2. **An overview of the Western Shore Catchment, including key demographic, economic, and geographic features;**
3. **An explanation and analysis of each of the individual structural reform scenarios against evaluation criteria data;**
4. **A comparative summary of all the scenarios against the evaluation criteria data; and**
5. **An appendix, which presents analysis of existing councils within (or partially within) the catchment.**

2. An overview of the Western Shore Community Catchment



Overview

This Community Catchment takes in Brighton, New Norfolk, and the western shore of the Derwent River through to the growing towns and suburbs of the Kingborough LGA. The dominant geographical features linking this region are kunanyi/Mount Wellington and the Derwent Estuary.

This grouping represents a strong and cohesive economic community. While settlements like Kingston function as regional centres to an extent, this area is characterised predominantly by its very strong employment and commuting connections with Hobart – 53.5% of all employed residents of the Kingborough LGA work in the Hobart, Glenorchy or Clarence LGAs. As a result, large parts of the Channel are rapidly becoming 'satellite' communities with strong connections with Greater Hobart, presenting considerable challenges for strategic land use and infrastructure planning. Brighton and New Norfolk are experiencing similar trends.

The population growth and expansion of Greater Hobart in recent decades have reduced historical distinctions between inner Hobart, the northern suburbs and Kingston.

The existing Greater Hobart council areas are involved in a number of collaborations and initiatives designed to enhance coordination and strategic planning, including the Hobart City Deal, the *Greater Hobart Act* and the Greater Hobart Committee as well as regional planning frameworks such as the Southern Tasmania Regional Land Use Strategy (STRLUS). Yet despite these initiatives, Greater Hobart continues to face housing, transport and other infrastructure challenges which require a systematic and coordinated regional response.

Economic and population growth in Greater Hobart has been strong, with the Western Shore population (Scenario 2) increasing by over 16,000 (13.9%) over the past decade. Population growth is predicted to continue at a similar rate over the next decade with the Australian Centre for Population projecting that Greater Hobart's population will increase from 254,400 in 2022 to 294,300 by 2032 (15.7%). This sustained population growth highlights the need for a model of local government that can support the entire Hobart community in the decades ahead. Mitigating climate risks will, as elsewhere in Tasmania, continue to be a major issue, particularly given this part of Tasmania's vulnerability to bushfires.

In this catchment, the Board wants to talk to councils and communities about how to best establish a system of local government that can:

- coordinate the residential and commercial development that is occurring in this catchment
- advocate effectively to the State and Commonwealth Governments to play their part in providing infrastructure and to partner on economic development and job opportunities
- provide fair and equitable local government services and representation to all residents
- partner with the State and Commonwealth Governments to provide residents across the catchment with access to the full range of government services.

Tasmania's changing community dynamics

Tasmanians are much more mobile than a generation ago and a growing number of residents cross at least one local government boundary every day in the course of our normal lives. One widely accepted way of defining a 'community of interest' that provides insights into the appropriate scale for local government is to identify the areas in which most residents live, work and use government services (Productivity Commission 2017). Reflecting this approach, the Board has produced a series of maps and tables which illustrate commuting to major employment centres as one possible tool to help inform community discussions around boundary consolidation options.

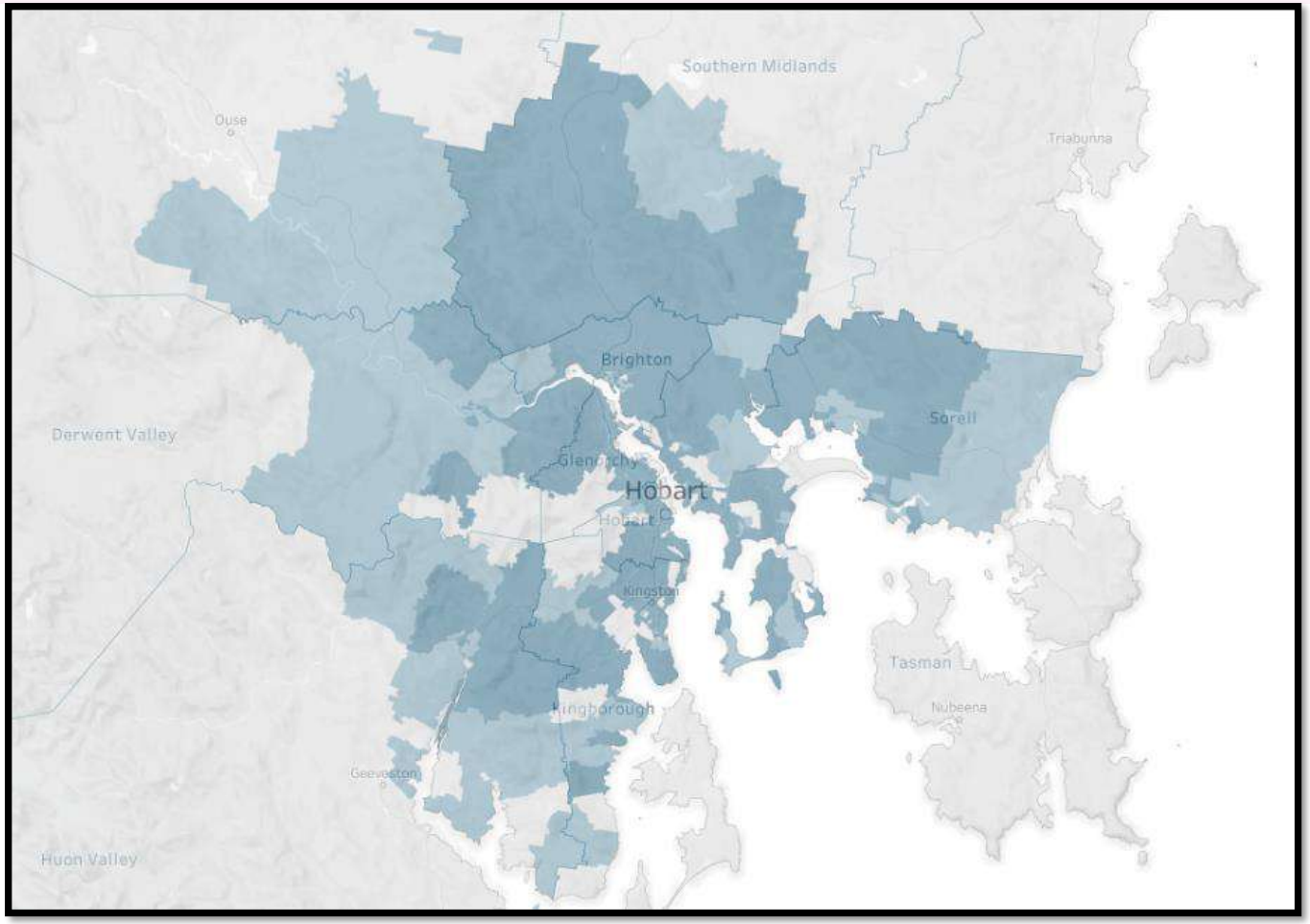
Another clear measure of the extent to which potential future council areas align with communities of interest is the proportion of workers in a council area who also live in that area – the local workforce ratio. As a result of the very large commuting zone around Inner Hobart, most of the existing LGAs in this Catchment have relatively low local workforce ratios, suggesting that in most parts of this Catchment, residents commute to another LGA for work. As the table below shows, however, these patterns of movement across the Greater Hobart area are not defined only by commuting from the outer suburbs to the centre of the city. A considerable number of residents of 'satellite' suburbs to Hobart's south, east, and north, commute to Glenorchy. Likewise, many residents of Hobart cross the Tasman Bridge to work in Clarence, and many Clarence residents work in Glenorchy, Bridgewater, and New Norfolk.

Strong connections are also evident with traditionally 'regional' settlements further afield, such as Sorell and Richmond. Nevertheless, it is generally the case that most of the local government areas surrounding the actual City of Hobart are not reflective of the daily movements of their residents: 47% of employed residents of Kingston/Blackmans Bay work locally while 39% of employed Glenorchy residents work locally. The City of Hobart LGA is higher at 69% reflecting its status as a major employment centre. When combined, the figure for all three areas represented in this catchment is around 60%.

Commuting connections in the region

Place of usual residence (SA2)	Place of work (SA2)																
	Inner Hobart	Glenorchy	Kingston-Blackmans bay	Bridgewater - Gagebrook	Brighton - Pontville	Old Beach - Otago	South Arm	New Norfolk	Margate - Snug	Dodges Ferry - Lewisham	Sorell - Richmond	Upper Derwent Valley	Bruny Island - Kettering	Cygnet	Geeveston - Dover	Huonville - Franklin	
Inner Hobart	42358	6219	1414	436	129	25	70	235	197	87	586	47	70	55	65	23	
Glenorchy	11728	8657	429	531	146	51	16	287	85	37	209	43	7	4	19	8	
Kingston-Blackman's bay	6158	949	3294	37	20	4	0	17	334	11	38	7	69	35	63	24	
Bridgewater - Gagebrook	826	757	23	431	45	25	3	69	4	6	32	9	0	0	0		
Brighton - Pontville	1305	960	30	266	411	26	8	74	11	7	63	10	0	6	0		
Old Beach - Otago	1315	676	40	99	41	197	5	47	7	0	22	3	0	0	0		
South Arm	1485	260	37	11	5	4	308	3	10	9	32	0	3	0	0		
New Norfolk	810	675	33	123	32	8	0	878	9	4	17	66	4	0	3		
Margate - Snug	1740	274	783	13	5	0	0	15	794	0	9	0	70	27	25	1	
Dodges Ferry - Lewisham	1643	416	46	28	10	3	12	6	12	735	514	0	4	0	9		
Sorell - Richmond	2313	509	65	52	24	3	8	15	13	63	1241	0	0	3	0		
Upper Derwent Valley	351	326	13	56	23	3	0	302	0	0	11	271	0	0	3		
Bruny Island - Kettering	374	63	132	4	0	0	0	7	76	0	0	3	575	22	0	2	
Cygnet	350	75	120	0	3	0	0	0	46	0	0	0	24	772	47	2	
Geeveston - Dover	180	43	60	0	0	0	0	0	15	0	0	3	3	24	874	22	
Huonville - Franklin	1135	214	341	11	0	0	0	5	101	0	5	0	3	125	230	161	
Local workforce ratio	**55.4%**	**39.1%**	**47.3%**	**18.6%**	**40.2%**	**51.7%**	**69%**	**41.8%**	**45.5%**	**72.7%**	**41.9%**	**51.5%**	**67.6%**	**66.7%**	**63.9%**	**57**	

Western Shore Scenario 1



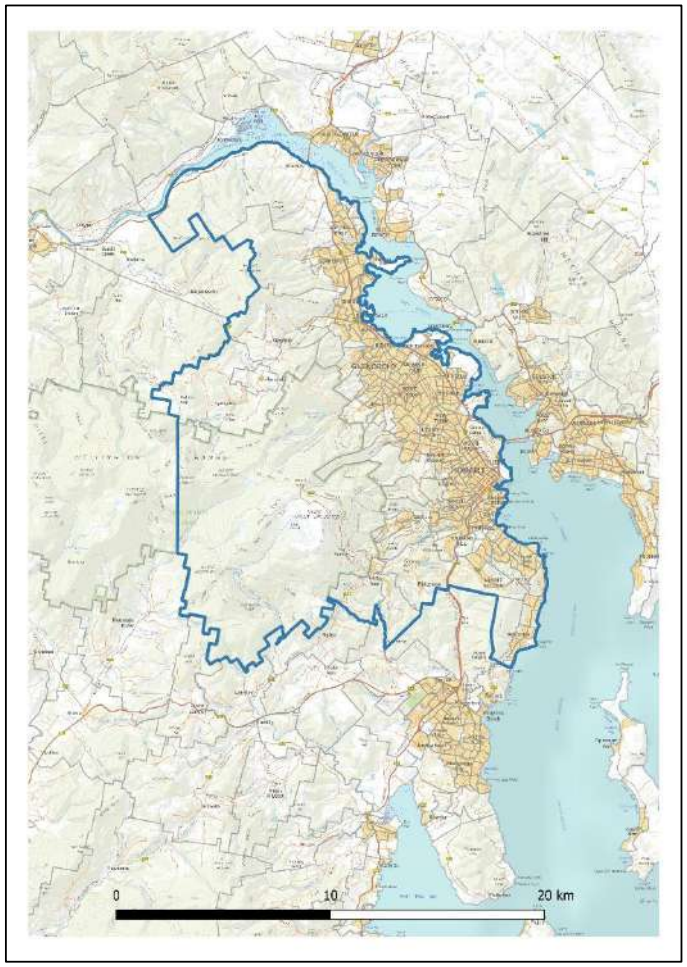
Key

Unshaded *– SA1s where fewer than 30 workers (less than 13 %) work within the Western Shore community catchment*

Light blue *– between 30 and 100 (13%-40%) workers work within the Western Shore community catchment*

Dark blue *– more than 100 (40%) workers work within the Western Shore community catchment*

Western Shore: Scenario 1



Overview

Scenario 1, like the other scenarios in this *Information Pack*, establishes a single council for the Western Shore Community Catchment. It does not cover the entire Catchment, but combines Glenorchy and Hobart LGAs, and extends south to incorporate the suburb of Taroona reflecting its geographic connection to the City of Hobart.

Under this scenario, the council has been designed on the basis of the most continuously connected urban areas of Greater Hobart, recognising a strong community of interest, linked through transport, employment, services and recreation opportunities.

It reflects existing council boundaries while eliminating the arbitrary boundary between the Hobart and Glenorchy LGAs in what is otherwise a cohesive area. The combined council would support improved integrated planning, especially along the Northern Transit Corridor.

Customer service centres and works hubs could be maintained in Hobart and Glenorchy.

2021 Population	% Growth 2011-21
109,063	12.7%

Western Shore Scenario 1

Rationale and evidence

Scenario 1, in combining Glenorchy and Hobart LGAs with the addition of Taroona, reflects a continuous urban settlement and the area's shared geography, with residents living between kunanyi / Mount Wellington and the shores of the Derwent Estuary.

The population growth and expanding urban footprint that have defined Greater Hobart in recent decades have steadily eroded the employment, identity, and cultural distinctions between the northern suburbs, inner Hobart, and Taroona. Scenario 1 results in a clearly defined and connected council area with a population of approximately 109,000. While large by Tasmanian standards, the proposed council would be less than 50% of Greater Hobart's total population.

This scenario would benefit the communities in this area by increasing the scale and capability of the single council.

Alignment with the principles for successful structural reform

Focus on future community needs: The consolidated council established under this scenario would have access to better resources and capabilities to respond to current and emerging community needs, including in the areas of planning, housing, transport, and climate change mitigation.

Hobart's Western Shore remains the centre of economic activity in Tasmania having experienced 22% employment growth over the last decade. While a combined council creates opportunities, it also poses distributional and equity challenges. For example, Glenorchy and Hobart LGAs have very different rates bases and service offerings. Removing unnecessary structural and administrative divisions should help address this challenge and promote a more consistent standard of community services across the entire Hobart community.

Under this scenario, 100% of residents would be within a 30-minute drive of the service and administration hubs of Hobart and Glenorchy, with their health, educational and retail facilities.

Scenario 1 would support enhanced scope capabilities in areas such as strategic planning and development, (both of which face key skills shortages), and could also help manage critical land-use and strategic planning issues such as urban sprawl and inconsistent infrastructure planning. For both councils, increasing housing and population density through infill development is a key priority – challenges a larger organisation would likely be able to coordinate more easily. It would assist with streamlining and implementing initiatives such as the Southern Tasmania Regional Land Use Strategy and Derwent Estuary Program, and continue to support the *Greater Hobart Act*.

The Western Shore community is both the most mobile (40% of residents having moved in the last 5 years) and multicultural in Tasmania, and a larger council would be better placed to meet the specific needs of the community.

Retain local jobs and services: There is scope to retain council administrative and operations hubs in Glenorchy and Hobart to maintain local employment and to support local engagement and service delivery.

While a consolidated council would increase sharing of road maintenance teams and equipment, there would still be logic in maintaining several works depots across the council area. Larger regulatory services teams should also provide greater capacity to manage workloads, allow for business continuity during periods of leave, and help to attract and retain specialist staff.

There would be significant scope for a larger Western Shore council to support and share services with smaller regional councils.

Western Shore Scenario 1

Preserve and enhance local voice: One new, larger council would have the capacity to invest in more extensive and systematic approaches to community engagement to ensure that all communities within the larger council areas are heard and represented. Engaging with and supporting recent migrants, and especially those from non-English speaking backgrounds, should be a particular priority. If required, there would also be scope to introduce community advisory panels regularly consulted by council to ensure constituents enjoy enhanced formal representation and direct influence in the decision-making process, including community budgets.(see Supporting Paper on *Supporting Strong and Empowered Local Communities*). Operations hubs could also be used for a program of scheduled council meetings in different areas of the municipality.

Fair funding models: Applying existing rates and funding models to the new council areas, their total rates revenue in 2021 dollars would be an estimated $116.6m. The area would have access to rates revenue from a mix of residential, commercial and industrial lands. There are different approaches to rating across the Catchment, highlighting the need for carefully designed funding and transition arrangements. Residential rates per capita in the current Hobart LGA are currently about 61% higher than in Glenorchy reflecting higher levels of service delivery in the Hobart LGA.

Appropriate resourcing for transition: Transition arrangements for this scenario would need to consider how services provided by the Southern Tasmanian Councils Authority and Southern Tasmania Regional Waste Authority, both to member councils and other councils across the broader region, would be undertaken under the new arrangements. Similarly, the governance arrangement for the various partnerships and collaborations focused on Greater Hobart would have to be reviewed. The debt and financial assets held by councils, as well as the rating variations, would need to be considered when establishing new councils. Geographic Information Systems (GIS) and asset management platforms and services vary across councils. While it would be cost-efficient to move to single platform, the differences between existing systems are likely to involve transitional costs.

Community data and alignment with reform criteria

The table below presents demographic, household, employment and operational council data for hypothetical councils established under Scenario 1. These data have been produced by modelling 2021 ABS Census (SA1 level) and other relevant data sets to align with the hypothetical boundaries proposed in each scenario.

As we have indicated, these data are indicative and are designed to inform community discussions about the merits of different structural reform options. Structural reforms adopted by the Tasmanian Government based on the Board's recommendations will likely be subject to a detailed technical review and implementation plan. While every effort has been made to ensure consistency and accuracy, variation between SA1 and LGA boundaries may mean that some of the figures below may differ slightly from existing council statistics. Detailed methodological notes are presented in the *Methods and Technical Background Supporting Paper*.

Summary Data – Scenario 1

Category		Measure	Council
Overview	Demographics	Population	109,063
		Median age	38.6
		SEIFA IRSAD (decile)[1]	8
	Housing	Total dwellings	46,254
		No. of single person households	13,020 (31%)
		% dwellings vacant	7.5
		Indicator	
1. Place and Representation	Alignment with local communities of interest	% area workforce residing locally	53.6%

[1] SEIFA', or 'Socio-Economic Indexes for Areas', is an index developed by the Australian Bureau of Statistics which ranks areas in Australia according to relative socio-economic advantage and disadvantage.

Western Shore Scenario 1

Category		Measure	Council
	Established administrative, commercial and service hub/s	% of population within 30 mins of administrative hub	100%
	Urbanisation	% of population in urban areas of population 10,000 or greater	97%
	Mobility/Migration	% of population living at a different address 5 years ago	40.0
2. Future Needs and Priorities	Population growth	Population change 2011-21	12,258 (12.7%)
	Housing supply and infrastructure demand	Change in occupied dwelling numbers (2011-21)	3,498
		% Change in occupied dwelling numbers (2011-21)	8.9%
	Employment growth	Change in labour force 2011-21 by place of residence	21%
	Older/aging communities	% Population over 65	16%
	Younger communities	% Population under 15	17%

Western Shore Scenario 1

Category		Measure	Council
3. Financial Sustainability	Value of rateable land	Value of rateable land - residential	$28,408,100,000
		Value of rateable land - primary production	$32,100,000
		Value of rateable land - industrial	$975,700,000
		Value of rateable land - commercial	$6,310,700,000
		Value of rateable land - vacant	$480,100,000
		Value of rateable land - other	$4,201,500,000
		Value of rateable land - total	$40,408,156,800
	Estimation of theoretical rate revenue applying current rates[2]	Estimated rate revenue - residential	$75,400,000
		Estimated rate revenue - commercial	$30,600,000
		Estimated rate revenue - industrial	$4,700,000
		Estimated rate revenue - primary production	$90,000
		Estimated rate revenue - vacant	$1,300,000
		Estimated rate revenue - other	$4,600,000
		Estimated rate revenue - total	$116,600,000
	Road Infrastructure	Km of council roads - unsealed	23.8
		Km of council roads - sealed	627.6

[2] There are limitations involved with this analysis, and it is acknowledged that the modelled revenues underestimate actual council revenues in some instances. The modelled revenues are a superior measure of relative fiscal capacity between council scenarios, and caution is advised for any comparison between modelled revenues for scenarios and existing councils. More information is provided in the Methods and Technical Background Supporting Paper.

Western Shore Scenario 1

Category	Measure	Council
4. Operational Sustainability	• The council proposed in this scenario would have access to a large and diverse rate base composed primarily of residential property but with a good mixture of several other sources. This catchment has experienced strong population and economic growth over the past ten years. • Incorporating Hobart, Glenorchy and Taroona into a larger Western Shore Council will likely lead to considerable economies of scale and scope and assist with both the sustainability and coherence of critical strategic, infrastructure, and land-use planning. • Further densification and rising land values will likely drive strong future growth in this council's revenue.	

Western Shore: Scenario 2



Overview

Scenario 2, like the other scenarios in this pack, creates a single council for the Western Shore Catchment. In addition to merging Glenorchy and Hobart, this scenario also captures the urban footprint of Kingston, Blackmans Bay, and Taroona, given their strong connection to central Hobart.

This scenario reflects communities of interest, geography, and the strong employment connection of Kingston to central Hobart. The model would also support more effective strategic planning for Hobart and its southern suburbs.

Customer service, administration and works hubs in Glenorchy, Hobart and Kingston could be maintained under this model.

2021 Population	% Growth 2011-21
132,149	13.9%

Western Shore Scenario 2

Rationale and evidence

Under this scenario, the urban parts of Kingborough is joined with Hobart and Glenorchy LGAs. The southern boundary encompasses Blackmans Bay and Huntingfield.

This model not only combines Glenorchy and Hobart (Scenario 1), but also recognises that a majority of urban Kingborough's workers commute almost daily to central Hobart and Glenorchy (see section on Community Dynamics, above).

In incorporating urban Kingston into the Western Shore, this scenario connects similar communities, but also has implications for the Southern Shore Community Catchment, and for rural Kingborough in particular.

Although large by Tasmanian standards, with 132,000 residents, this council is not substantially bigger than other proposed councils presented in these *Information Packs*.

Key data to assess Scenario 2 against the reform criteria established by the Board are presented in the table below.

Alignment with the principles for successful structural reform

Focus on future community needs: The consolidated council established under this scenario captures a larger proportion of the Greater Hobart area, as Tasmania's state capital and primary commercial and service centre. It would have better resources and capabilities to respond to current and emerging community needs, such as planning, housing, strained transport networks, and climate change mitigation.

Economic activity in this area is strong, which while creating opportunities also poses challenges, particularly in terms of equally distributing benefits. Removing structural and administrative divisions should help address this challenge.

Under this scenario, 100% of residents would be within a 30-minute drive of the service and administration hubs of Kingston, Hobart and Glenorchy, with their health, educational and retail facilities.

Scenario 2 would support enhanced scope capabilities in areas such as strategic planning and development (both of which face key skills shortages) and could help manage issues such as urban sprawl and inconsistent infrastructure planning. It would assist with streamlining and implementing initiatives such as the Southern Tasmania Regional Land Use Strategy, Derwent Estuary Program, the Wellington Park Management Trust, and continue to support the *Greater Hobart Act*.

Retain local jobs and services: There is scope to retain council administrative and operations hubs in Kingston, Glenorchy and Hobart, to maintain local employment and to support local engagement and service delivery. This large council would also have capacity to provide support to and share services with smaller regional councils.

While a consolidated council would increase sharing of road maintenance teams and equipment, there would still be logic in maintaining multiple works depots across the council area. Larger regulatory services teams should provide greater capacity to manage workloads, allow for business continuity during periods of leave, and help to attract and retain specialist staff.

Western Shore Scenario 2

There would be significant scope for a larger Western Shore council to support and share services with smaller regional councils.

Preserve and enhance local voice: The one new, larger council would have the capacity to invest in more extensive and systematic approaches to community engagement to ensure all communities within the larger council areas are heard and represented. Engaging with and supporting recent migrants, and especially those from non-English speaking backgrounds, should be a particular priority If required, there would also be scope to introduce community advisory panels regularly consulted by council to ensure constituents enjoy enhanced formal representation and direct influence in the decision-making process, including community budget priorities. (see Supporting Paper on *Supporting Strong and Empowered Local Communities*). Operations hubs could also be used for a program of scheduled council meetings in different areas of the municipality.

Fair funding models: Applying existing rates and funding models to the new council areas, their total rates revenues in 2021 dollars would be an estimated $133.2m. The area would have access to rates revenue from a mix of residential, commercial and industrial lands. There is a range of approaches to rating across the Catchment, highlighting the need for carefully designed funding and transition arrangements.

Appropriate resourcing for transition:

Transition arrangements for this scenario would need to consider how services provided by the Southern Tasmanian Councils Authority and Southern Tasmania Regional Waste Authority, both to member councils and other councils across the broader region, would be undertaken under the new arrangements.

As with Scenario 1, the governance arrangement for the various partnerships and collaborations focused on Greater Hobart would have to be reviewed.

Western Shore Scenario 2

Community data and alignment with reform criteria

The table below presents demographic, household, employment and operational council data for hypothetical councils established under Scenario 2. These data have been modelled using 2021 ABS Census (SA1 level) and other relevant data sets to align with the hypothetical boundaries proposed in each scenario.

As we have indicated, these data are indicative and are designed to inform community discussions about the merits of different structural reform options. Structural reforms adopted by the Tasmanian Government based on the Board's recommendations will be subject to a detailed technical review and implementation plan. While every effort has been made to ensure consistency and accuracy, variation between SA1 and LGA boundaries may mean that some of the figures below may differ slightly from existing council statistics. Detailed methodological notes are presented in the *Methods and Technical Background Supporting Paper*.

Summary Data – Scenario 2

Category		Measure	Council
Overview	Demographics	Population	132,149
		Median age	38.9
		SEIFA[3] IRSAD (decile)	8
	Housing	Total dwellings	55,656
		No. of single person households	15,327 (29.7%)
		% dwellings vacant	7.2
		Indicator	
1. Place and Representation	Alignment with local communities of interest	% area workforce residing locally	63.7%
	Established administrative, commercial and service hub/s	% of population within 30 mins of administrative hub	100%

[3] 'SEIFA', or 'Socio-Economic Indexes for Areas', is an index developed by the Australian Bureau of Statistics which ranks areas in Australia according to relative socio-economic advantage or disadvantage.

Western Shore Scenario 2

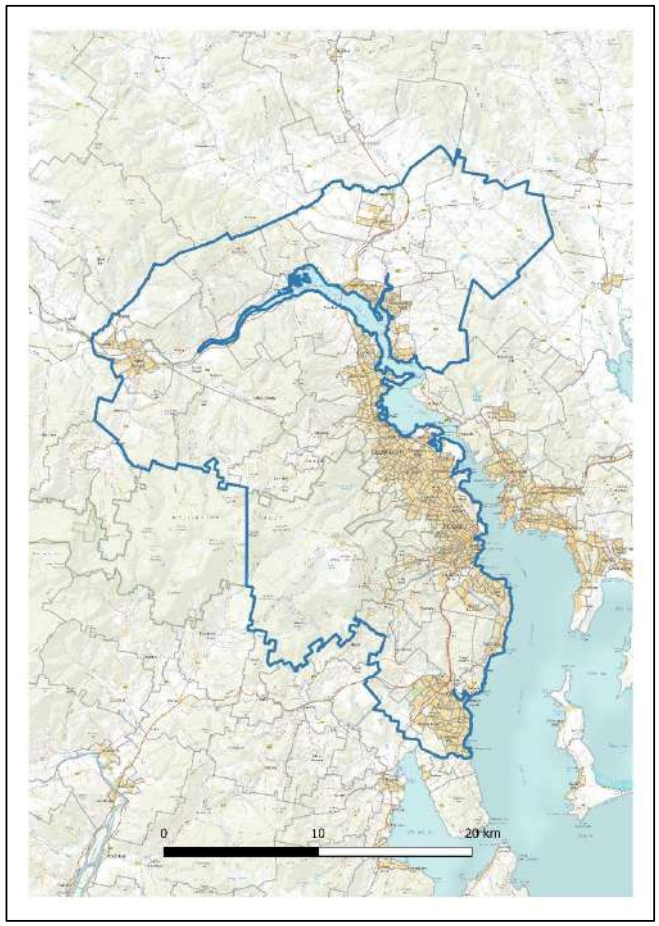
Category		Measure	Council
	Urbanisation	% of population in urban areas of population 10,000 or greater	97%
	Mobility/Migration	% of population living at a different address 5 years ago	39.4
2. Future Needs and Priorities	Population growth	Population change 2011-21	16,121 (13.9%)
	Housing supply and infrastructure demand	Change in occupied dwelling numbers (2011-21)	5,102
		% Change in occupied dwelling numbers (2011-21)	11.0%
	Employment growth	Change in labour force 2011-21 by place of residence	22%
	Older/aging communities	% Population over 65	16%
	Younger communities	% Population under 15	17%
3. Financial Sustainability	Value of rateable land	Value of rateable land - residential	$34,858,300,000
		Value of rateable land - primary production	$45,200,000
		Value of rateable land - industrial	$1,082,600,000
		Value of rateable land - commercial	$6,749,500,000
		Value of rateable land - vacant	$724,400,000
		Value of rateable land - other	$4,714,300,000
		Value of rateable land - total	$48,174,258,000
		Estimated rate revenue - residential	$88,900,000
		Estimated rate revenue - commercial	$32,400,000
		Estimated rate revenue - industrial	$5,100,000
		Estimated rate revenue - primary production	$100,000

Western Shore Scenario 2

Category		Measure	Council
	Estimation of theoretical rate revenue applying current rates[4]	Estimated rate revenue - vacant	$1,800,000
		Estimated rate revenue - other	$4,900,000
		Estimated rate revenue - total	$133,200,000
	Road Infrastructure	Km of council roads - unsealed	34.9
		Km of council roads - sealed	756.5
4. Operational Sustainability	• The council proposed in this scenario would have access to a large and diverse rate base composed primarily of residential property but with a good mixture of several other sources. This catchment has experienced strong population and economic growth over the past ten years. • Incorporating Hobart, Glenorchy and urban Kingston into a larger Western Shore Council will likely lead to considerable economies of scope and assist with both the sustainability and coherence of critical strategic, infrastructure, and land-use planning. • Further densification and rising land values will likely drive strong future growth in this council's revenue.		

[4] There are limitations involved with this analysis, and it is acknowledged that the modelled revenues underestimate actual council revenues in some instances. The modelled revenues are a superior measure of relative fiscal capacity between council scenarios, and caution is advised for any comparison between modelled revenues for scenarios and existing councils. More information is provided in the *Methods and Technical Background* Supporting Paper.

Western Shore: Scenario 3



Overview

Scenario 3, like the others in this pack, also creates one new council area for the Western Shore Community Catchment. This option, however, consists of the existing Glenorchy, Hobart, *and* Brighton LGAs, with urban Kingston *and* New Norfolk.

Under this scenario, the majority of the Community Catchment becomes one LGA, recognising the strong interconnections (for example, through work, travel, service delivery) between communities. This proposal maximises possible scale capabilities, and the scope for cohesive coordination across the area.

In order to maintain local accessibility to services and representation, as well as local employment, this scenario could maintain several administration and service centres as well as works hubs.

This scenario has potential implications for both the Southern Shore, Eastern Shore, and Central and Midlands Community Catchments.

2021 Population	% Growth 2011-21
159,104	15%

Western Shore Scenario 3

Rationale and evidence

Under this scenario, urban Kingston is combined with Hobart and Glenorchy, and Brighton LGAs, and incorporates New Norfolk (not the larger Derwent Valley) and the southern boundary encompasses Urban Kingston, Blackmans Bay and Huntingfield.

This model creates a very large council by Tasmanian standards (indeed, the largest of all scenarios), with an approximate population of 160,000 residents or 63% of Greater Hobart (and 28% of Tasmania's population). It reflects a greater commuter catchment in including areas that see high employment rates in central Hobart and surrounds. This Council would be well placed to engage with the community to plan and deliver infrastructure and services to meet the fast-growing city's future needs.

Incorporating these commuter areas into a single council does have implications for several other catchment areas. The inclusion of urban Kingston impacts the Southern Shore Community Catchment; Brighton is included in scenarios under both the Eastern Shore Catchment and the Central and Midlands Catchment, and New Norfolk is also a part of the Central and Midlands catchment. Careful consideration of the issues will be required.

Alignment with the principles for successful structural reform

Focus on future community needs: The consolidated council established under this scenario captures a larger proportion of the Greater Hobart area, as Tasmania's state capital and primary economic and service centre. It would have better resources and capabilities to respond to current and emerging community needs, such as planning, housing, strained transport networks, and climate change mitigation.

Economic activity in this area is strong having recorded 23% employment growth over the past decade, which while creating opportunities, also poses challenges, specifically in terms of developing a consistent approach to rating and providing similar levels of service provision across the Catchment. While there are challenges, a council of this scale with a clear economic and community development focus, would be well placed to provide a high standard of service to all Western Shore communities equitably.

Again, 100% of residents would be within a 30-minute drive of the service and administration hubs of Kingston, Hobart Glenorchy, Brighton and New Norfolk, with their health, educational and retail facilities. Not only does this proximity support access but ensures economic and rates base diversity.

Scenario 3 would support enhanced scope capabilities in areas such as strategic planning and development, with key skills shortages, and could help manage issues such as urban consolidation and infrastructure planning. It would assist with streamlining and implementing initiatives such as the Southern Tasmania Regional Land Use Strategy and Derwent Estuary Program, the Wellington Park Management Trust, and continue to support the *Greater Hobart Act*. As noted above, this large council would have the capability and capacity to support smaller regional councils as well as partnering with the state government.

These benefits will need to be considered against ensuring representation for all areas, balancing rates, and that the large size of this council does not disadvantage other areas of the State.

Retain local jobs and services: There is scope to retain council administrative and operations hubs in Old Beach, New Norfolk, Kingston,

Western Shore Scenario 3

Glenorchy, and Hobart, to maintain local employment and to support local engagement and service delivery.

While a consolidated council would increase sharing of road maintenance teams and equipment, there would logic in maintaining multiple works depots across the council area. Larger regulatory services teams should provide greater capacity to manage workloads, allow for business continuity during periods of leave, and help to attract and retain specialist staff.

The integration of centralised or standardised corporate 'back-office' systems or services for council finance and administration may reduce staff time spent on administrative tasks, allowing councils to reallocate resources towards improving the scope and quality of service provision (see Supporting Paper on *Shared Services Models*).

Preserve and enhance local voice: The one new, larger council would have the capacity to invest in more extensive and systematic approaches to community engagement to ensure all communities within the larger council areas are heard and represented. Ensuring that smaller (although fast-growing) townships such as New Norfolk and Brighton have strong representation in the proposed council would be particularly important. If required, there would also be scope to introduce community advisory panels regularly consulted by council to ensure constituents enjoy enhanced formal representation and direct influence in the decision-making process, including community budget priorities(see Supporting Paper on *Supporting Strong and Empowered Local Communities*). Operations hubs could also be used for a program of scheduled council meetings in different areas of the municipality.

Fair funding models: Applying existing rates and funding models to the new council areas their total rates revenue in 2021 dollars would be an estimated $147.2m. The area would have access to extensive rates revenue from a mix of residential, commercial and industrial lands. As noted above, a range of approaches to rating are applied across the Catchment with average rates per resident in Hobart LGA significantly higher than either Kingborough, Brighton or Glenorchy, highlighting the need for carefully designed funding and transition arrangements.

Appropriate resourcing for transition: Transition arrangements for this scenario would need to consider a number of issues. For example, existing councils are involved in and number of service sharing arrangements with neighbouring rural councils which would have to be carefully considered. Also, how services provided by the Southern Tasmanian Councils Authority and Southern Tasmania Regional Waste Authority, both to member councils and other councils across the broader region, would be undertaken would have to be renegotiated.

As with all of the Western Shore Scenarios, the governance arrangement for the various partnerships and collaborations focused on Greater Hobart would have to be reviewed.

Community data and alignment with reform criteria

The table below presents demographic, household, employment and operational council data for hypothetical councils established under Scenario 3. These data have been modelled using 2021 ABS Census (SA1 level) and other relevant data sets to align with the hypothetical boundaries proposed in each scenario.

As we have indicated, these data are indicative and are designed to inform community discussions about the merits of different structural reform options. Structural reforms adopted by the Tasmanian Government based on the Board's recommendations will likely be subject to a detailed technical review and implementation plan. While every effort has been made to ensure consistency and accuracy, variation between SA1 and LGA boundaries may mean that some of the figures below may differ slightly from existing council statistics. Detailed methodological notes are presented in the *Methods and Technical Background Supporting Paper*.

Summary Data – Scenario 3

Category		Measure	Council
Overview	Demographics	Population	159,104
		Median age	39.0
		SEIFA[5] IRSAD (decile)	7
	Housing	Total dwellings	66,124
		No. of single person households	17,688
		% dwellings vacant	7.0
		Indicator	
1. Place and Representation	Alignment with local communities of interest	% area workforce employed locally	66.8%
	Established administrative, commercial and service hub/s	% of population within 30 mins of administrative hub	100%

[5] 'SEIFA', or 'Socio-Economic Indexes for Areas', is an index developed by the Australian Bureau of Statistics which ranks areas in Australia according to relative socio-economic advantage or disadvantage.

Western Shore Scenario 3

Category		Measure	Council
	Urbanisation	% of population in urban areas of population 10,000 or greater	90%
	Mobility/Migration	% of population living at a different address 5 years ago	38.5
2. Future Needs and Priorities	Population growth	Population change 2011-21	20,714 (15.0%)
	Housing supply and infrastructure demand	Change in occupied dwelling numbers (2011-21)	6982
		% Change in occupied dwelling numbers (2011-21)	12.8%
	Employment growth	Change in labour force 2011-21 by place of residence	23%
	Older/ageing communities	% Population over 65	16%
	Younger communities	% Population under 15	18%
3. Financial Sustainability	Value of rateable land	Value of rateable land – residential	$39,801,000,000
		Value of rateable land – primary production	$135,500,000
		Value of rateable land – industrial	$1,318,100,000
		Value of rateable land – commercial	$6,967,800,000
		Value of rateable land – vacant	$1,014,800,000
		Value of rateable land – other	$4,152,900,000
		Value of rateable land – total	$53,390,200,000
		Estimated rate revenue – residential	$100,100,000
		Estimated rate revenue – commercial	$33,400,000
		Estimated rate revenue – industrial	$5,900,000

Western Shore Scenario 3

Category		Measure	Council
	Estimation of theoretical rate revenue applying current rates[6]	Estimated rate revenue – primary production	$300,000
		Estimated rate revenue – vacant	$2,500,000
		Estimated rate revenue – other	$5,100,000
		Estimated rate revenue – total	$147,200,000
	Road Infrastructure	Km of council roads – unsealed	109.9
		Km of council roads – sealed	991.0
4. Operational Sustainability	• The council proposed in this scenario would have access to a large and diverse rate base composed primarily of residential property but with a good mixture of several other sources. This catchment has experienced strong population and economic growth over the past ten years. • This council would become one of the larger public sector bodies in Tasmania, so would be well placed to develop and maintain considerable capability. • Incorporating the western shore of the Greater Hobart area into a single larger council will likely lead to considerable economies of scale and scope and assist with both the sustainability and coherence of critical strategic, infrastructure, and land-use planning. • Further densification and rising land values will likely drive strong future growth in this council's revenue.		

[6] There are limitations involved with this analysis, and it is acknowledged that the modelled revenues underestimate actual council revenues in some instances. The modelled revenues are a superior measure of relative fiscal capacity between council scenarios, and caution is advised for any comparison between modelled revenues for scenarios and existing councils. More information is provided in the *Methods and Technical Background* Supporting Paper.

Western Shore Scenario 3

3. Comparison of Scenarios

Criteria	Scenario 1	Scenario 2	Scenario 3
Place and Representation			
Alignment with local communities of interest **% local workforce**	52.6%	63.7%	66.8%
Established administrative, commercial and service hub/s **% of population within 30 mins of administrative hub**	100%	100%	100%
Urbanisation **% of population in urban settlements**	97%	97%	90%
Mobility/Migration **% of population who have moved in last 5 years**	40.0	39.4	38.5
Future Needs and Priorities (Note – population projections are not available at SA1 level)			
Population growth 2011-21 ***% growth and absolute number***	12,258 (12.7%)	16,121 (13.9%)	20,714 (15%)
Housing supply and infrastructure demand ***Ten-year change (2011-21) in occupied dwelling***	3,498 (32.1 per 1000)	5,102 (38.6 per 1000)	6,982 (43.9 per 1000)

Criteria	Scenario 1	Scenario 2	Scenario 3
numbers (absolute and per 1000 pop)			
Employment growth ***% growth in employment since 2011***	21%	22%	23%
Older/ aging communities population aged over 65 (% of total)	16%	16%	16%
Younger communities population aged under 15 years (% of total)	17%	17%	18%
Financial Sustainability			
Value of rateable land ***Total $ value within region***	$40,408,156,800	$48,174,258,000	$53,390,159,700
Estimated total rate revenue[7]	$116,638,700	$133,249,800	$147,248,600
Estimated rates as share land value. Report %	0.29%	0.28%	0.28%
Road infrastructure *Length and type of council roads in new region* *Kms by type*			

[7]There are limitations involved with this analysis, and it is acknowledged that the modelled revenues underestimate actual council revenues in some instances. The modelled revenues are a superior measure of relative fiscal capacity between council scenarios, and caution is advised for any comparison between modelled revenues for scenarios and existing councils. More information is provided in the Methods and Technical Background Supporting Paper.

Criteria	Scenario 1	Scenario 2	Scenario 3
Km of council roads – unsealed	23.8	34.9	109.9
Km of council roads – sealed	627.6	756.5	991.0
Additional Key Metrics			
Population	109,063	132,149	159,104
Median Age	38.6	38.9	39.0
SEIFA IRSAD (Decile)	8	8	7

4. Implications for neighbouring Community Catchments

Community Catchments have been established to facilitate discussions about options for council consolidation at a regional level. We are also mindful that the design of the reforms in one community catchment will have impacts on neighbouring regions and the local government system as a whole. Given this, it is important to note how the design of the Western Shore catchment may have implications for neighbouring Community Catchments and councils therein.

Specific observations and implications include:

- There is a clear geographical boundary to the east formed by the River Derwent, and to the west by kunyani/ Mount Wellington. The appropriate lines for the northern and southern boundaries is more complex.
- Including Taroona (as a continuously connected suburb of Hobart) separates it from the existing Kingborough LGA (primarily located in the Southern Shore catchment).
- Including urban Kingston and immediate surrounds in this catchment removes it from the rural proportions of the existing Kingborough LGA, included in the Southern Shore Catchment. Urban Kingston has strong commuter links to central Hobart, but also operates as a service centre for surrounding rural areas.
- The third scenario captures a larger proportion of commuter communities in incorporating the existing Brighton LGA and New Norfolk. These inclusions would impact the capability of councils in the Central and Highlands, and/or the Eastern Shore Community Catchments. Further investigation is required to establish the orientation and identity of these areas.

5. Appendix

Analysis of existing Councils within (or partially within) community catchment[8]

Council	Population	No. of employees	Average Residential Rates & Annual Charges per Residential Property ($)	Current ratio (10 yr average)	Cash Expense Cover Ratio	Own source revenue coverage ratio (10 yr average)	Underlying surplus ratio (10 yr average)	Debt service cover ratio (8 yr average)	Asset sustainability ratio (7 yr average)
Year	2021	2020-21	2020-21	2011-21	2011-21	2011-21	2011-21	2013-21	2014-21
Brighton	18995	68.7	1160.47	3.25	3	87%	0%	0.0	91%
Derwent Valley	10942	57.67	Not provided	1.44	3	75%	1%	11.8	137%
Glenorchy	50411	256	1533.55	2.63	6	89%	-5%	10.1	67%
Hobart	55077	522.8	2499.8	1.59	4	98%	1%	14.7	112%
Kingborough	40082	176.13	1280.43	1.62	7	87%	-3%	0.0	76%

[8] Definitions of data items can be found in the *Existing Council Data Definitions Supporting Paper*.

Council	Asset renewal funding ratio (7 yr average)	Asset consumption ratio (7 yr average)	Cash and investments held ($'000s)	Net Financial Liabilities Ratio (%)	Interest bearing liabilities ($'000s)	No. of discretionary development applications received	Value of all development approvals ($)	No. of councillors
Year	2014-21	2014-21	30-Jun-22	2020-21	30-Jun-22	2020-21	2020-21	2018
Brighton	92%	87%	5,172	32%	720	293	69,389,023	9
Derwent Valley	104%	68%	4,853	-62%	3,864	167	298,166,440	8
Glenorchy	86%	68%	28,016	12%	2,249	526	276,198,156	10
Hobart	100%	53%	65,333	-44%	60,215	855	306,284,605	12
Kingborough	78%	69%	23,538	-17%	22,323	635	171,534,597	10

Summary of Updates

Version	Date	Change
V1.1	7/7/2023	• Scenario 3 map – minor update to align with the correct current boundary of Brighton Council. • Consequential adjustments associated with this boundary correction and other minor corrections were made to the Summary Data for scenarios 3 and to the Comparison of Scenarios table. • Total dwelling numbers were updated for all scenarios to include unoccupied dwellings. Clarified that 2011-21 dwelling change figures refer to occupied dwellings. No impact on financial data such as rateable land estimations, which were calculated separately.

GLENORCHY CITY COUNCIL

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2 May 2022

Ms S Smith
Chair
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Dear Madam

SUBMISSION TO FUTURE OF LOCAL GOVERNMENT REVIEW

Here is Glenorchy City Council's submission to the Future of Local Government Review. The submission was endorsed by Council on 26 April 2022.

Glenorchy City Council thanks the Local Government Board for the opportunity to make a submission to the Future of Local Government Review.

Council supports the principle that local government remain an independent, accountable and representative sphere of government, established under legislation to represent and serve the interests of local communities.

The principle that the design of local government should provide for economies of scale and scope, maximising the efficient use of resources to provide an improved range and quality of services, and value for ratepayers on a sustainable basis is a more challenging proposition and further from our Council's lived experience. Council's daily reality is to confront the difficulty of balancing increasing expectations of ratepayers and other community members and stakeholders for increased scope and quality of services against their capacity to pay to support that service offering. On the contrary, Council is under pressure to further focus its service offerings in order to achieve financial sustainability.

It is acknowledged that some service streams would benefit from delivery at scale. To an extent this is already happening – as witnessed by the Southern Council's development of a new waste management joint authority. However, this must be balanced with the maintenance of an appropriate level of local control. In addition, if more functions are ceded to centralised authorities, there is a complex process to compensate member councils for their loss of assets and revenue.

However, past experience with these models has been more mixed. This Council's experience with past water and sewer reform was to see millions of dollars in lost net revenue, which is still not compensated for by current investment earnings. Our observation is of a pooling of

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local government assets to enable investment in system-wide improvements elsewhere in the State outside of this Council's boundaries – representing a wealth transfer from our residents to residents elsewhere in the State.

This Council embraces partnerships – and is committed to its obligations under the Greater Hobart Act, within the Greater Hobart Strategic Partnership and through the Hobart City Deal as well as its membership of and participation in the Local Government Association of Tasmania. However, necessarily, these partnerships often entail a certain ceding of control and greater organisational and political complexity in seeking to achieve common objectives.

It has long been recognised that local government is the closest tier of government to the community. This has made the sector an obvious past target for cost shifting from other levels of government. It is important to ensure in any future discussion about increases in the scope of local government's responsibilities that there are additional revenue streams set aside to enable financial sustainability to be maintained.

Another area of difficulty for local government is the receipt of unsolicited capital grants – often flowing from election periods. On the face of it, these windfall cash injections appear to be a bonanza. However, grants often require a significant co-contribution which imposes further budget stress and diverts funding effort away from renewal of existing assets and towards new and upgrade works. There is also a "feedback loop" putting further pressure upon the operating budget as the stock of assets is added to, thus increasing depreciation, maintenance costs and asset write-off.

Planning is another area of attention for the Board within its terms of reference. It is important that the elected Council retains its role in strategic land use planning – as decisions made in this field affect the community's development rights and require the political legitimacy of elected members to make those balancing decisions.

However, statutory planning is a highly technical and contested space. It involves implementation of the planning scheme (which includes the local planning provisions schedule endorsed by elected members). Elected members are placed in an unenviable position in the statutory planning domain. They are elected as community representatives by the community. However, community members rarely understand that elected members "wear a different hat" when acting as part of a planning authority. This can sometimes place elected members in a conflicted situation – between their obligations to the community and their obligations to a statutory authority.

An alternative model would be to provide full delegation to suitably-qualified Council employees to make statutory planning decisions, thus removing elected members from this situation of conflict. An alternative model might be to set up some sort of joint or statutory authority. However, this would be presented with the difficulty of how to source all of the internal application referrals that take place within a Council – in terms of development engineers, traffic engineers, open space specialists, EHOs, heritage officers and the like – which would prove more difficult to externalise.

There would be benefit in reviewing the current roles and functions of Mayors, Aldermen and General Managers to ensure they are optimised for contemporary council operations – given it is two decades since the current arrangements were set up under the Act.

There would also be benefit in more standardised approaches to a whole range of common local government matters, such as strategic planning, asset management, rate setting, employment conditions etc. For example, it would be useful if there was a set process/template for strategic planning/annual planning/asset management planning, set remuneration structures for local government employees, financial settings for asset renewals etc, settings for rate rise decisions etc.

In the context of increased efficiency, there could be thought given to pooling procurement for common technologies and contracts, and pooling staff (i.e. pooling local government staff for non-location specific roles such as procurement, HR, legal, payroll). At the moment, each Council seems to use different processes, structures and technologies, and there could be much gained through economies of scale.

Council reiterates its thanks for the opportunity to provide this submission, wishes the Board well in its endeavours and would welcome the opportunity to clarify any questions the Board might have in relation to this submission.

Yours faithfully,



Tony McMullen
General Manager

GLENORCHY CITY COUNCIL

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30 August 2022

Ms S Smith
Chair
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Dear Madam

SUBMISSION TO FUTURE OF LOCAL GOVERNMENT REVIEW

The following submission was endorsed by Council at its meeting on 29 August 2022.

Glenorchy City Council thanks the Local Government Board for the opportunity to make a submission to the Future of Local Government Review on the Stage 1 Interim Report following the Community Engagement Stage of the Review.

Delivery of services at scale

Council notes the Board's desire to explore whether some services, such as physical infrastructure or corporate services could be delivered more economically at a larger scale.

The potential for economies of scale to be achieved in the delivery of some Council services is certainly worthy of further exploration. On the face of it, the case for such larger service bodies is generally justified by:

1. improved economies of scale offering more efficient and effective services where local knowledge is not required
2. workforce benefits – addresses skill shortages, career opportunities, greater depth, etc
3. improved strategic planning outcomes.

To an extent this is already happening – as witnessed by the Southern Council's development of a new waste management joint authority.

A cautionary approach is necessary, though, in too hastily rushing to the externalisation of such services from Councils as the means of achieving those economies of scale until the following questions and challenges are capable of being satisfactorily addressed:

- if core infrastructure and corporate services activities are carved out, there is a risk of loss of local control. To what extent would a Council's self-determination powers remain

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in influencing the direction of those activities? This will depend upon the nature of the changes wrought.

- if a scaled-up functional service provider is delivering services across multiple Council areas, how will the inevitable resource allocation priorities be determined? And what will the service standards be? Will they be made uniform or will there continue to be differential service delivery depending on a council area's capacity to pay?
- it is suggested that some form of a client-provider split would need to be retained with sufficient "in-house" capability and professional expertise to enable properly qualified oversight of strategic objective setting, procurement, contract management and service delivery. To what extent would this create a duplication in resources that frustrates any economies of scale?
- if core infrastructure and corporate services activities are carved out, there is also a question as to whether the remnant council would retain a sufficient critical mass. In this Council's situation, if both of those functions were fully externalised, that would mean nearly a two-thirds reduction in Council staff. The risk of going too far is that the viability of the remnant council is undermined - turning it into a glorified progress association.
- if core infrastructure and corporate services activities are carved out, there is a question as to the funding model. Much of Council's revenue comes from rates associated with the physical services provided to properties. If this is externalised, how is the remnant council to be sustainably resourced?
- if core infrastructure and corporate services activities are carved out, there is also the potential for a loss of the scope economies that currently exist in local government. By way of example, assessment of a subdivision proposal typically requires planning assessment, development engineering assessment, open space assessment, environmental and natural values assessment, possibly heritage assessment, inspection of progress of works, asset pickup, accounting for bond and cash-in-lieu payments and the subdivisional layout affects community connection and health outcomes. These activities all take place within this Council currently. If, for instance, planning, infrastructure, corporate services and community wellbeing activities were to take place in different organisations, there would need to be a complex set of integrations created to compensate for the loss of the current scope economies.
- if core infrastructure and corporate services activities are carved out, how will the chain of accountability to the community be maintained – given it will likely be longer, more complex and at arm's length? In the case of TasWater, for example, while there is an owners' representatives' group, ultimate responsibility rests with an independent board the first duty of which is to make decisions in the best interests of its own organisation - not of the individual council owners or their communities.
- Past experience with these models has been more mixed. This Council's experience with past water and sewer reform was to see millions of dollars in lost net revenue, which is still not compensated for by current investment earnings. Our observation is of a pooling

of local government assets to enable investment in system-wide improvements elsewhere in the State outside of this Council's boundaries – representing a wealth transfer from our residents to residents elsewhere in the State.

A worthwhile case study to evaluate would be On Stream – the common services corporation created at the time of the first tranche of water and sewer reform. This organisation, which was created to provide common services to each of the three regional water and sewer corporations is understood to have been unsuccessful. It would be beneficial to the Future of Local Government Review process to learn from what might have occurred.

This Council embraces partnerships – and is committed to its obligations under the Greater Hobart Act, within the Greater Hobart Strategic Partnership and through the Hobart City Deal as well as its membership of and participation in the Local Government Association of Tasmania. However, necessarily, these partnerships often entail a certain ceding of control and greater organisational and political complexity in seeking to achieve common objectives.

Planning

The Board is interested in whether planning services could be done differently - to address the tensions that elected members currently face between their community representative roles and their Planning Authority roles.

Such an approach would be generally consistent with the approach of the former Development Assessment Forum - a national body under previous Federal governments of both persuasions - which advocated for the separation of strategic land use planning and development control functions.

It is important that the elected Council retains its role in strategic land use planning – as decisions made in this field affect the community's development rights and require the political legitimacy of elected members to make those balancing decisions.

The continuing presence of the Tasmanian Planning Commission would enable wider strategic co-ordination to be managed.

However, statutory planning is a highly technical and contested space. It involves implementation of the planning scheme (which includes the local planning provisions schedule endorsed by elected members).

Elected members are placed in an unenviable position in the statutory planning domain. They are elected as community representatives by the community. However, community members rarely understand that elected members "wear a different hat" when acting as part of a planning authority. This can sometimes place elected members in a conflicted situation – between their obligations to the community and their obligations to a statutory authority.

Alternative models could include:

- to provide full delegation to accredited Council employees to make statutory planning decisions, thus removing elected members from this situation of conflict. This would

require strong statutory protection to ensure assessors and decision-makers were not exposed to undue influence or coercion.

- to set up some sort of joint or statutory authority either at local government or supra-local government level. This model would need to address the loss of scope economies identified above in terms of how to source all of the internal application referrals that take place within a Council – in terms of development engineers, traffic engineers, open space specialists, EHOs, heritage officers and the like – which might prove more difficult to externalise. Funding for such a model would need to be determined.
- to set up development assessment panels comprised of majority technical experts – possibly with the potential to include lay elected members – to provide a community perspective on decisions. Funding would need to be determined and again, the loss of scope economies would also need to be addressed.

Financial sustainability

The Board wants to look at how local governments can be better financed to deliver the required services to their communities.

Council restates its earlier submission on this aspect of the review:

The principle that the design of local government should provide for economies of scale and scope, maximising the efficient use of resources to provide an improved range and quality of services, and value for ratepayers on a sustainable basis is a more challenging proposition and further from our Council's lived experience. Council's daily reality is to confront the difficulty of balancing increasing expectations of ratepayers and other community members and stakeholders for increased scope and quality of services against their capacity to pay to support that service offering. On the contrary, Council is under pressure to further focus its service offerings in order to achieve financial sustainability.

It has long been recognised that local government is the closest tier of government to the community. This has made the sector an obvious past target for cost shifting from other levels of government. It is important to ensure in any future discussion about increases in the scope of local government's responsibilities that there are additional revenue streams set aside to enable financial sustainability to be maintained.

Another area of difficulty for local government is the receipt of unsolicited capital grants – often flowing from election periods. On the face of it, these windfall cash injections appear to be a bonanza. However, grants often require a significant co-contribution which imposes further budget stress and diverts funding effort away from renewal of existing assets and towards new and upgrade works. There is also a "feedback loop" putting further pressure upon the operating budget as the stock of assets is added to, thus increasing depreciation, maintenance costs and asset write-off.

In the context of increased efficiency, there could be thought given to pooling procurement for common technologies and contracts, and pooling staff (i.e. pooling local government staff for non-location specific roles such as procurement, HR, legal, payroll).

At present, each Council seems to use different processes, structures and technologies, and there could be much gained through economies of scale – without resort to structural change.

Community wellbeing

The Board wants to make clearer Council's role in terms of the welfare of the community.

There is significant cross-over in this area with many councils delivering services that are considered State Government responsibility. This is often done to fulfil a gap of need in the community and can be viewed as a form of cost shifting where taxpayers are paying for a service and ratepayers are also paying to provide this service.

Local government has an important role in identifying the needs of its communities through social planning and advocating for the fulfilment of those needs.

The role of local government in social service provision is less well settled.

It is considered that there needs to be a functional-mapping exercise undertaken – perhaps across all 3 tiers of government - to identify service gaps that exist, to determine the best deliverer of those services – and importantly for local government, to ensure that adequate recurrent funding is made available to enable delivery – regardless of the tier of government undertaking that delivery.

Governance

The Board wants to improve the governance and reputation of the local government sector.

Council supports the principle that local government remain an independent, accountable and representative sphere of government, established under legislation to represent and serve the interests of local communities.

There would be benefit in reviewing the current roles and functions of Mayors, Aldermen and General Managers to ensure they are optimised for contemporary council operations – given it is two decades since the current arrangements were set up under the Act. In particular, there is a need to reconcile the tension between the roles of elected members as elected representatives of the community and their role as members of the "board" of multi-million enterprises making intergenerational decisions for the community's benefit. Ultimately, it is the latter role which is most critical for council and community sustainability.

In order to better support elected members in their roles of as board members, there should be access to the necessary training and development and the appropriate renumeration to compensate for the board responsibilities which would be more clearly defined in legislation.

There would also be benefit in more standardised approaches to a whole range of common local government matters, such as strategic planning, asset management, rate setting, employment conditions etc. For example, it would be useful if there was a set process/template for strategic planning/annual planning/asset management planning, set remuneration structures for local government employees, financial settings for asset renewals etc, settings for rate rise decisions etc. This could be achieved without the need for wholesale structural change.

GLENORCHY CITY COUNCIL

Council reiterates its thanks for the opportunity to provide this submission, wishes the Board well in its endeavours and would welcome the opportunity to clarify any questions the Board might have in relation to this submission.

Yours faithfully,



Tony McMullen
General Manager

GLENORCHY CITY COUNCIL

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27 February 2023

Ms S Smith AM
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Dear Madam

Submission on Future of Local Government Review Stage Two Options Paper

I refer to your letter dated 14 December 2022 inviting public comment on the Future of Local Government Review Stage 2 Options Paper.

Thank you for agreeing to accept this submission after the original 19 February cutoff date so that Council could formally consider it at its meeting on 27 February 2023.

Council prepared this submission after meeting with the Minister for Local Government, Nic Street, on 1 February 2023 and carefully considering the Options Paper at workshops on 16 January and 14 February 2023.

Council unanimously resolved at its 27 February meeting to make the attached submission.

Here is a summary:

Structural reform pathways

1. Council looks forward to continuing to engage constructively with the Review process as it proceeds.
2. Council intends to remain open to potential reform opportunities while honouring its duty to look after the best interests of its community.
3. As there is not yet enough specific detail about the structural reform pathways, it would be premature of Council to form a concluded view. However, Council looks forward to exploring options and moving towards informed consent.
4. We must make sure that, if services are externalised, this is done in a way which maximises benefit to the community.

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GLENORCHY CITY COUNCIL

5. The Review process presents an opportunity to realign roles and functions between levels of government and the associated resources so we can move beyond cost shifting arguments.
6. Effective change management will be critical to minimise the transitional cost and trauma of reform.

Specific reform options

Overall, the specific reform options for each reform outcome are sound and proportionate responses to feedback. It shows the Board has been listening closely to stakeholders.

We make the following comments on some of the options:

1. The proposed renewed wellbeing focus for local government will need to be carefully co-ordinated with wellbeing services offered by other levels of government to ensure a well-resourced, joined up approach.
2. The review of elected member allowances and conditions is welcomed as a contemporary approach would serve to increase the pool of talent that is attracted to stand for local government office and more fairly compensate those elected for the demands of office.
3. Greater 'front desk' collaboration between State and local government can only be a good thing for the community. However, we want to understand the collaboration model and the associated resourcing to avoid a further cost shifting burden on councils.
4. A proposal for regular service reviews needs to be considered carefully because while it is good to consult the community regularly on services, there are potential adverse impacts on staff retention, corporate knowledge and service quality.
5. The proposal for more standardised approaches to asset management is strongly supported. However, it is important not to consider asset management software in isolation from other core technology relating to financial and customer aspects.

Council notes the Minister's observation that further local government involvement will be necessary as the reform options develop. Council looks forward to the opportunity to contribute to this process.

Thank you once again for the opportunity to comment. Please contact me if you have any questions about the submission.

Yours faithfully

Tony McMullen
General Manager

GLENORCHY CITY COUNCIL

Submission

Future of Local Government Review

Stage 2 Options Paper

February 2023

GLENORCHY CITY COUNCIL

Introduction

Council acknowledges the continuing work of the Local Government Board in stakeholder engagement and development of the reform pathways and options and thanks it for the opportunity to comment.

This submission is in two parts – structural reforms and specific reforms.

Structural reforms

Council makes six (6) key points about the structural reform pathways:

1. Council looks forward to continuing to engage constructively with the Review process as it proceeds.

2. Council intends to remain open to potential reform opportunities while honouring its duty to look after the best interests of its community.

3. As there is not yet enough specific detail about the structural reform pathways, it would be premature of Council to form a concluded view. However, Council looks forward to exploring options and moving towards informed consent.

4. We must make sure that, if services are externalised, this is done in a way which maximises benefit to the community

5. The Review process presents an opportunity to realign roles and functions between levels of government and the associated resources so we can move beyond cost shifting arguments

6. Effective change management will be critical to minimise the transitional cost and trauma of reform

Each key point is set out in more detail below:

1. Council looks forward to continuing to engage constructively with the Review process as it proceeds.

It is clear that the Local Government Board is conducting a thorough and evidence-based Review and the Minister has confirmed that this work is being undertaken at arm's length from State government.

On this basis, Council has confidence that the Review has the best interests of the State at its heart – which enable us to engage constructively with the process as a stakeholder.

2. Council intends to remain open to potential reform opportunities while honouring its duty to look after the best interests of its community.

Council's perspective in its engagement with the Review process will be through the prism of its statutory duty to its community.

Council has been elected to perform the following functions under s. 20 of the *Local Government Act 1993*:

(a) to provide for the health, safety and welfare of the community;

(b) to represent and promote the interests of the community;

(c) to provide for the peace, order and good government of the municipal area.

(2) In performing its functions, a council is to consult, involve and be accountable to the community.

…..

Council's perspective on the Future of Local Government Review must necessarily be consistent with those functions and promote the best interests of the Glenorchy community.

Council will support any reform that demonstrably advances those best interests. However, where a reform is not in the best interests of a council's own community, Council will be duty-bound to engage with the process to seek to improve outcomes.

This stance is not dissimilar to the duty of a board in a takeover situation, which is to make recommendations in the best interests of existing shareholders.

GLENORCHY CITY COUNCIL

3. As there is not yet enough specific detail about the structural reform pathways, it would be premature of Council to form a concluded view. However, Council looks forward to exploring options and moving towards informed consent.

Summarising the Options Paper, the Board has formed a view that future proofing local government in Tasmania requires major changes to enhance the capability and capacity of the sector; from which no council, regardless of size, will be exempted.

The Board anticipates the scale of change required will not occur on a purely voluntary basis.

The Board expresses its preliminary support for a hybrid model comprising the following major changes to the design of local government:

i. local government boundaries redrawn to reflect contemporary demands, determined on a basis other than population, and

ii. scaled up service delivery beyond individual council level

It is clear from Council's discussions with the Minister for Local Government that there is further iterative work to be done with the local government sector to tease out the detailed reform options within these bounds. As with many things, the devil really is in the detail - and the detail requires significant further work to develop.

Key questions will need to be resolved as part of the forward process such as:

- What are the proposed new boundaries?
- What are the parameters that define those new boundaries?
- What are the services to be externalised?
- At what scale? Sub-regional? Regional? State-wide?
- What will the model of delivery be? Joint authority? Statutory authority? Outsourcing to private sector?
- What is the change process to get to the desired end state?

Until the process is further defined, Council is not in a position to decide whether or not the proposed structural changes to local government are in the best interests of its

community. However, we restate our commitment to participate constructively in the further work required to develop those detailed structural reform proposals to the point of informed consent.

4. We must make sure that, if services are externalised, this is done in a way which maximises benefit to the community.

The reform proposal, whether progressed through boundary redefinition or shared services (or both) would result in the externalisation of service delivery when compared to the existing council geographies.

There are a number of questions to be answered in order to assess specific boundary and service delivery proposals as to their public benefit.

- **Will remnant council functions be at a sufficient critical mass after externalisation of services?**

  In this Council's situation, if infrastructure and corporate services functions were fully externalised, that would mean nearly a two-thirds reduction in Council staff. The risk of going too far is that the viability of the remnant council is undermined - turning it into a glorified progress association.

- **What mechanisms will be put in place to ensure externalisation of services does not adversely impact on the net revenue and viability of the remnant councils?**

  How would the funding model change? Much of Council's revenue comes from rates associated with the physical services provided to properties. If this is externalised, how is the remnant council to be sustainably resourced?

  This Council's experience with past water and sewer reform was to see millions of dollars in lost net revenue, which is still not compensated for by current investment earnings.

- **Would community control over scope and level of services decisions remain?**

  If the reform were to result in a reduction of the scope or level of service, it is difficult to see how a council could determine it to be in the best interests of its community. The Options Paper certainly does not point to any existing "gold plating" problem with council services across the State. To what extent would a Council's self-determination powers remain in influencing the direction of the activities of an external service provider for the benefit of their constituents?

- **Would the resource allocation priorities of the new larger entities result in fewer services or lower standard services overall to any of the former communities?**

  The inevitable resource allocation priorities must be determined in a scaled-up functional service provider delivering services across multiple Council areas in such a way that none of the former communities is detrimentally affected. Perhaps a "better off overall" test or BOOT test could be applied – as used to test some industrial relations changes.

- **Would services be provided equitably across the new geographies?**

  There would need to be clarity about whether services would be provided uniformly or whether there would continue to be differential service delivery depending on a (former) council area's capacity to pay. This is raised because, in a previously modelled amalgamation scenario, differential standards of service delivery were assumed to be maintained post-amalgamation. As the saying goes, "a rising tide floats all boats".

- **Would there be mechanisms to ensure new entities maintain scope economies?**

  For example, assessment of a subdivision proposal typically requires planning assessment, development engineering assessment, open space assessment, environmental and natural values assessment, possibly heritage assessment, inspection of progress of works, asset pickup, accounting for bond and cash-in-lieu payments and the subdivisional layout affects community connection and health outcomes. These activities all take place within this Council currently. If, for instance, planning, infrastructure, corporate services and community wellbeing activities were to take place in different organisations, there would need to be a complex set of integrations created to compensate for the loss of the current scope economies.

- **What assurances will there be that the chain of accountability to the community is not compromised or severed by externalisation of services?**

  The chain of accountability would likely be longer, more complex and at arm's length under a decentralised model. In the case of TasWater, for example, while there is an owners' representatives' group, ultimate responsibility rests with an

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independent board the first duty of which is to make decisions in the best interests of its own organisation - not of the individual council owners or their communities.

- **What safeguards would be put in place to ensure that externalisation of services does not result in wealth transfers away from communities through cross-subsidisation of others?**

  The pooling of local government assets to enable investment in system-wide water and sewer improvements elsewhere in the State was a wealth transfer from our residents to residents elsewhere in the State.

- **Will maintaining a critical mass of "in-house" client capability be recognised as necessary to the effective externalisation of services?**

  Effective externalisation of services requires maintenance of professional expertise on the client side to provide properly qualified oversight of strategic objective setting, procurement, contract management and service delivery.

5. The Review process presents an opportunity to realign roles and functions between levels of government and the associated resources so we can move beyond cost shifting arguments.

The Options Paper in various places points to a stronger role for future councils in community well-being, a stronger role in climate change and stronger engagement capability. Taking stronger roles in particular areas generally costs more money.

How will this additional money be generated? Scale economies?

The reform is painted as a future proofing exercise for local government. The risk is that this process might be, rather, a once in a generation opportunity for cost-shifting to local government at a scale never seen before, increasing the burden of service provision on local government.

Particularly in the wellbeing and climate change spaces, there is significant activity at all three levels of government – and a need for strong co-operation, co-ordination and clear definition of relative roles and responsibilities and associated resource flows to mitigate this risk.

With the exception of mentions of sharing opportunities with Service Tasmania for which the direction of benefit flow is unclear, and perhaps some different planning

arrangements, the Options Paper is starkly silent about any return of service responsibilities to the State government.

There is certainly an opportunity to explore the service mix between State and local government. Though, the current conversation seems to be one-sided. What is critical is that the matching resource streams are provided to fund any increases in the scope of services as a result of changes in this relative service mix.

6. Effective change management will be critical to minimise the transitional cost and trauma of reform.

Given the scale of change anticipated by the Board, it is critical that effective change management measures are put in place to minimise transitional cost and trauma.

It is submitted that this requires a risk-based approach that incorporates:

- ongoing identification, assessment and management of risks relating to change management of the reform;
- documentation of those risks and treatments in a risk and issues register applicable to the reform, including responsibility and accountability for each risk; and
- reporting and escalation protocols in relation to identified risks.

Significant resources will be required to be devoted to change management including a dedicated change manager, a change management plan, development and implementation of a communications plan and training as needed to ensure a successful outcome.

Change managers must consider carefully and plan how best to take all impacted stakeholders on the change journey and engage with them at every stage.

Embedding the change is critical. Change management plans should clearly address how the changes will be embedded, how long this is likely to take, and who will do it.

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Specific Reforms

The Board has identified eight (8) reform outcomes which it considers are essential if our local government system is to deliver the services and support the community needs:

1. Councils are clear on their role, focused on the wellbeing of their communities, and prioritise their statutory functions

2. Councillors are capable, conduct themselves in a professional manner, and reflect the diversity of their communities

3. The community is engaged in local decisions that affect them

4. Councils have a sustainable and skilled workforce

5. Regulatory frameworks, systems, and processes are streamlined, simple, and standardised

6. Councils collaborate with other councils and the State Government to deliver more effective and efficient services to their communities

7. The revenue and rating system funds council services efficiently and effectively

8. Councils plan for and provide sustainable public assets and services

Council agrees with the content and scope of these reform outcomes.

On pp. 25 and 26 of the Paper, there is a range of specific reform options given against each of the 8 reform outcomes - 30 options in total. These are more fully detailed in the Appendix.

Council considers that, on the whole, the reform options for each reform outcome are sound and proportionate responses to feedback that the Board has received to date. It shows that the Board has been listening closely to stakeholders.

However, we make the following comments:

Reform outcome	Option	Comment
1. Councils are clear on their role, focused on the wellbeing of their communities, and prioritise their statutory functions	1.1 Establish a Tasmanian Local Government Charter which summarises councils' role and obligations, and establishes a practical set of decision-making principles for councils	The proposed renewed wellbeing focus for local government will need to be carefully co-ordinated with wellbeing services offered by other levels of government to ensure a well-resourced, joined up approach and to ensure wellbeing does not become the sole responsibility of local government. A Charter is supported on the basis of the Board's claim that it would better clarify the roles of State and local government in service areas where both have responsibilities; It should also extend to identifying sources of funding for those respective responsibilities.
2. Councillors are capable, conduct themselves in a professional manner, and reflect the diversity of their communities	2.2 Review the number of councillors representing a council area and the remuneration provided	The review of elected member allowances and conditions is welcomed as a contemporary approach would serve to increase the pool of talent that is attracted to stand for local government office and more fairly compensate those elected for the demands of office. A remuneration review should address salary, superannuation and taxation treatment.

Reform outcome	Option	Comment
6. Councils collaborate with other councils and State Government to deliver more effective and efficient services to their communities	6.4 Support increased integration (including co-location) of 'front desk' services between local and state governments at the community level	Greater 'front desk' collaboration between State and local government can only be a good thing for the community. However, from a local government perspective, we would want to understand the model of collaboration and the associated resourcing to ensure this does not simply create a further cost shifting burden on councils.
8. Councils plan for and provide sustainable public assets and services	8.3 Introduce a requirement for councils to undertake regular service reviews for existing services	It is agreed that the community ought to be regularly consulted on the scope and level of services it wants. Regardless of how well they are undertaken, service reviews create uncertainty for staff and can destroy morale, reduce employment security and exacerbate skill shortages as staff seek greater employment security elsewhere. This in turn flows through to a reduction in corporate knowledge and an impact on service continuity and quality. In short, service reviews are a mixed blessing. In light of this, there is a need to carefully think through the methodology and frequency of service reviews - and perhaps to create a sound, widely accepted and industry-standard approach.

Reform outcome	Option	Comment
8. Councils plan for and provide sustainable public assets and services	8.4 Support councils to standardise core asset management systems, processes, and software across councils	The general thrust of this option is strongly supported. However, it is important not to consider asset management software in isolation from other core technology. Following an intensive, 18-month procurement process, we have just entered into a multi-million dollar, multi-year contract to replace our core technology (including our asset management software) using a "software as a service" approach. Asset management software needs to be considered as part of a broader core technology offering that integrates e.g. with the finance system given the criticality of asset accounting for a council's long term financial management and with the customer interface (e.g. to enable end to end workflow of service requests from customer to capital and maintenance staff and back again).

COUNCIL POLICY

COMMITTEE NOMINATIONS AND APPOINTMENTS

PURPOSE

This policy sets out the procedures which Council will follow when making nominations and, appointments to committees and external bodies.

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

SCOPE

This policy applies to all nominations and appointments to committees and external bodies, other than the appointment of independent persons to Council's Audit Panel (the procedure for which is as set out in the Audit Panel Charter).

STRATEGIC PLAN ALIGNMENT

Making Lives Better

Objective 1.1	Know our communities and what they value
Strategy 1.1.1	Guide decision making through continued community engagement based on our community plan

Leading Our Community

Objective 4.1	Govern in the best interests of our community
Strategy 4.1.1	Manage Council for maximum efficiency, accountability and transparency
Strategy 4.1.3	Maximise regulatory compliance in Council and the community through our systems and processes
Objective 4.2	Prioritise our resources to achieve our community's goals
Strategy 4.2.1	Deploy the Council's resources effectively to deliver value

STATUTORY REQUIREMENTS

Section 20 of the Local Government Act 1993 (**the Act**) provides that one of the functions of a Council is to represent and promote the interests of the community.
Section 23 of the Act provides that Council may establish council committees to assist it in carrying out its functions under the Act or any other Act, and that a committee consists of councillors appointed by the Council.
Section 24 of the Act provides that a council may establish special committees, which consist of such persons appointed by the Council as the Council considers appropriate.

Acts	*Local Government Act 1993*
Regulations	*Local Government (Meeting Procedures) Regulations 2015*
Australian/International Standards	*N/A*
Related Documents	Committees Policy GCC Reference Groups Toolkit

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DEFINITIONS

Ballot means a ballot conducted in accordance with Part 3 of this Policy.

Chair means the person chairing a council meeting in accordance with the Regulations.

Committee means any committee or other body established by Council over which Council has control, whether comprised of Alderman, independent person, or both and includes, but not limited to:

(a) A Council Committee

(b) A Special Committee

(c) An Internal Committee

(d) An Audit Panel established under Section 85 of the Act.

Council Committee means Committees established by a Council resolution made under section 23 of the Act. Council Committees assist Council in carrying out its functions under the Act or any other Act. Council Committees are constituted by Alderman only.

Council election means an election held under Part 15 of the Act.

Council meeting means an ordinary council meeting or special council meeting, unless expressly specified otherwise.

External body means Committees or other bodies that are established and administered by an external organisation to which representatives of Council have been appointed and with which Council has a formal and ongoing relationship.

GCC Reference Groups Toolkit means a Toolkit which aids in selecting the most appropriate Council Group to use. It also provides sample terms of reference and a meeting minutes template.

General Manager means the General Manager of Council, or delegate.

Internal Committee means Committees or other bodies established by Council over which Council has control. An Internal Committees is formed to oversee and implement a project, plan, strategy, or event, but do not necessarily align with a strategic objective. Internal Committees may be working groups, steering groups, organising committees, taskforces, and other groups. Internal Committees can be constituted by Aldermen, Council staff, reference groups, targeted reference groups, working parties, and external representatives.

Regulations means the *Local Government (Meeting Procedures) Regulations 2015.*

Special Committee means Committees established by a Council resolution made under section 24 of the Act. A Special Committee is established to oversee or implement a project, plan, strategy, or event, and will ordinarily be directly aligned with a strategic objective of Council. Special Committees can be constituted by anyone, including Aldermen.

POLICY STATEMENT

From time to time, Council is required to appoint Aldermen and independent persons to committees and external bodies. Council is also occasionally required to nominate or appoint representatives to external bodies.

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PART 1 – NOMINATIONS AND APPOINTMENTS OF ALDERMEN

1. Appointments following Council election

Council will appoint and re-appoint (and, where necessary, nominate or re-nominate) Aldermen to committees and external bodies at the first ordinary meeting of council following a council election (or at a special meeting of Council if a special meeting for that purpose is called).

2. Procedure

1. Where it is necessary to appoint Aldermen to committees (including as a result of a casual vacancy), the General Manager will circulate a notice to Aldermen which—

   (a) notifies Aldermen that appointments, re-appointments, and nominations for appointment to committees and external bodies are to be made at the relevant meeting, and

   (b) lists the appointments and nominations to be made, and, for each, identifies—

      i) the committee or external body

      ii) the position available (including, for an external body, whether Council will be making a nomination only)

      iii) the nature of the duties to be undertaken

      iv) the proposed term of the appointment

      v) whether the position is to be held ex-officio by the Mayor or Deputy Mayor, and

      vi) any other information the General Manager considers relevant.

   (c) requests that Aldermen submit nominations for the available positions one (1) week before the next council meeting.

2. The notice is to be circulated to all Aldermen by email no later than five days before nominations close (or as soon as practicable if it is not possible to circulate the notice five days before nominations close), and

3. Nominations may contain a statement in support of the nomination, to a maximum of 150 words.

4. Nominations may be for a position or a proxy position.

5. the General Manager will present a report to Council for consideration at the relevant council meeting which will contain, for each available position—

   (a) the information specified in clause 2(1)(b), and

   (b) a list of the nominations received, and the documentation provided in support of each.

6. Where the number of nominees for a position does not exceed the number of positions available, the Council will determine the appointment in accordance with its ordinary meeting procedures.

7. If the number of nominees for a position exceeds the number of positions available—

(a) a ballot will be held to select the appointee or appointees (or nominees for a position on an external body, if applicable), and

(b) once the result of the ballot is determined, the chair will call for the appointment to be confirmed in accordance with Council's ordinary meeting procedures.

8. Where Council's nominee for a position on an external body is required to be confirmed by the external body, the General Manager is to write to the external body advising it of Council's decision.

9. For the avoidance of doubt, where a committee detail sheet that has previously been adopted by Council provides for a position to be held ex officio by the Mayor or the Deputy Mayor, the appointment of the Mayor or Deputy Mayor to that position is automatic, and no other Aldermen are entitled to nominate for that position.

PART 2 – NOMINATIONS AND APPOINTMENTS OF INDEPENDENT PERSONS

3. Procedure

1. Where there is a vacancy for the position of an independent person on a committee or external body, the General Manager is to circulate a notice calling for expressions of interest for appointment, containing the information specified in clause 2(1)(b)—

2. The notice is to be circulated by—

(a) publishing the notice on Council's website

(b) sending an email to all Council staff, and

(c) if the General Manager considers it necessary, publishing the notice in a local newspaper.

3. The General Manager must circulate the notice under 3(1) no later than five days before nominations close (or as soon as practicable if it is not possible to circulate the notice five days before nominations close).

4. Following the receipt of nominations, the appointment of the independent person is to be determined in accordance with the procedure set out in the committee's Terms of Reference.

5. For nominations or appointments to external bodies, or if no procedure is specified in the committee detail sheet, the General Manager will assess each nomination on its merits and will make a recommendation to Council seeking Council's endorsement and nomination or appointment (as applicable) of the preferred nominee.

PART 3 – BALLOTS

4. Application

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

5. Rules for ballots

1. When a ballot is required under this policy, the chair of the council meeting will call a ballot.

2. Ballots are to be secret unless Council resolves otherwise.

3. Votes are to be cast on ballot papers distributed to Aldermen by the General Manager. Ballot papers may be distributed either prior to or at the relevant council meeting.

4. Aldermen are to place completed ballot papers in a ballot box which is to be visible to all attendees of the Council meeting during the process of casting the ballots.

5. The ballot box must not be opened until all Aldermen who intend to vote have cast their votes.

6. Votes will be counted by a Council officer nominated by the General Manager, with another Council officer acting as a scrutineer.

7. Where there are—

   (a) two or more candidates for a single position, the candidate with the most votes will be the appointee, or

   (b) more than two candidates for multiple positions (for example, two member spots on a council committee), the successful candidates will be the candidates with the most votes, in descending order until the number of positions have been filled. For example, if there are 2 positions and 4 candidates, the successful candidates will be those with the highest and second highest number of votes.

8. The officer who counts the votes will advise the chair of the council meeting by writing the name of the successful candidate/s on a piece of paper and delivering it to the chair.

9. In the event of a tie, the chair (at their discretion) may determine the winner by:

   (a) the toss of a coin (conducted by the chair), or

   (b) a further ballot, in which the only candidates are those which were tied in the first ballot.

10. All ballot papers and other ballot material are to be destroyed as soon as practicable after the conclusion of the ballot.

6. Proxies

1. Where proxy positions for committees or external bodies are available, unsuccessful candidates will be offered the position of proxy in the order in which they placed in the ballot.

2. Where a proxy is required but there are not sufficient candidates for a proxy after positions have been filled, or if all unsuccessful candidates decline the proxy appointment, the chair may call for nominations for proxy positions.

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

PART 4 – MISCELLANEOUS

7. Vacation of positions on leaving office

An Alderman's appointment to a committee or external body will cease immediately upon the person ceasing, for any reason, to be an Alderman.

8. Nominations need not be personal

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

9. Refusal of nominations or appointments

1. An Alderman or independent person may refuse any nomination or appointment made under this policy, including nomination or appointment as a proxy.

2. Council may refuse to appoint or nominate a person (including an Alderman) to a position if it considers that the person is not suitably qualified for or is otherwise unable to provide satisfactory representation on the committee or external body.

10. Inconsistency with meeting procedures regulations

If a provision of this policy is inconsistent with the Regulations, the Regulations will prevail to the extentof the inconsistency.

11. Attendance and performance

If an Alderman's attendance record at committee or external body meetings is unsatisfactory, or if Council receives notification from a committee or external body that the Alderman is not properly discharging the duties required of the position in accordance with the committee's Terms of Reference or Charter, Council may resolve to withdraw the Alderman's appointment and appoint another Alderman as a replacement.

BACKGROUND

Council has established and maintains control over multiple committees, special committees, working groups, steering committees, task forces and other bodies to assist in discharging its role and functions. Council is also, required to appoint (or nominate) representatives to external bodies.

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

DOCUMENT CONTROL

Version:	2.0	**Adopted**	19 December 2022	**Commencement Date**	20 December 2022
Minutes Reference	Council Meeting, 19 December, Item 8			**Review Period**	4 Years from adoption
Previous Versions:	v 1.0 adopted 19 December 2016 (Council meeting, Item 17)				
Responsible Directorate	Corporate Services		**Controller:**	Executive Manager Stakeholder Engagement	
ECM Document No.:	Council Policies				

Description	Additional Info	Definition	Adopted by Council 29 May 2023 Amount 2023/24 (exc GST)	Adopted by Council 29 May 2023 Amount 2023/24 (inc GST)	Amended Amount 2023/24 (exc GST)	Amended Amount 2023/24 (inc GST)
Main Exhibition Space (combined)	Standard Rate	per week	$300.00	$330.00	$272.73	$300.00
Exhibition Space 9.6m x 10.0m (96m²)	Standard Rate	per week	$220.00	$242.00	$200.00	$220.00
Project Gallery Space 9.6m x 3.3m (31m²)	Standard Rate	per week	$125.00	$137.50	$113.64	$125.00
Albert Hallway (Corridor) or Avago (window box)	Standard Rate	per week	$55.00	$60.50	$50.00	$55.00
Performance / Screen Studio 9.6m x 17.6m (169m²)	Standard Rate	per day	$420.00	$462.00	$381.82	$420.00
		up to 4 hrs (business hours)	$330.00	$363.00	$300.00	$330.00
	Community Rate	per day	$260.00	$286.00	$236.36	$260.00
		up to 4 hrs (business hours)	$200.00	$220.00	$181.82	$200.00
	Arts Rate	per day	$210.00	$231.00	$190.91	$210.00
		up to 4 hrs (business hours)	$150.00	$165.00	$136.36	$150.00
	Arts Organisations | Weekly Rate (Monday - Sunday)	per week	$1,200.00	$1,320.00	$1,090.91	$1,200.00
	Supported Presentation - Touring	includes Venue Manager 5hrs, Duty Technician 5hrs and Venue Hire for 5hrs	$880.00	$968.00	$800.00	$880.00
	Supported Presentation - Local	includes Venue Manager 5hrs, Duty Technician 5hrs and Venue Hire for 5hrs - Available to Performances & Events developed in Tasmania	$660.00	$726.00	$600.00	$660.00
Makers Workshop 6.8m x 9.8m (66m²)	Standard Rate	per day	$350.00	$385.00	$318.18	$350.00
		up to 4 hrs (business hours)	$250.00	$275.00	$227.27	$250.00
	Community Rate	per day	$200.00	$220.00	$181.82	$200.00
		up to 4 hrs (business hours)	$130.00	$143.00	$118.18	$130.00
	Arts Rate	per day	$155.00	$170.50	$140.91	$155.00
		up to 4 hrs (business hours)	$90.00	$99.00	$81.82	$90.00
Kitchen (Subject to additional costs)	Standard Rate	per day	$100.00	$110.00	$90.91	$100.00
	Community Rate	per day	$80.00	$88.00	$72.73	$80.00
	Arts Rate	per day	$70.00	$77.00	$63.64	$70.00
Staff	Duty Technician - before 6pm weekdays	per hour	$50.00	$55.00	$45.45	$50.00
	Duty Technician - 6pm to 8pm weekdays and Saturday until 12pm	per hour	$65.00	$71.50	$59.09	$65.00
	Duty Technician - after 8pm weekdays, after 12pm Saturdays and anytime Sundays	per hour	$80.00	$88.00	$72.73	$80.00
	Front of House - before 6pm weekdays	per hour	$50.00	$55.00	$45.45	$50.00
	Front of House - 6pm to 8pm weekdays and Saturday until 12pm	per hour	$60.00	$66.00	$54.55	$60.00
	Front of House - after 8pm weekdays, after 12pm Saturdays and anytime Sundays	per hour	$75.00	$82.50	$68.18	$75.00
Benjafield Child Care Centre	Parent Fees	per day	$129.90	$129.90	$130.00	$130.00
		per week	$570.20	$570.20	$575.00	$575.00
		per day (holiday attendance)	$97.45	$97.50	$97.50	$97.50
		per week (holiday attendance)	$427.70	$427.70	$431.25	$431.25
Berriedale Child Care Centre	Parent Fees	per day	$129.90	$129.90	$130.00	$130.00
		per week	$570.20	$570.20	$575.00	$575.00
		per day (holiday attendance)	$97.45	$97.50	$97.50	$97.50
		per week (holiday attendance)	$427.70	$427.70	$431.25	$431.25
Permitted Visitor Accommodation	Section 11A of the Land Use Planning and Approvals Regulations 2014	per application	$0.00	$0.00	$250.00	$250.00


Quarterly Report
Quarter 4 2023
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Strategic and Operational Highlights for the Quarter

I am pleased to bring you the strategic and operational highlights for the final quarter of the 2022/2023 financial year, ending 30 June 2023.

2023 / 2024 BUDGET ESTIMATES AND ANNUAL PLAN

At its meeting on 26 June, Council adopted its Budget Estimates and Annual Plan for the 2023/24 financial year.

The general rate increase is 8.95% with a median residential bill increase of 7.47%.

Key features of the 2023-24 operating budget estimates are:

- Operating Deficit $1.301 million
- Underlying Operating Deficit $3.639 million
- A projected return to surplus in the 2025/26 financial year.
- Rate Revenue $43.138 million
- Operating Revenue $72.814 million
- Operating Expenditure $74.115 million
- Depreciation and Amortisation $18.845 million
- Asset Write-off and Disposal $2.338 million
- Capital Expenditure $32.686 million
- Cash Balance at 30 June 2024 $19.3 million
- No new borrowings.

Key features of the Annual Plan for 2023 / 2024 are:

IMPROVING OUR PARKS AND PLAYSPACES

- Completing a new regional playspace at Giblins Reserve, a new district playspace at Benjafield Park and progressing the upgrade of 10 local playspaces.
- Working with TasWater as the lead partner to implement stage one of the Tolosa Park Masterplan to develop it into a major regional recreational destination.
- Delivering sport and recreation projects at KGV Football Park and North Chigwell Junior Soccer Hub.

A CLEAN AND SAFE CITY

- Improving the cleanliness of our CBDs by increasing the frequency of cleansing activities including graffiti removal litter pickup, street sweeping and footpath cleaning.
- Working in collaboration with government agencies and community organisations to deliver diversional programs that aim to improve youth and community safety, resilience and engagement.

ADDRESSING SOCIAL ISSUES

- Keeping the community up to date with regular and appropriate communication about Council projects, decisions and operations through social media, website and conventional media.
- Actively contributing to housing supply in the municipality through implementation of the actions identified in Council's Statement of Commitment on Housing, with a focus on disposing of land surplus to community needs and appropriately rezoning land for residential purposes.
- Implementing the Reflect Reconciliation Action Plan to strengthen relationships with, respect for and opportunities for Aboriginal and Torres Strait Islander people.

STRENGTHENING OUR LOCAL ECONOMY

- Facilitating the operation of the Glenorchy Jobs Hub to connect local people with local jobs and assist local industry and business to meet current and future workforce needs.
- Identifying and progressing amendments required to Glenorchy's planning scheme to facilitate growth, including structure plans for future residential land.
- Progressing Glenorchy's economic development through infrastructure support, job creation, city marketing and a proactive regulatory approach.

INVESTING IN OUR INFRASTRUCTURE

- Managing and maintaining a road network that meets the transport needs of the community by resurfacing up to 12km of roads and replacing 9km of footpaths.
- Maintaining and upgrading stormwater infrastructure with a priority on reducing flood risk, including projects at Chandos Drive, Dooleys Ave and Humphrey's Rivulet.
- Implementing waste minimisation processes with the aim of exceeding environmental standards and extending the life of the landfill.
- Exploring options for waste management beyond the landfill's life.
- Upgrading Council's core software technology through the effective delivery of Project Hudson to enhance customer and user experience and productivity.

2023 / 2024 CAPITAL WORKS PROGRAM

Council also adopted its 2023/24 capital works program at its meeting on 26 June 2023. At $32.7 million, this is Council's largest ever capital program, boosted by several large government grant funded projects.

The development and delivery of the capital works program considers community requirements and levels of service being annually presented for approval. Highlights of this year's program are:

- Transport – $10.8 million (Resurface 12km of roads and replace 9km of footpaths, reconstruct Ashbourne Grove and Renfrew Circle)
- Stormwater – $1.7 million (Chandos Drive Stormwater Extension and Upgrade, Humphreys Rivulet Retaining Wall – Murrayfield Court, New Town Rivulet Outlet Remediation)
- Property and Environment – $2.3 million (New public toilet at Windermere Bay, upgraded track at Berriedale Bay, replacement of various picnic shelters, seating, tables and BBQs)
- Major Projects – $16.8 million (Giblin's Reserve Playspace, Soccer Facilities at KGV and Chigwell, Playspace renewals – 10 smaller playgrounds)
- Fleet and Plant – $0.9 million (Vehicle replacement looking for smaller, more fuel-efficient vehicles, small equipment, mowers to large machines to deliver day to day service for our community)
- Information, Communication and Technology (ICT) – $0.2 million (hard and software upgrades to enable mobility and business continuity).

FEES AND CHARGES FOR 2023/2024

On 29 May 2023, Council adopted its fees and charges for the coming financial year.

A general modest increase of approximately 3.4% has been set with some notable exceptions:

- Child Care Fees increase by 12%, however this does not impact upon parents as the Federal Government have increased the Child Care Rebate in equal measure
- Landfill Fees increase by 5% for residential and 30% for commercial waste. This is to reflect increase in inflation but also to better reflect costs to deal with commercial waste and to maximise the life of the landfill area
- Kerbside Collection increase by 5% to reflect overall costs in collection and disposal
- Planning Services increase by 5.1% which are in line with the cost associated with processing an application.

Council continues to offer a hardship assistance process for residents experiencing genuine financial hardship.

CAPITAL WORKS STATUS REPORT

On 29 May, Council also received its regular updated on the large Capital Works program for 2022/2023 that is aiming to spend over $20m this financial year. The update included the following projects:

- Giblins Reserve Playspace – works on this project commenced in late March 2023, with earthworks substantially underway and the installation of the first pieces of play equipment now in progress.
- Montrose Bay Foreshore Skatepark – the earthworks commenced in late March 2023. The concrete works including ramps and other forms are programmed to be completed this financial year, weather permitting.
- Solar Panel Installation on Council Offices – Main Rd Glenorchy – with an estimated annual saving of $25,000, works to install solar panels on Council Chambers roof are well underway with the roof and main switchboard upgrades now complete. The solar panel installation has now received final sign-off from TasNetworks for the connection to proceed. Council is awaiting engineering sign off for sections of the roof's structural tie-down points to be upgraded and certified, which is expected to be completed in October 2023.
- Prince of Wales Bay Sports Ground Drainage – This project is now fully complete, and the grounds are now being heavily utilised by the incumbent soccer, softball and baseball clubs.
- 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. At North Chigwell the new LED lighting is now complete with the ground grass sown and growing. Pavilion design at both venues is complete with develop applications and tender processes underway.
- BMX Track Relocation – Negotiations with the Southern City BMX Club, Sorell Council and the Tasmanian Government regarding the relocation of the BMX track to Pembroke Park in Sorell will deliver a brand new, state of the art BMX facility to Southern Tasmania while allowing Glenorchy to progress its vision for the area under the Berriedale Peninsula Master Plan. Sorell Council have agreed to construct the track and it is estimated the track will be completed in October/November 2023. Sorell has confirmed they are in discussions with the BMX club and MONA on the timing of the relocation, aiming to minimise the time the club will be without a track.
- Tolosa Park Dam Reintegration Project – TasWater have recently completed a Tender process for the project and should be able to announce a successful contractor early in the new financial year. Works are expected to commence in September 2023 with a completion of earthworks expected to be completed in mid 2024.
- Playground Renewal – Playspace replacement works have recently been completed at Booth Avenue, Barry Street Reserve, Collinsvale Reserve and Cairnduff Reserve. Council is now focusing on the 23 /24 financial year upgrade to several local playspaces, with $1.5m in Federal funding and Council's own $1m allocation to the Benjafield Park playspace in Moonah.

ANNUAL WASTE MANAGEMENT STRATEGY PROGRESS REPORT

Council received an update on the progress of the Glenorchy City Council Waste Management Strategy – Action Plan on 26 June.

The ten year strategy sets out three key goals:

- To promote the sustainable management of resources
- To provide convenient and affordable waste services that meet the needs of the community
- To minimise negative impacts of waste on the natural and built environments.

The annual update outlined several recent key achievements of the strategy:

- Council's FOGO service has diverted over 20,000 tonnes of organic waste from landfill. Currently 98% of eligible households are involved in this service
- The FOGO service is responsible for a 54% reduction in Council's greenhouse gas emissions
- Construction of a new waste cell at Jackson St landfill – since opening in October 2022 over 11,500 tonnes of waste have been disposed
- A new long-term agreement has recently been finalised for the ongoing capture of gas from the Jackson Street Landfill which in turn increases power generation and royalty payments to Council
- Establishment of the Southern Tasmanian Regional Waste Authority (STRWA). The STRWA is developed to coordinate solid waste reduction and disposal at a regional level for a more sustainable future.

GLENORCHY CBD SAFETY AND YOUTH ENGAGEMENT UPDATE

The issue of public safety in the Glenorchy CBD has been one of great concern for the community and the newly elected Council since coming to office in November 2022. On 29 May, Council received a report detailing actions that have been undertaken during that period, the effectiveness of these actions and requesting continuation of programs and Security Guards in the public space in the Glenorchy CBD.

Council has also lobbied hard to the State Government for further resources, including a consistent, proactive police presence, and has been successful in gaining that support which has seen an ongoing police presence in the area before and after school hours.

Council has also led a multi-agency approach to address these issues, partnering with organisations like the Department of Education and Young People, PCYC, Mission Australia and Salvation Army to work directly with young people in the area. This work was supported by a $50,000 grant from the State Government through 2022-23 to undertake a PCYC trial involving Cosgrove High School. These partnerships have already shown a positive change to behaviours the community is seeing.

While the State Government did not commit ongoing funding to support these activities through its 2023-24 budget, Council is continuing its discussions with the government and is hopeful that funding can be found for extension of this important PCYC program.

COUNCIL'S DRAFT REFLECT RECONCILIATION ACTION PLAN

On 26 June, Council resolved to authorise public consultation on a draft Reflect Reconciliation Plan (RAP).

Council has a long and proud history in working with our Aboriginal Community. In 1997, Council committed to reconciliation through its *Commitment to Aboriginal Australians* statement.

The RAP development follows 12 months of work with Elected Members and Council staff, listening to our Aboriginal and Torres Strait Islander community, assisted by Reconciliation Tasmania, to draw up an action plan. The RAP aims to improve the way that Council works with our community to promote reconciliation and increase inclusion and cultural safety.

Following consultation, the RAP will return to Council's August meeting for adoption.

COMMUNITY ENGAGEMENT FRAMEWORK REVIEW

At its meeting on 26 June, Council received a report on its Community Engagement Framework Review.

Council resolved to continue its much-valued face to face meetings with community members via the Community Yarns and Community Pop Up events trialled over the past few years, committing to 4 Yarns and 6 pop ups per year.

Council also decided to continue to use its online engagement tool, Let's Talk, Glenorchy, which provides community members a variety of ways to interact with Elected Members and the Council.

Council resolved to discontinue the Glenorchy Matters Panel as it focuses on the above engagement methods.

A big thank you to members of the community who provided feedback during the review process for your input and to those who comprised the Community Engagement Framework Review Working Group for their hard work and diligence.

MOONAH TASTE OF THE WORLD FESTIVAL REVIEW

Council considered a review of the Moonah Taste of the World Festival at its meeting on 26 June 2023 and resolved to trial a grant program seeking to fund organisations to celebrate Glenorchy's cultural diversity and strengthen our community connection.

The Moonah Taste of the World Festival grew from a small event in a Moonah car park into a much-loved celebration of multiculturalism through food, music and dance at Benjafield park over 9 years, last delivered in 2019. Unfortunately, the onset of the COVID pandemic and escalating costs meant that alternative forms of celebrating our cultural diversity needed to be found.

Council officers will now develop the process for these grants, returning to Council for final approval and advertisement of this opportunity later in 2023.

LAND DISPOSALS AND INVESTIGATIONS

Under its Statement of Commitment on Housing, Council recognises it has a part to play in contributing to land supply for housing by identifying and releasing land surplus to community needs after following thorough community consultation processes.

On 29 May, Council resolved to dispose of 2.66ha of land at 23a Norman Circle Glenorchy, by sale.

At the same meeting, Council also decided to commence the formal s. 178 process to consult with the community on the proposed disposal of a small parcel of land at 12 Rothesay Circle Goodwood, by donation to Karadi.

Council received an update on progress towards 6 properties already approved for disposal, which include:

- 11 and 13 Nielson Drive, Montrose
- 117a Pitcairn Street, Montrose
- Lot 4 Bournville Crescent, Claremont
- 14a Colston Street, Claremont
- 261 Main Road, Austins Ferry.

Council also endorsed the commencement of preliminary investigations into the possible disposal of a further 8 properties:

- Shiraz Court, Berriedale
- Baltonsborough Rd, Austins Ferry
- 84 Sunshine Rd, Austins Ferry
- Brendan Crescent, Austins Ferry
- Teering Rd, Berriedale
- Mason St, Claremont
- Cutler Place, West Moonah
- 16b Coleman Street, West Moonah.

DANGEROUS DOG REGISTRATIONS

At its meeting on 26 April, Council considered a report regarding the fee charged for registration of a declared Dangerous Dog. Owners of declared dangerous dogs are required to take extra steps to securely enclose their pets. This comes at a cost. Owning a declared dangerous dog comes with not only a community safety responsibility, but also a financial commitment for the owner, too.

Council's role here is to balance the requirement to disincentivise the ownership of a dangerous dog and cover Council's costs to monitor the requirements on owners whilst not forcing ownership underground, resulting in unregistered animals.

After careful consideration, Council, resolved to ensure that an increased fee is still effective and received for registrations of declared dangerous dogs resolving a $500 fee continues to stand for newly declared dogs for the first year of registration and then reduced to $200 for subsequent years.

Tony McMullen
General Manager
July 2023



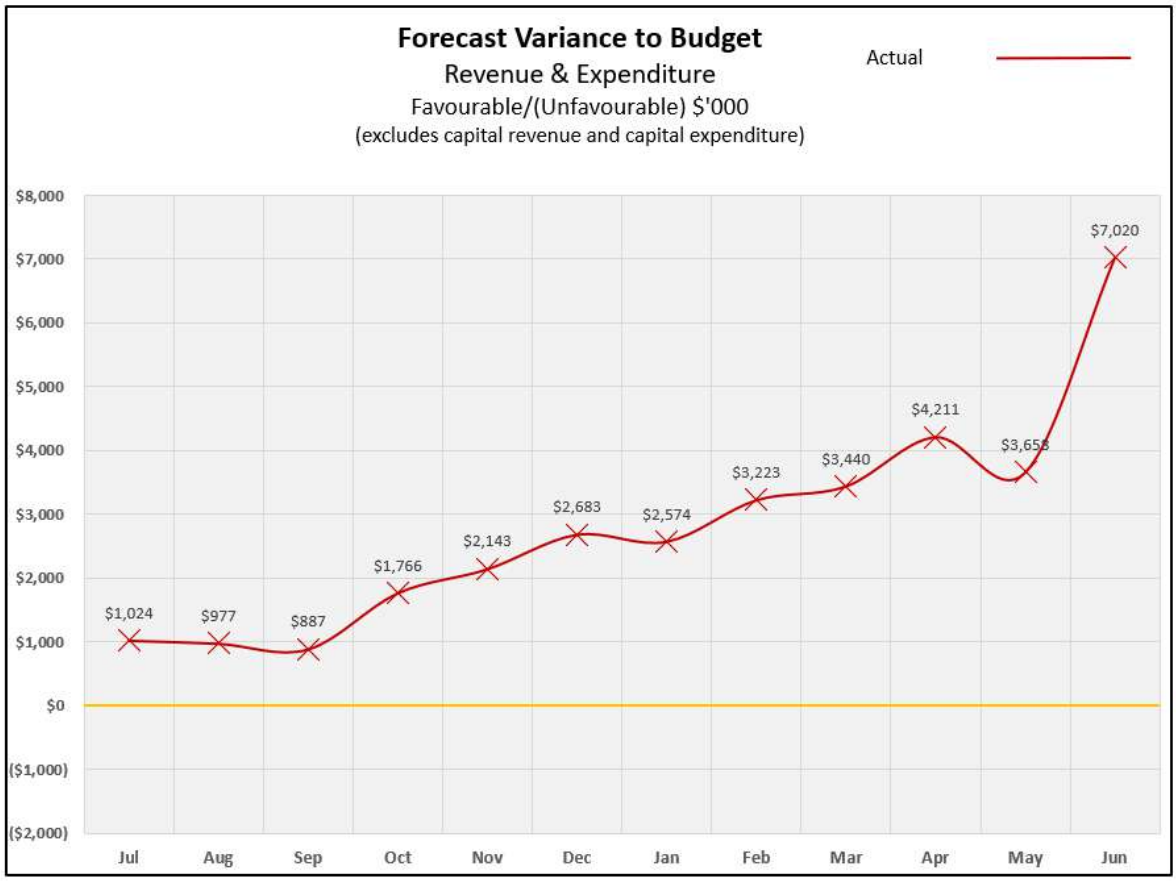
Financial Performance

Quarterly Financial Performance Report

OPERATING SUMMARY

Note: All actual operational Revenue and Expenditure figures in this report are interim and will not be finalised until completion of year end accounting adjustments and audit requirements for the 2022/23 financial year. It is expected there will be movement in both income and expenditure figures during the year end accounts finalisation process.

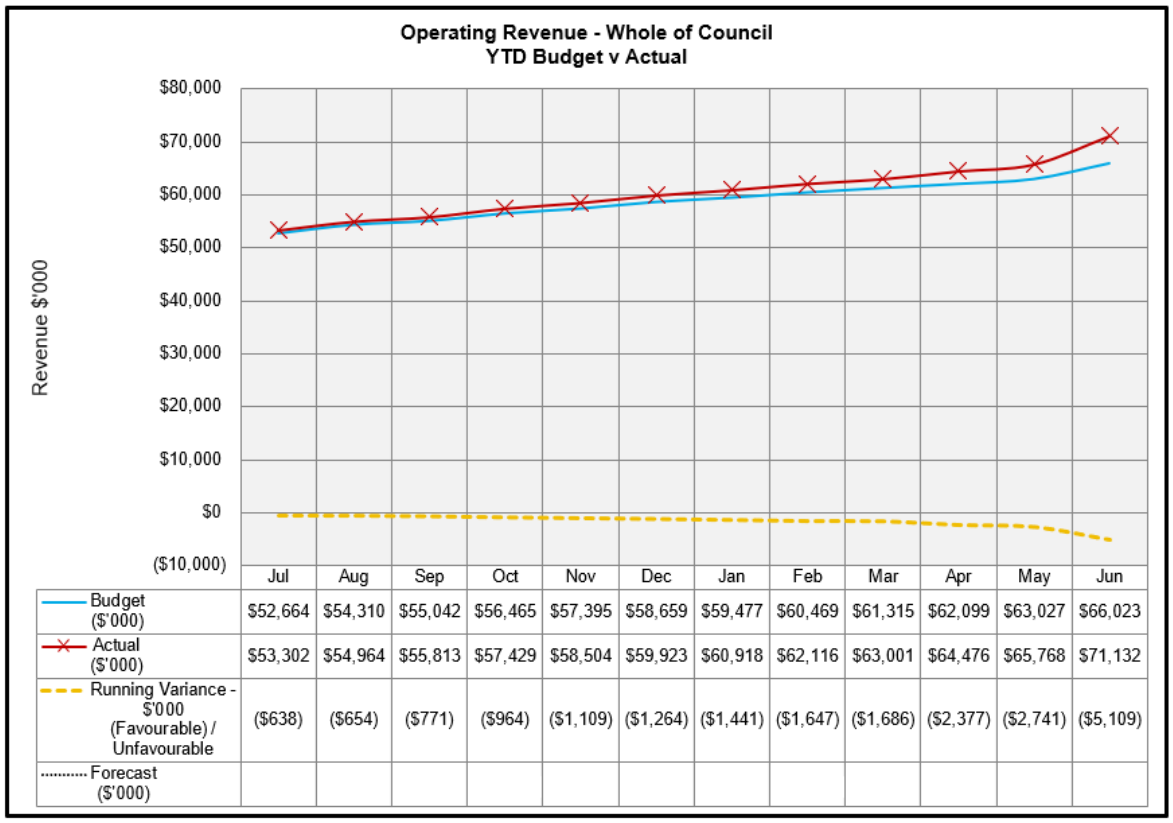
Council's interim operating position for the period ending 30 June 2023 is currently showing a favourable result of $7.020 million against budget. This comprises $5.109 million more in revenue and $1.911 million less in expenditure.



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 $71.132 million compared to budgeted operational revenue of $66.023 million. This represents a favourable result of $5.109 million or 7.7% against budget.



	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Budget ($'000)	$52,664	$54,310	$55,042	$56,465	$57,395	$58,659	$59,477	$60,469	$61,315	$62,099	$63,027	$66,023
Actual ($'000)	$53,302	$54,964	$55,813	$57,429	$58,504	$59,923	$60,918	$62,116	$63,001	$64,476	$65,768	$71,132
Running Variance - $'000 (Favourable) / Unfavourable	($638)	($654)	($771)	($964)	($1,109)	($1,264)	($1,441)	($1,647)	($1,686)	($2,377)	($2,741)	($5,109)
Forecast ($'000)												

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

Favourable to budget by $70k, noting the total budget was $45.761m.

NOTE 2 – USER CHARGES AND LICENCES REVENUE

Favourable to budget by $725k, noting additional kerbside waste management revenue of $226k, landfill fees $333k and property leases/licences $196k, however planning fees are down $328k.

NOTE 3 – INTEREST ON INVESTMENTS

Favourable to budget by $1.028m, noting the average investment rate across all of Council's investment accounts is 4.51%.

NOTE 4 – OPERATING GRANTS

Favourable to Budget by $2.856m, noting the Federal Government has prepaid 100% of the 2023/24 Financial Assistance Grant of $3.079m which is greater than the 50% allowed for in the budget. There are also unspent grants carried forward from last year of $590k.

NOTE 5 – CONTRIBUTIONS

Favourable to Budget by $6k, noting contributions in lieu of open space have been received of $22k against $15k budget and private stormwater connections of $24k against $24k budget.

NOTE 6 – TASWATER INCOME

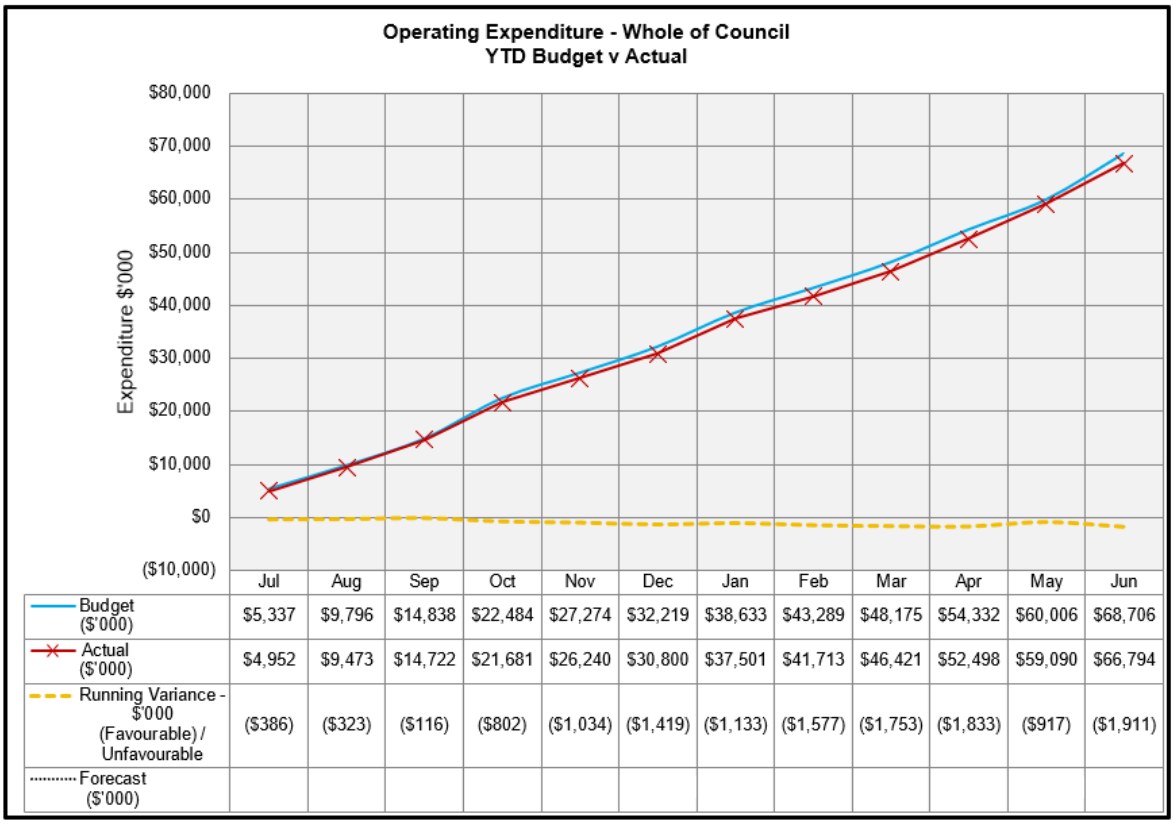
Favourable to Budget by $434k, noting this is a special dividend that has been received as part of the TasWater Covid catch-up payments.

NOTE 7 – OTHER INCOME

Unfavourable to Budget by $12k, noting insurance recoveries $33k offset by reduced fuel tax credits across the year $30k and yet to received landfill gas royalty $24k.

OPERATING EXPENDITURE

Year-to-date operational expenditure is $66.794 million compared to budgeted expenditure of $68.706 million. This represents a favourable result of $1.911 million or 2.8% against budget.



	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Budget ($'000)	$5,337	$9,796	$14,838	$22,484	$27,274	$32,219	$38,633	$43,289	$48,175	$54,332	$60,006	$68,706
Actual ($'000)	$4,952	$9,473	$14,722	$21,681	$26,240	$30,800	$37,501	$41,713	$46,421	$52,498	$59,090	$66,794
Running Variance - $'000 (Favourable) / Unfavourable	($386)	($323)	($116)	($802)	($1,034)	($1,419)	($1,133)	($1,577)	($1,753)	($1,833)	($917)	($1,911)
Forecast ($'000)												

NOTE 8 – EMPLOYMENT COSTS

Favourable to Budget by $2.140m for the year to date, representing cumulative savings on temporary vacancies since 1 July and permanent position vacancies that commenced on 1 July. An end-of-year adjustment will be undertaken to record wages for the final week of June paid in the first week of July.

NOTE 9 – MATERIALS AND SERVICES EXPENDITURE

Unfavourable to budget by $1.146m, noting several end of year adjustments will be undertaken that will reduce this variance for items such as software licence accruals and staff training prepayments.

NOTE 10 – DEPRECIATION AND AMORTISATION

Favourable to Budget by $803k, noting an end of year asset reconciliation will be undertaken.

NOTE 11 – FINANCE COSTS

Unfavourable to Budget by $9k, noting this is a correction to the budget for loan interest.

NOTE 13 – BAD AND DOUBTFUL DEBTS

Materially in line with Budget with no debts identified this year, however an analysis of doubtful debts will be undertaken as part of end of year processes.

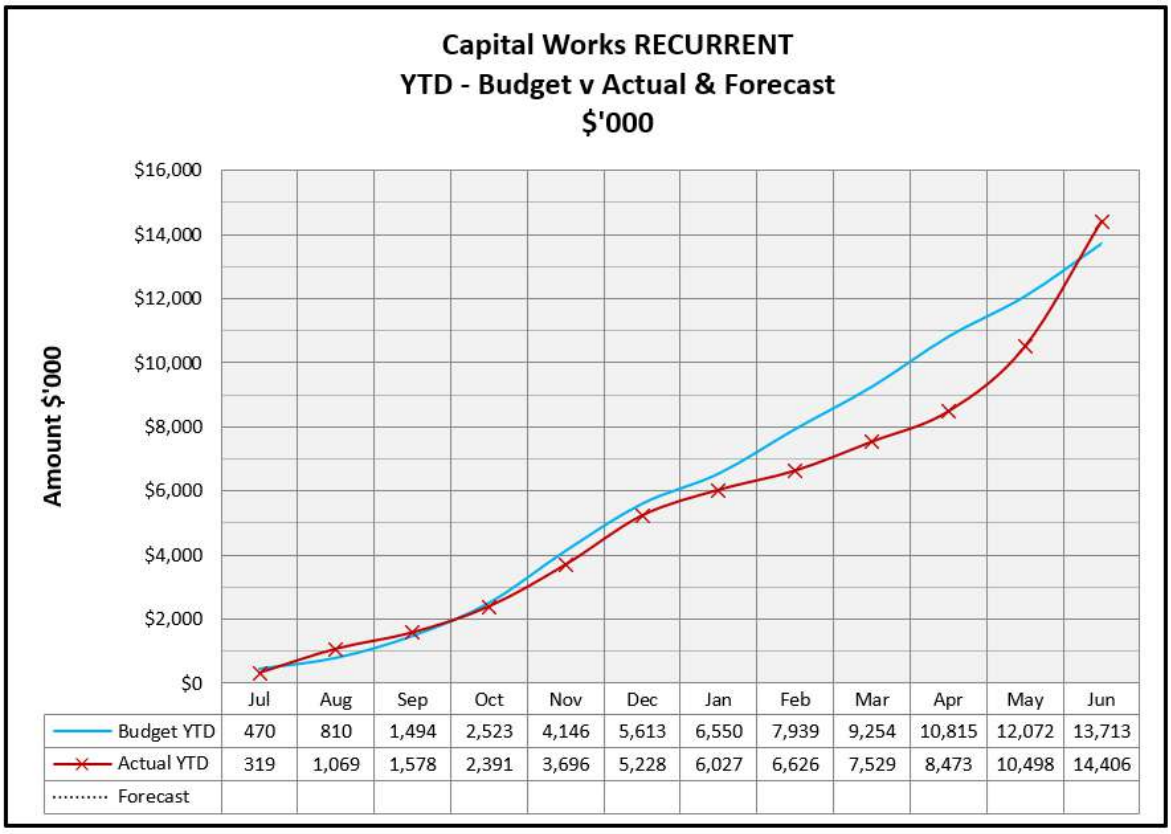
NOTE 14 – OTHER EXPENSES

Favourable to Budget by $123k, noting reduced lease payments for plant, fleet and property.

CAPITAL WORKS

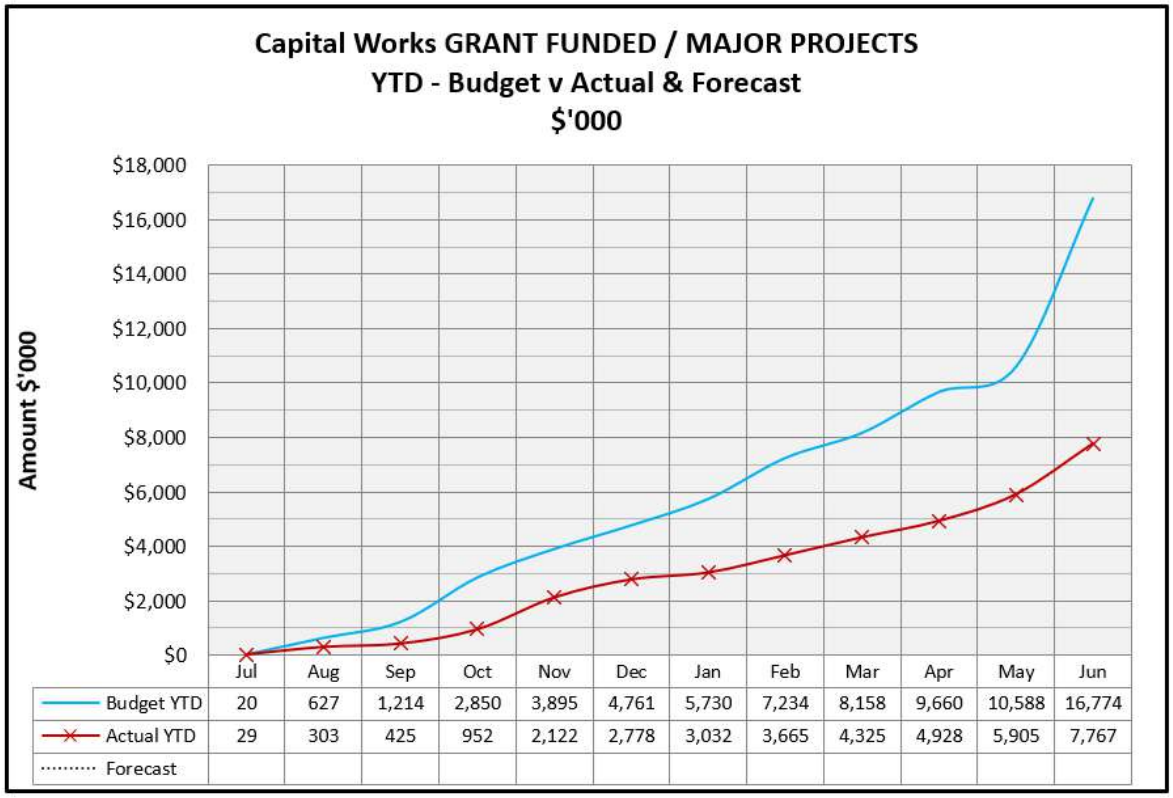
Year-to-date Capital Works expenditure is $22.173 million against a combined annual budget of $30.486 million. At the end of June, $14.406 million has been expended on Council funded Recurrent Projects against a budget of $13.713 million and $7.767 million for Grant Funded / Major Projects against a budget of $16.774 million.

CAPITAL PROGRAM – RECURRENT



	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Budget YTD	470	810	1,494	2,523	4,146	5,613	6,550	7,939	9,254	10,815	12,072	13,713
Actual YTD	319	1,069	1,578	2,391	3,696	5,228	6,027	6,626	7,529	8,473	10,498	14,406
Forecast												

CAPITAL PROGRAM – MAJOR GRANT FUNDED PROJECTS*



	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Budget YTD	20	627	1,214	2,850	3,895	4,761	5,730	7,234	8,158	9,660	10,588	16,774
Actual YTD	29	303	425	952	2,122	2,778	3,032	3,665	4,325	4,928	5,905	7,767
Forecast												

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

Project	YTD Actual	YTD Budget	Annual Budget	Annual Forecast
101059 - CSR - KGV Soccer - Design & Construction	1,930,365	4,195,000	2,264,635	1,930,365
101241 - JLE - Jackson Street Landfill Extension	298,285	0	(298,285)	298,285
101246 - Grant - Giblins Reserve Play Space	1,619,975	3,255,000	1,635,025	1,619,975
101248 - Grant - Eady St Sports Facility	28,534	0	(28,534)	28,534
101250 - Grant - North Chigwell Football and Community Facility	2,028,504	5,425,000	3,396,496	2,028,504
101282 - Grant - Montrose Foreshore Park Skatepark	376,037	440,000	63,963	376,037
101517 - Upgrade Interchange Facilities at KGV Oval for GDFC	3,850	0	(3,850)	3,850
101519 - New Lighting at Cadbury Oval	350,476	0	(350,476)	350,476
101532 - Shoobridge Park – Proposed Sports Lights	325	0	(325)	325
101536 - Tolosa Park Dam Rehabilitation	195,786	3,459,075	3,263,289	195,786
101538 - KGV Audio Visual System Replacement	97,946	0	(97,946)	97,946
101629 - Drainage & Sports Surface Improvements POW Reserve	357,349	0	(357,349)	357,349
101767 - Relocation of Terry Street to Chambers	92,693	0	(92,693)	92,693
101930 - Eady St Sportsfield Lighting	28,324	0	(28,324)	28,324
101931 - Mountain Bike Renewal	250,728	0	(250,728)	250,728
101932 - Cadbury Sportsfield Lighting	107,795	0	(107,795)	107,795
	7,766,972	**16,774,075**	**9,007,103**	**7,766,972**

NON-OPERATING REVENUE

NOTE 15 – CONTRIBUTIONS – NON MONETARY ASSETS

Unfavourable to Budget by $1.904m, noting $3.395m has been recorded against the annual budget of $5.300m. The end of year asset reconciliation will identify further contributed assets.

NOTE 16 – GAIN OR LOSS ON DISPOSAL OF FIXED ASSETS

Unfavourable to Budget by $280k, noting a $682k current loss against a budget of $402k loss. Primary contributors are $2.098m in Disposed / Derecognised assets offset by Gain on Disposals of $1.445m.

NOTE 17 – CAPITAL GRANTS

Favourable to budget by $907k, noting $1.709m of unspent grants from the previous financial year, $1.700m not yet received for Giblins Playspace, $196k received for Local Roads and Community Infrastructure Phase 3, $400k for Eady Street Clubrooms and $250k received for various Blackspot projects.

NON-OPERATING EXPENDITURE

NOTE 12 – ASSETS WRITTEN OFF

Favourable to budget by $2.160m, noting $403k has been written off to date against a budget of $2.564m. The end of year asset reconciliation will identify further assets to be written off.

CASH AND INVESTMENTS

At 30 June 2023, actual funds available in cash and investments totalled $35.055 million compared to $29.353 million for the same period last year. This increase in available funds substantially reflects the reported favourable Operating position of $7.020m. In addition, it must be noted there are grant funds held at 30 June which are committed for expenditure in 2023/24 that must be taken into account.

RATES COLLECTIONS

At 30 June 2023, Rates collected totalled 98.60% which is consistent with the previous three years collection rates of 98.66%, 98.28% and 98.37% respectively. The consistent collection rate of above 98% is testament to the resilience of the Glenorchy ratepaying community despite challenging economic conditions. It is also reflective of the preparedness of Council staff to assist our ratepayers in managing their rate accounts, whether that be in the payment options offered or in times of hardship.

STATEMENT OF COMPREHENSIVE INCOME

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

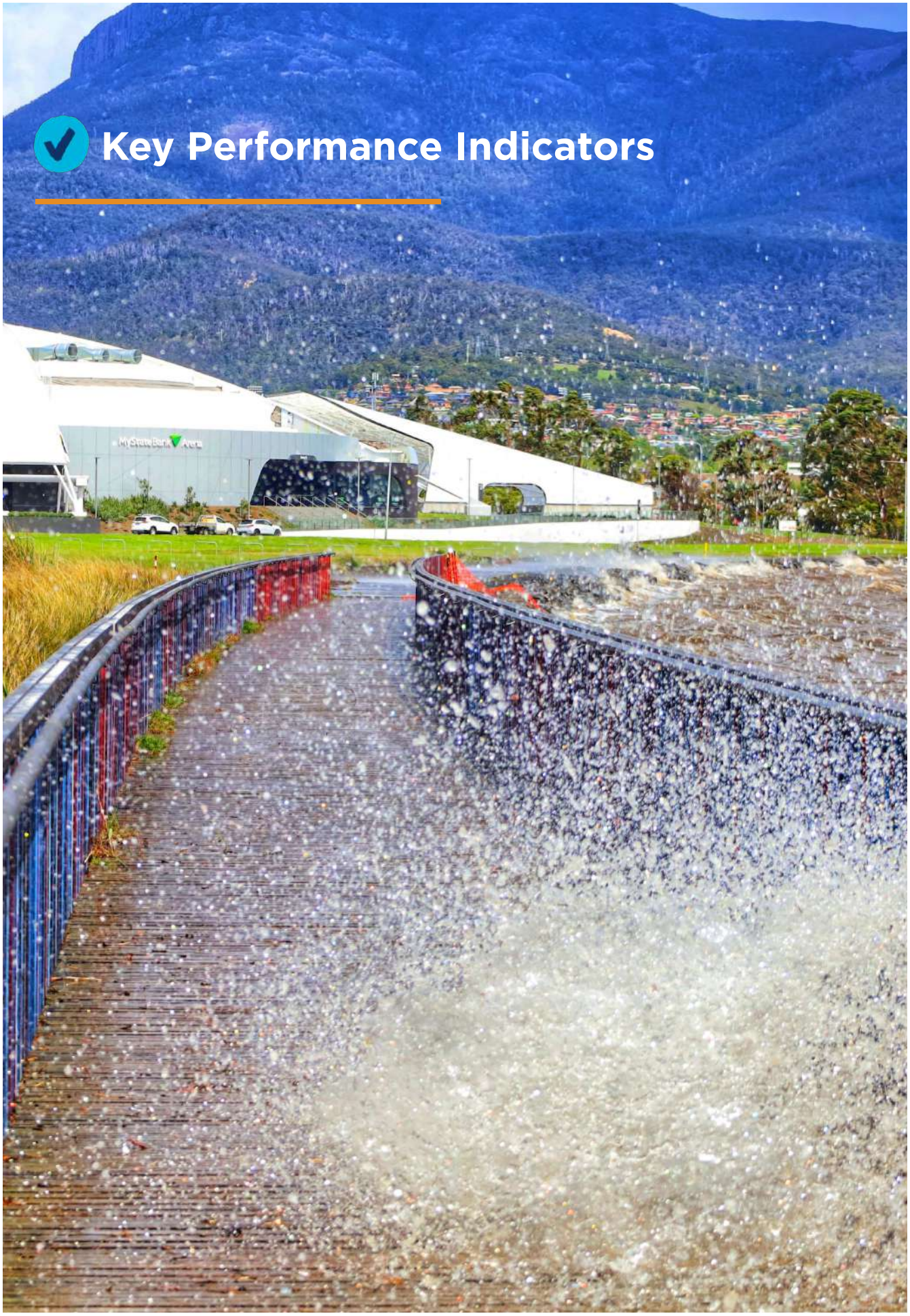
Year-to-Date (YTD)	Note	2023 Budget $'000	2023 Actual $'000	2022 Actual $'000	2023 Variance Actual to Budget
Operating Revenue					
Rates	1	45,762	45,833	43,761	▲
User charges and licences	2	13,471	14,197	13,513	▲
Interest	3	51	1,080	112	▲
Grants	4	4,056	6,913	6,628	▲
Contributions – cash	5	40	46	115	▲
Investment income from TasWater	6	2,172	2,606	2,606	▲
Other income	7	470	457	530	▼
Total Operating Revenue		**66,023**	**71,132**	**67,265**	▲
Operating Expenditure					
Employment costs	8	27,296	25,156	25,029	▼
Materials and services	9	16,505	17,651	15,324	▲
Depreciation and amortisation	10	16,794	15,991	15,475	▼
Finance costs	11	153	162	177	▲
Bad and doubtful debts	13	-	-	(15)	↔
Other expenses	14	7,958	7,835	7,809	▼
Total Operating Expenditure		**68,706**	**66,794**	**63,801**	▼
Total Operating Surplus/(Deficit)		**(2,683)**	**4,338**	**3,464**	▲
Non-Operating Revenue					
Contributions – non-monetary assets	15	5,300	3,396	17,139	▲
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	16	(402)	(682)	2	▼
Capital grants received specifically for new or upgraded assets	17	7,848	8,756	2,991	▲
Total Non-Operating Revenue		**12,746**	**11,470**	**20,132**	▲
Non-Operating Expense					
Assets written off	12	2,564	403	1,240	▼
Total Non-Operating Expense		**2,564**	**403**	**1,240**	
Total Surplus/(Deficit)		**7,498**	**15,404**	**22,358**	▲

STATEMENT OF FINANCIAL POSITION

GLENORCHY CITY COUNCIL FINANCIAL REPORT STATEMENT OF FINANCIAL POSITION TO 30 JUNE 2023	2023 YTD $'000	2022 YTD $'000
Asset		
Current assets		
Cash and Cash Equivalents	7,395	6,529
Trade and Other Receivables	704	2,153
Inventories	118	98
Assets Classified as Held for Sale	1,625	5,428
Contract Assets	0	73
Current Investments	26,323	21,486
Other Current Assets	70	545
Total Current Assets	**36,235**	**36,312**
Non-Current Assets		
Property, Infrastructure, Plant and Equipment	816,285	812,887
Investment in Water Corporation	163,198	163,198
Intangible Assets	4	4
Right of Use Assets	2,078	2,078
Other Non-Current Assets	19,126	9,569
Total Non-Current Assets	**1,000,691**	**987,736**
Total Assets	**1,036,926**	**1,024,048**
Liabilities		
Current Liabilities		
Trade & Other Payables	4,517	3,324
Provisions	5,390	4,734
Borrowings	0	628
Trust Funds and Deposits	615	705
Lease Liabilities	702	702
Contract Liabilities	0	3,703
Other Liabilities	45	0
Total Current Liabilities	**11,269**	**13,795**
Non-Current Liabilities		
Provisions	3,864	3,864
Borrowings	1,621	1,621
Lease Liabilities	1,442	1,442
Total Non-Current Liabilities	**6,927**	**6,927**
Total Liabilities	**18,197**	**20,722**
Net Position	**1,018,729**	**1,003,326**

ADJUSTMENTS TO AMOUNTS PREVIOUSLY REPORTED

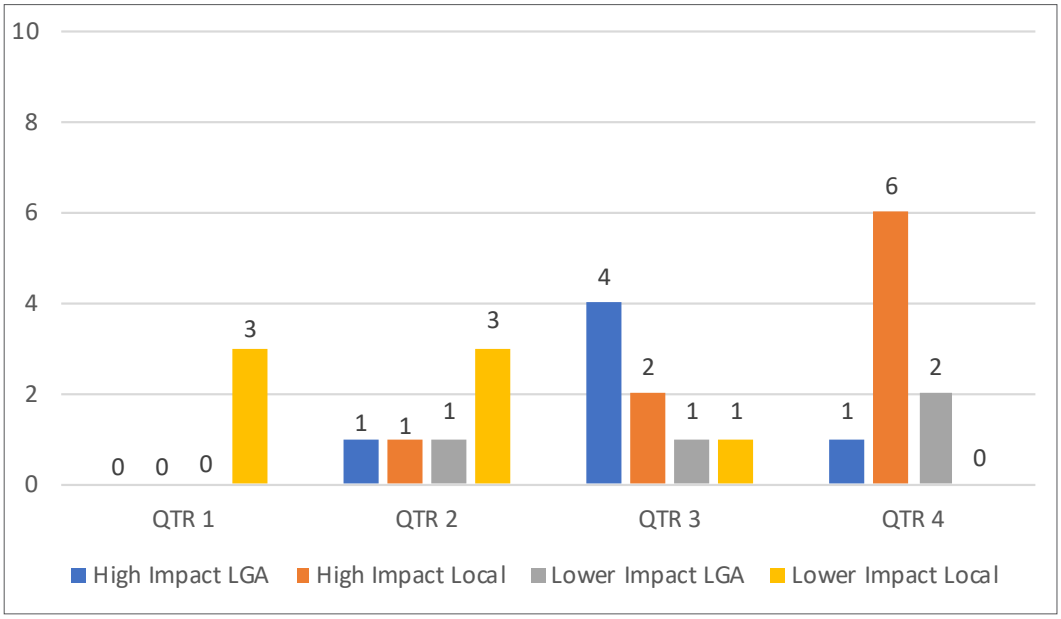
There are instances where ledger adjustments are required in respect of amounts reported in prior periods. These adjustments will be visible when comparing this report against previously presented Financial Performance Reports.


Key Performance Indicators

GCC Annual Plan Quarterly Indicators

MAKING LIVES BETTER

Number and types of community engagement undertaken.



COMMUNITY ENGAGEMENT REVIEW

Council's Community Engagement Review is now complete, Council endorsed the updated Community Engagement Framework at its June meeting. Council resolved to continue to meet face to face with community members via the Community Yarns and Community Pop Up events trialled over the past few years, committing to 4 Yarns and 6 Pop Ups per year. Council also resolved to continue to use its online engagement tool, *Let's Talk, Glenorchy*, providing community members with a variety of ways to interact with Elected Members and the Council. Council resolved to discontinue the Glenorchy Matters Panel as it focuses on the above methods.

There were 9 external engagement projects during Q4:

- Community Engagement Review
- Strategic Asset Management Plan
- Benjafield Playspace Renewal
- Planning Scheme Amendment PLAM-22/04 for urban design and apartment standards in the Glenorchy Principal Activity Centre
- Planning Scheme Amendment PLAM-22/10 to allow Apartments in the Commercial Zone along Main Road
- Reconciliation Action Plan
- Mill Lane Precinct Review (limited to affected business owners)

- Intention to Dispose of Council Land at 12 Rothesay Circle, Goodwood
- Disposal of Council Land at 23a Norman Circle, Glenorchy.

Of these, 6 engagements were at the "Consult" level on the Spectrum of Public Participation and 3 were at the "Involve" level. One engagement was at Level of Impact 1 (High impact on Glenorchy LGA), six were at Level 2 (High impact on local area/group) and two were at Level 3 (Lower impact on Glenorchy LGA).

There were 4 internal engagement projects during Q4:

- Reconciliation Action Plan – GCC Staff Page
- Reconciliation Action Plan – GCC Staff Survey
- Project Hudson Procurement
- Strategic Plan Review 2023 – elected members.

Non-GCC engagements shared via Council's online engagement platform included:

- What's On at the Glenorchy Library
- Local Government Review
- New Town Rivulet – Estuary Restoration Project
- Have your say on the draft container refund scheme regulations.

Ongoing projects include Council Land Disposals, Glenorchy City Council Reference Groups and Community Yarns and Pop-Ups.

During the fourth quarter Council's online engagement platform site (Let's Talk, Glenorchy) had a total of 2,873 visitors which included:

- 1,883 aware participants (visited at least one page)
- 788 informed participants (viewed a video or photo, downloaded a document, visited multiple project pages, contributed to a tool)
- 99 engaged participants (participated in surveys or quick polls, contributed to ideas).

There are 1,379 people registered on the site, with 30 new registrations during Q4.

Number of local people placed in full time, part time and casual jobs through the Glenorchy Jobs Hub

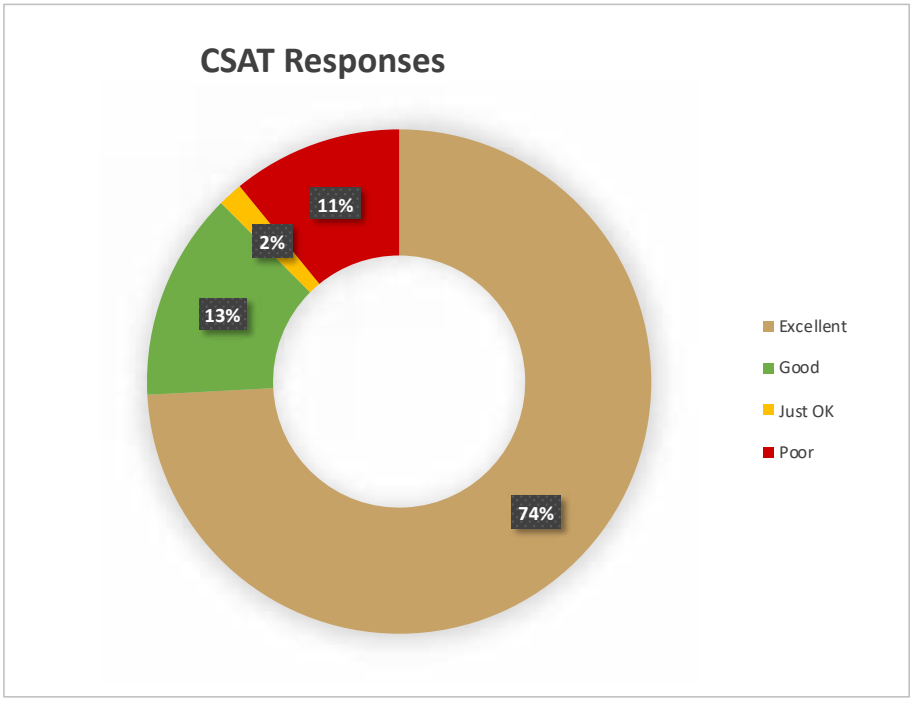
The Jobs Hub has continued to build on its strong record of seeking employment opportunities for local job seekers. During the last quarter the Hub has commenced building connections with local employers and training organisations to better support building the skills needed for jobs within our LGA.

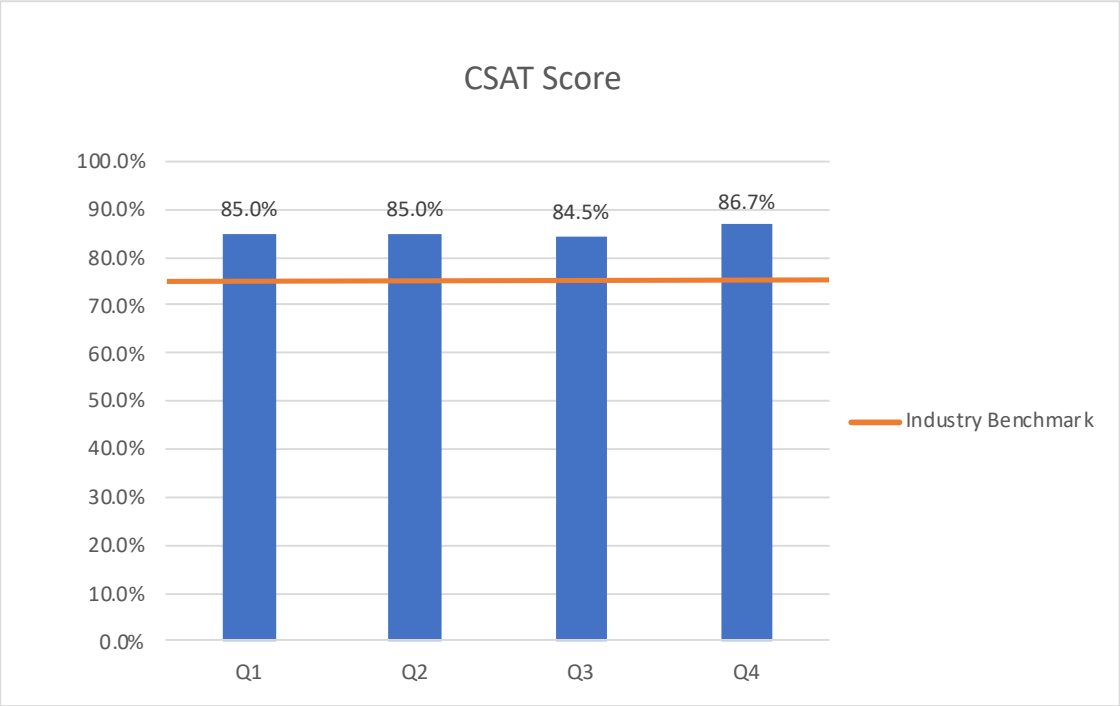
	APRIL – JUN	TOTAL SINCE NEW CONTRACT – AUGUST 2022	TOTAL SINCE OPENING OF HUB -AUGUST 2021
Jobs Hub – Employer Vacancies	72	413	646
Jobs Hub – Hub Vacancies Filled	105	449	984
Jobs Portal – Vacancies	20	66	184
Job Filled – Self Sourced by participant	96	377	709
Jobs outside of LGA filled with local participants	49	204	445

Customer Service Satisfaction rating of 75% or more

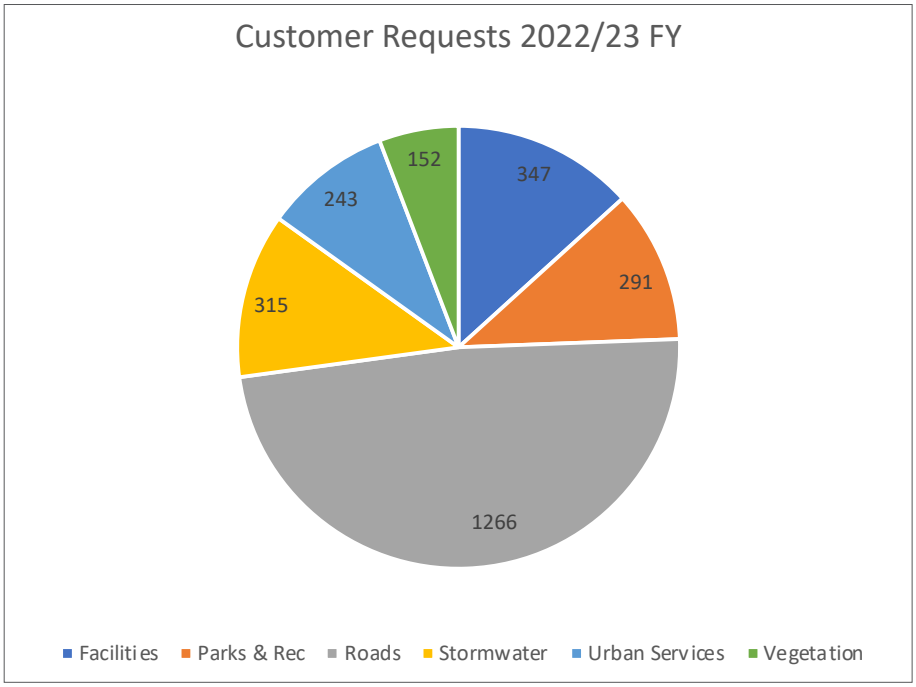
For Q4, Council received 659 responses to the Customer Satisfaction Survey that is offered at the end of phone calls, on tablets in Chambers and via corporate email auto responses and staff email signatures. These responses were overwhelmingly positive, with 86.7% of customers satisfied with the service they received. Bearing in mind the responsibility of Local Government and its requirements when completing its functions, the industry standard for an organisation such as Glenorchy City Council is a target CSAT Score of 75%, which we proudly scored higher than.

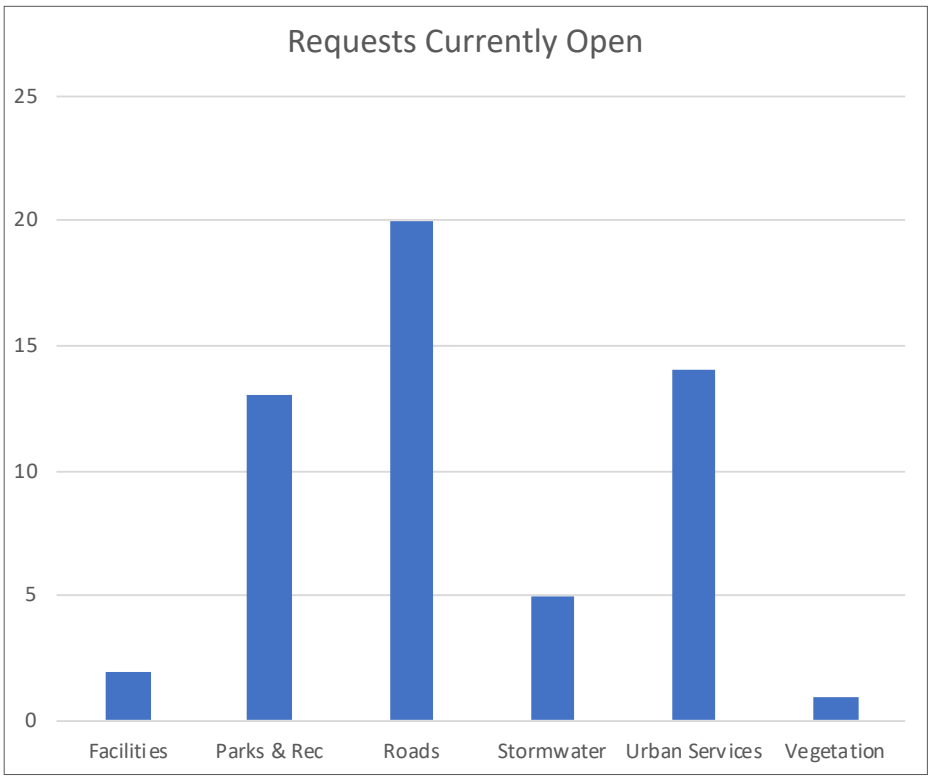
Comments that are left with the responses, especially the red 'poor' ones, are valuable, and are used to improve our service. This quarter we received 49 comments.

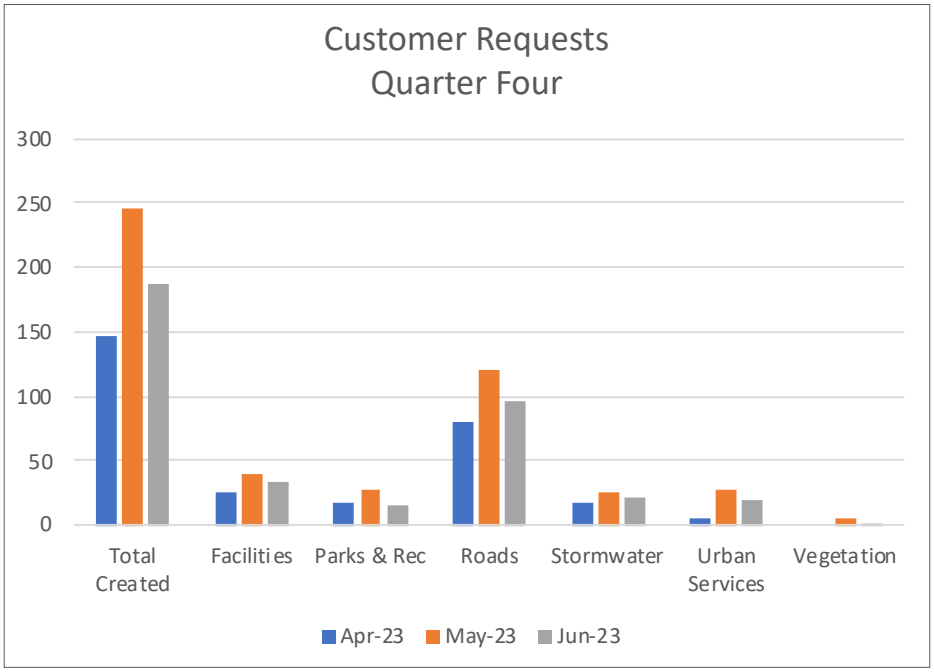


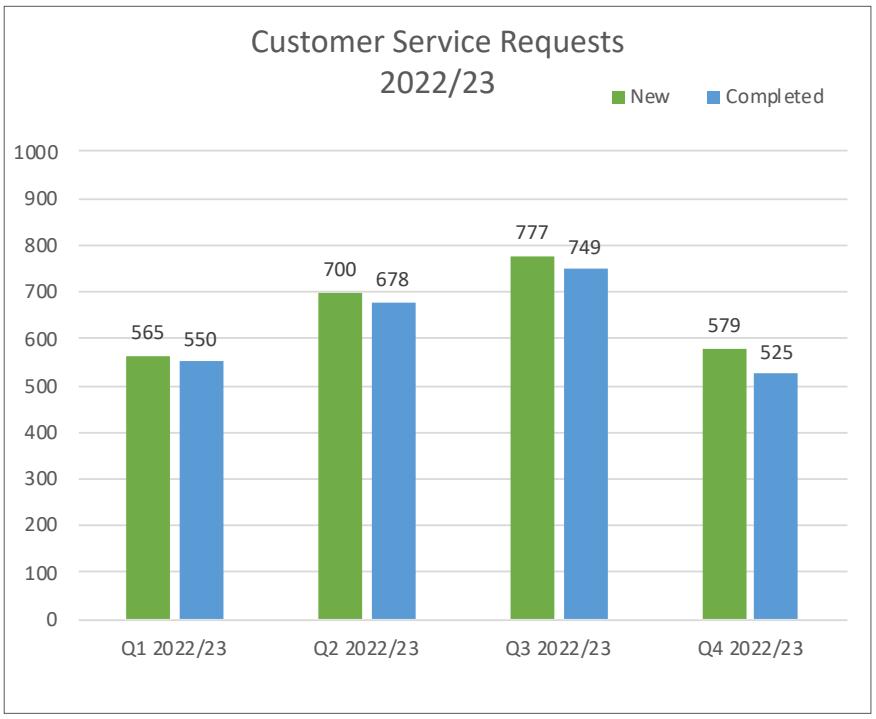


The following graphs outline the specific requests received through our Customer Service Centre that relate to tasks for the Works Centre and the break down into categories for the quarter.

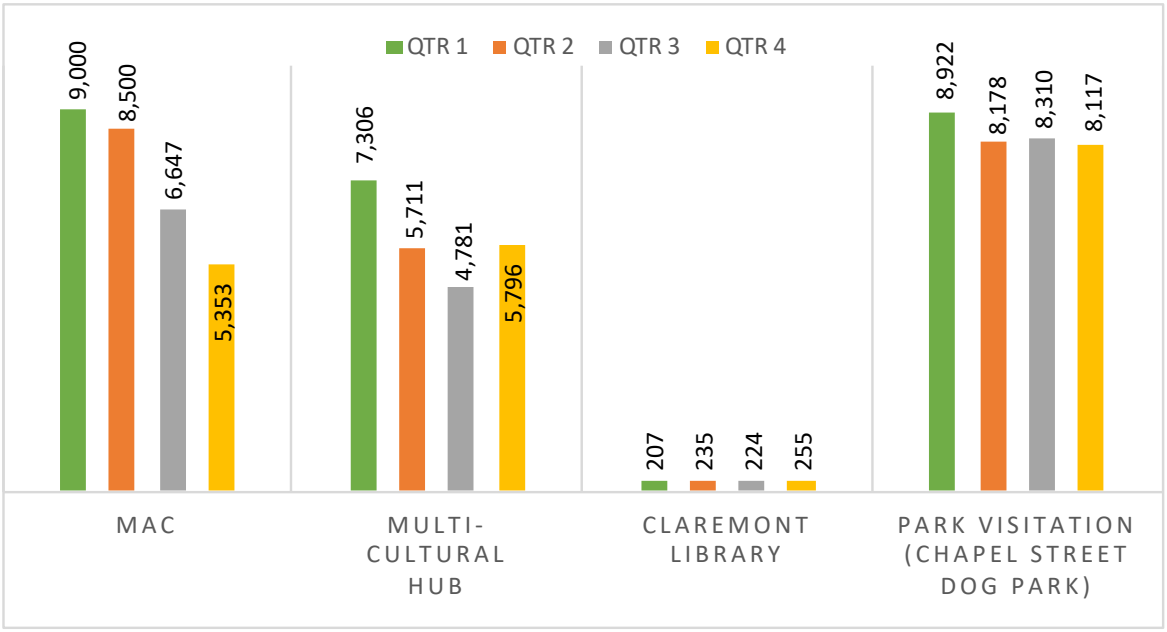



Requests Currently Open
25
20
15
10
5
0
Facilities
Parks & Rec
Roads
Stormwater
Urban Services
Vegetation


Customer Requests
Quarter Four
300
250
200
150
100
50
0
Total Created
Facilities
Parks & Rec
Roads
Stormwater
Urban Services
Vegetation
Apr-23
May-23
Jun-23



Number of people using the Moonah Arts Centre (MAC), Multi-Cultural Hub, Chapel St Dog Park, Claremont Library



MAC had an overall attendance of 5,353 over the April to June quarter. Creative Communities' **Exhibition Program** continued to present a wide variety of artists of varying experience, ages and cultural demographics. The program presented 11 unique exhibitions featuring 103 artists April to June quarter featured 11 unique exhibitions, exhibiting the works of 103 artists. 59 of which were based in Glenorchy, 44 from wider Tasmania.

MAC's **Performance Program**, produced by the Creative Communities team included two youth-focused live music events, **Glenorchy Youth Music Festival**, 1 Community Silent Disco and ***SHE*** – a variety show showcasing an all-female line-up. These programs offered emerging and mid-career artists opportunities to develop their craft, with dedicated rehearsal time offered onsite at MAC with programming and technical staff.

A facilitated studio space, **Outlier Artist Studio** was run from MAC's Maker's Workshop each Wednesday this quarter.

The **workshop program** aimed to give space and time for artists to develop new work and create a platform to express themselves through chosen mediums. This program was jointly funded by Glenorchy City Council and Arts Tasmania.

The Multicultural Hub had 5,796 visitors representing diverse groups and for varied activities including:

36% Arts and Culture activities with groups including – Wenyi Chinese singing and dancing group, Salsita Kids dance, Salvation Army-Art of Iran, Volunteering Tasmania, Iranian community Gathering, 5 Rythms Dance, Hobart Bangladesh Community, Sisongke Community Choir, Tamil Arts and Cultural Society, Sri Lankan Community, The Brahma Kumaris, Department of Health Culture Language and Health project launch, ENE Theatre rehearsal, Eternal Life soap making, Nepali Society Community Gala Dinner, St. Vincent de Paul Buddy Day, Hybradabi Community Iftar Party, Brahma Kumaris – Touch of Peace with International speaker, Zumba party with Carolina Arias, Free Believers in Christ fellowship International Australia Concert, Hazara Community – Eid Festival, Tasmanian African Community (TAFRIC)-Community Gathering, Dancing Divas Dance School rehearsal.

23% Education and Training with groups including – 54 Reasons Playgroup, Multicultural Music and Play Group, Possability information session, Enhance Student Experience, Parent workshop, Naqsbandhi information session, Baptcare-Caring Dads, Student workshop-career coaching and other support, student workshop-labour market insights and opportunities, parent workshop-child safety and Covid 19 vaccination, Families Tasmania seminar.

14% Meetings or business with groups including – Ethiopian Orthodox Community general meeting, Hobart Bangladesh Community AGM, MCOT Board meeting, Possability Staff meeting, Iranian Community ICAST-AGM, Sri Lankan Community of Southern Tasmania AGM, meeting with Migrant Talent and Salvation Army, Tasmanian Nepalese Cricket Association AGM, Hazara Community of Southern Tasmania meeting.

13% religious purposes with organisations including – Tasmanian Muslim Association Friday Prayers, Telegu Association of Tasmania prayers, Hare Krishna Hobart-prayers, Free Believers in Christ fellowship International Australia Service.

2% health related activities – Hobart Herbalists Without Borders – Community Clinic

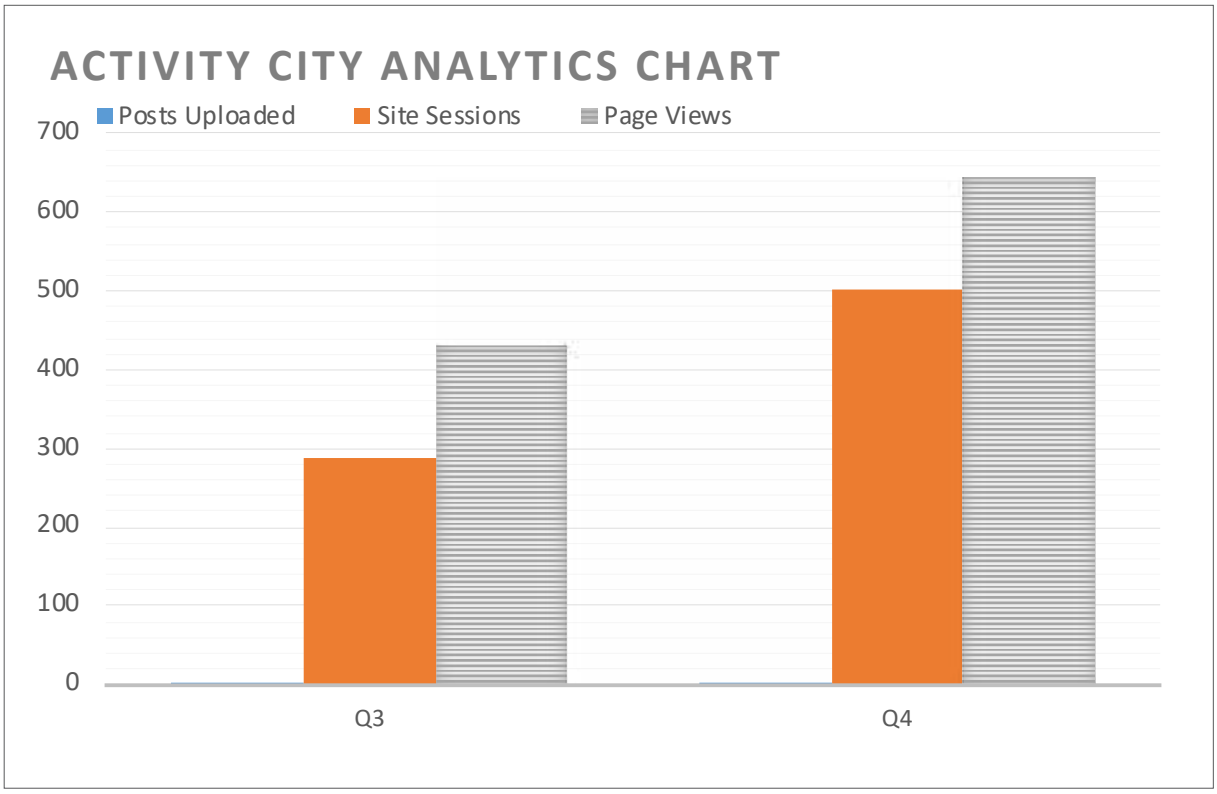
12% private purposes including birthdays and baby weaning ceremonies.

The Claremont Community Library has had strong numbers of borrowers and visitors in Q4, (April – 84, May – 83, June – 88) providing important social connections in the Glenorchy community. The library is planning another book sale for later in the year.

The April to June quarter saw 8,117 visits to the Chapel Street Dog Park (down from 8,310 visits the previous quarter). The highest visitation was in May (2,773), followed by April (2,709) and June (2,635).

OPEN FOR BUSINESS

Engagement with local business and industry



The position of Economic Development Officer remains vacant; therefore, Council's Activity City website is not using its full capacity. There were two posts uploaded to the Activity City website this quarter, however the site continued to experience a general decline in sessions, users, and page views. 288 users visited the site this quarter, with 0m 35s the average engagement time that users are visiting the site. Page views on the site were 429 this quarter, with 226 users visiting from Australia, and 27 from the United States. Due to a change in analytics software, analytics from last quarter are unavailable for comparison. Next quarter Council will be able to compare quarters and have a fuller picture of the insights that analytics can provide us as to the Activity City site.

Number of planning, plumbing and building applications assessed

MEASURE	QUARTER 4 2021 – 2022	QUARTER 4 2022 – 2023
Percentage of planning applications determined within statutory time frames (target >98%)	154/155=99%	85/90=94%
Percentage of building permit applications determined within statutory time frames (target >98%)	11/17=65%	28/28=100%
Number of building notifiable applications received	78	39
Percentage of plumbing permit & notifiable applications determined within statutory time frames (target >98%)	41/41=100%	16/16=100%

Over the last quarter, there has been a noticeable reduction in the number of planning applications received falling from 100 in Q3 to 90 in Q4 and well below the high of 202 received in Q1 of 2021/2022. A decline in housing and commercial activity has been observed across other jurisdictions and the building industry in general. It is anticipated that activity will remain lower while the cost of living and interest rates fall.

Building and Plumbing application numbers have also fallen, reflecting general industry trends and what has been observed in planning application numbers.

Number of major projects submitted for planning approval

Two applications in excess of $1 million were decided during the period comprising 34 multiple dwellings and a trade training centre.

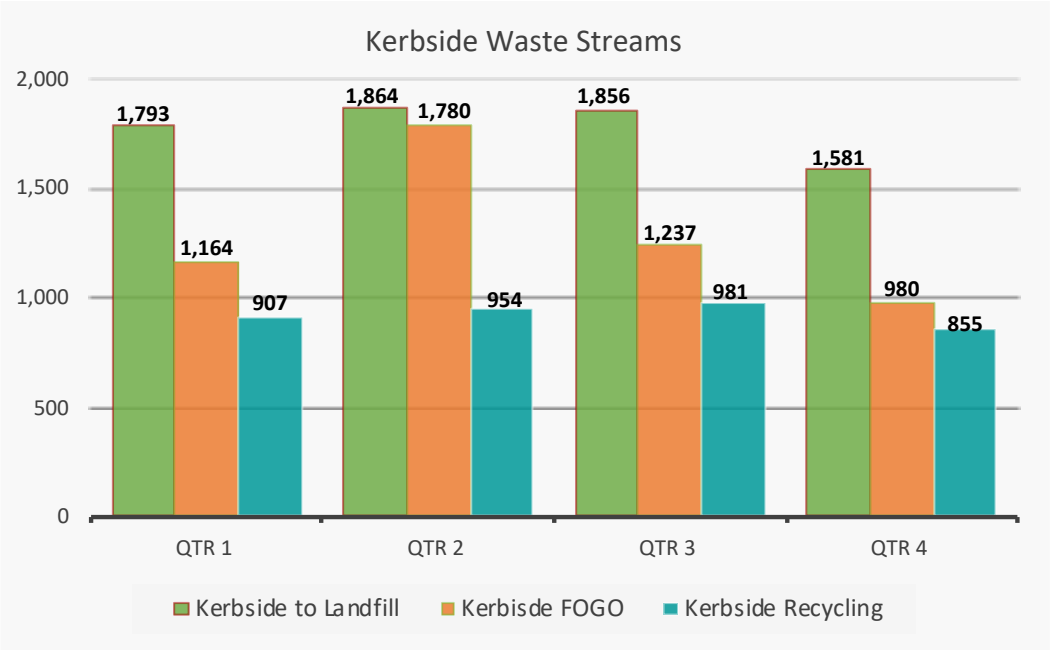
Glenorchy unemployment rate

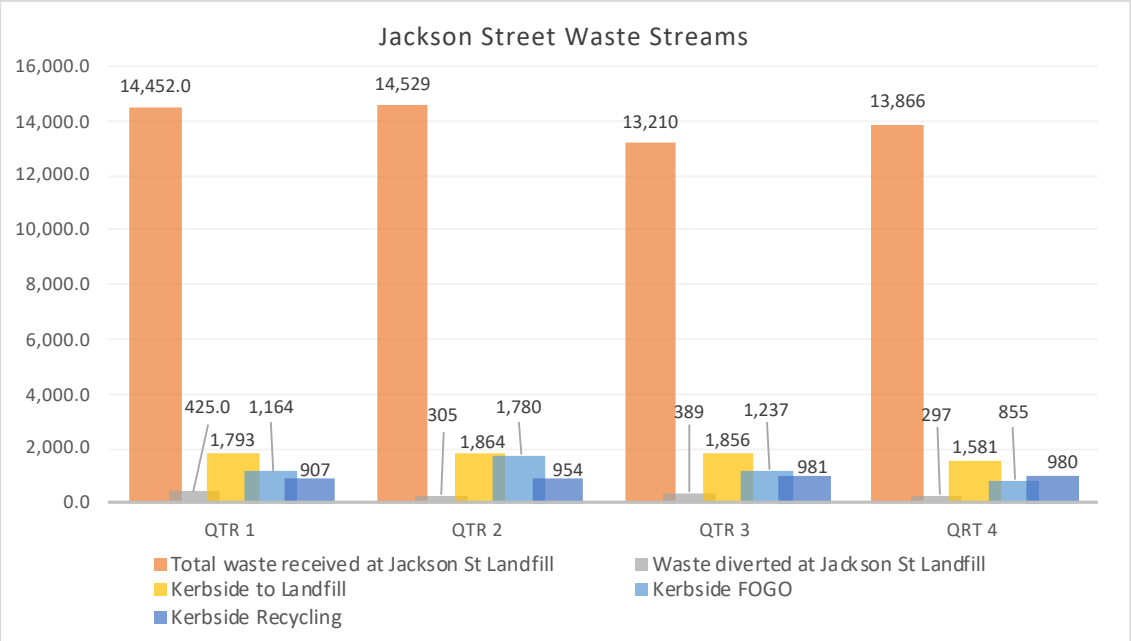
The unemployment rate is derived from the ABS labour force survey and Centrelink data and compiled by the Department of Employment. The unemployment rate shown is the proportion of the resident labour force (those in work or looking for work and aged over 15) who are looking for work.

There has been no update since the Quarter 3 2023 report, with the latest unemployment data available from the December 2022 quarter. In this quarter, the unemployment rate in the City of Glenorchy was 6.2%, compared to 4.3% for Greater Hobart, 4% for Tasmania and 3.7% for Australia. This shows slight increase in the unemployment rate from the September 2022 quarter, where the unemployment rate in the City of Glenorchy was 6.1%, compared to 4.3% for Greater Hobart, 4.3% for Tasmania and 4% for Australia.

VALUING OUR ENVIRONMENT

Waste received by Council





WASTE MANAGEMENT – KERBSIDE

FOGO – Councils' kerbside FOGO service continues to perform well with a further 5,200 tonnes of organic material diverted from landfill during the 2022/2023 period. Since its commencement in February 2020, Council has now diverted over 20,000 tonnes of organic material from landfill through the FOGO Service.

Emissions Reduction – Research recently undertaken through the Southern Council's Collaboration revealed that between the 3 years 19/20 to 21/22 Council's annual greenhouse gas emissions reduced from 24,597 to 11,210 tonnes carbon dioxide equivalent. This is a very large 54% reduction in Council's total greenhouse gas emissions, which is almost entirely attributed to Council's introduction of a FOGO service.

WASTE MANAGEMENT – LANDFILL

Landfill Extension – In 2022, Downer EDI completed a significant project for Glenorchy City Council: the Design and Construction of a new waste cell for the Jackson Street landfill facility. The project extends the life of the Jackson Street facility for a decade, allowing Council to plan for sustainable waste management beyond the facility's useful life.

A business case was completed and approved by Council in May 2019 to extend the life of the landfill, in May 2021 construction commenced on the new cell and was completed in August 2022. The new cell has been constructed to the current environmental standards including extensive leachate and runoff management.

The new cell was opened to the public in October 2022, the cell is anticipated to extend the life of the landfill for approximately 10 years and provides an area of approximately 495,000 m^3.

Since commencement of the new cell in October 2022, approximately 26,000 tonnes of waste has been disposed in the new cell to date.

Landfill Gas Capture – A new long-term agreement has recently been finalised with LMS Energy for the ongoing capture of gas from the Jackson Street Landfill. This agreement includes the installation of 10 new gas wells and a flare at LMS Energy expense which will increase the capture of landfill gas emissions as well as power generation and royalty payments to Council. As part of the agreement LMS Energy will also be providing emission monitoring data across the landfill site at LMS Energy expense that was previously an expense to Council.

Participation in Wellington Park Trust governance group

The Wellington Park Management Trust meetings are held quarterly and have been attended by Council's Deputy Member for several meetings after the departure of the last Nominee. After the Local Government Elections in October 2022 various elected members were nominated for committees including the Wellington Park Management Trust. Councillor Molly Kendall was nominated as Council's representative for the Trust, has received the required Ministerial approval to be the official Wellington Park Trust member for Glenorchy City Council and has attended all meeting since the appointment.

All Management Advisory Committee (MAC) meetings and Wellington Park Management Trust (WPMT) meetings were attended to support the collaborative management of Wellington Park in conjunction with all of the relevant land management agencies that form the Wellington Park Trust.

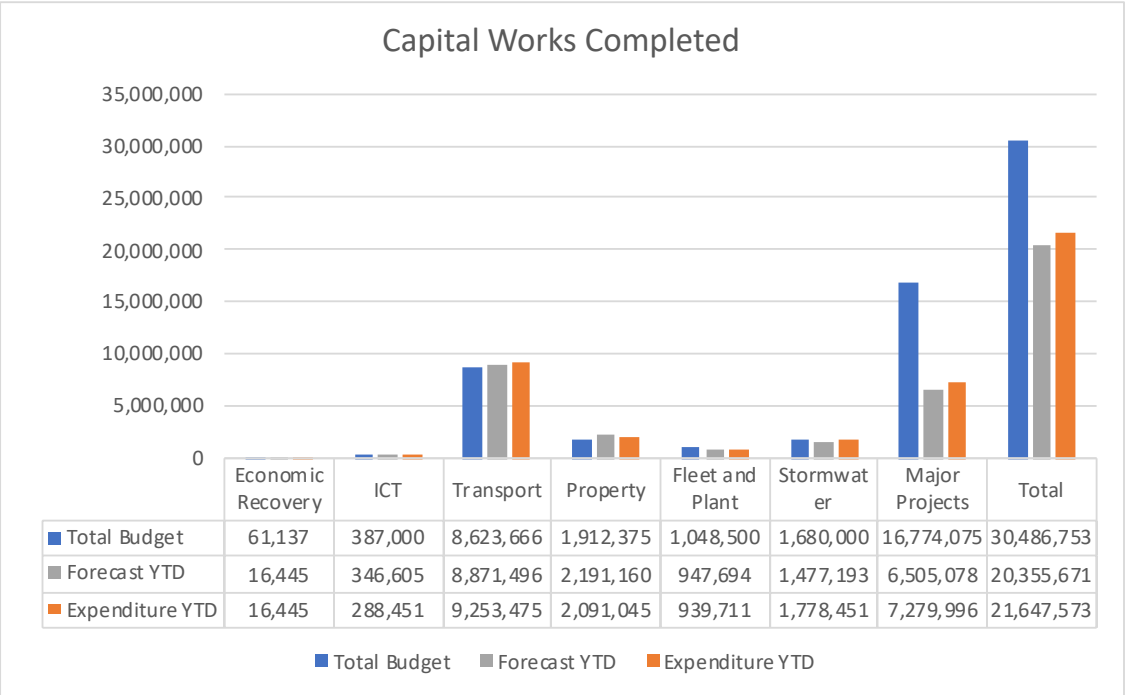
The difference between spending for each capital asset class and asset management plan budgets

CAPITAL WORKS EXPENDITURE PER ASSET CLASS AND BUDGETS

Council's Capital Works program has an annual budget for this year of $30.5 million. At the end of Quarter 4, Council's normal body of capital works was completely expended (105%). There was a overspend in the normal capital works program, due to a large amount of road works occurring in the month of June which exceed forecasts. The majority of all road, footpath, bridge, stormwater and property renewal works that had been planned for this financial year were completed, as well as a number of additional projects, such as flood mitigation works and road works required to be completed in conjunction with the City of Hobart.

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. 46% of expenditure has been recorded against the original budget for the financial year. The majority of these projects will be completed in the 23/24 financial and have been budgeted accordingly.



	Economic Recovery	ICT	Transport	Property	Fleet and Plant	Stormwater	Major Projects	Total
Total Budget	61,137	387,000	8,623,666	1,912,375	1,048,500	1,680,000	16,774,075	30,486,753
Forecast YTD	16,445	346,605	8,871,496	2,191,160	947,694	1,477,193	6,505,078	20,355,671
Expenditure YTD	16,445	288,451	9,253,475	2,091,045	939,711	1,778,451	7,279,996	21,647,573

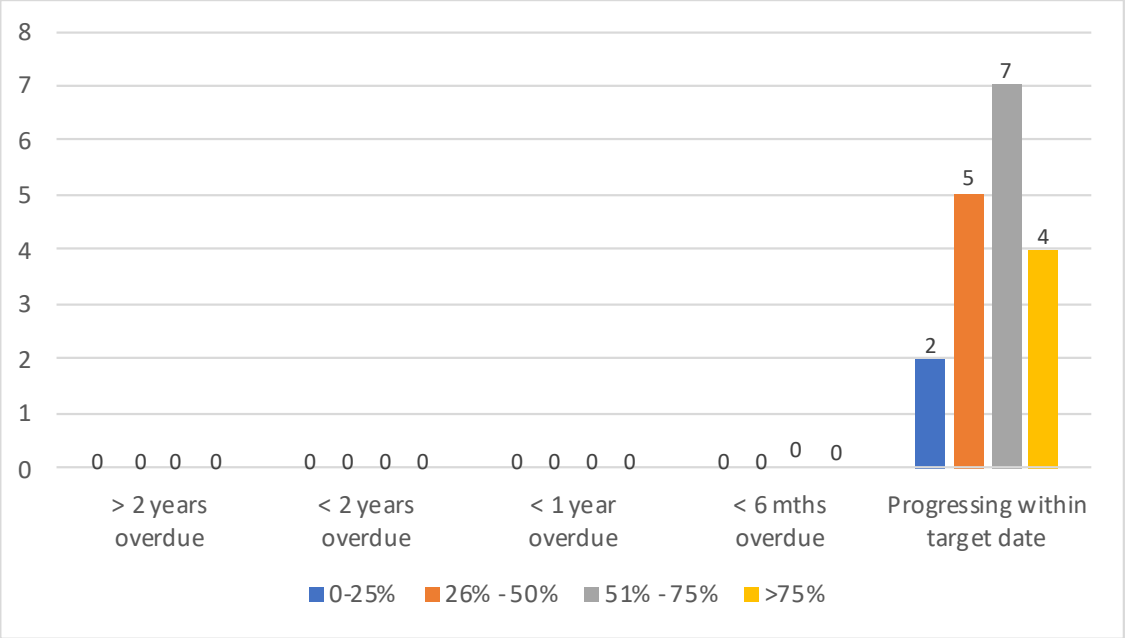
Participation in the Derwent Estuary Program

The Derwent Estuary Program's Recreational Water Quality sampling program commenced on 1 December 2022, running through to 31 March 2023.

As reported last quarter, Council's Environmental Health Staff have now finished the Recreational Water Quality sampling program for the summer period of 22/23. There were no failed samples during the sampling program. Council staff will now continue compiling the Recreational Water Quality Report for the Department of Health's annual reporting.

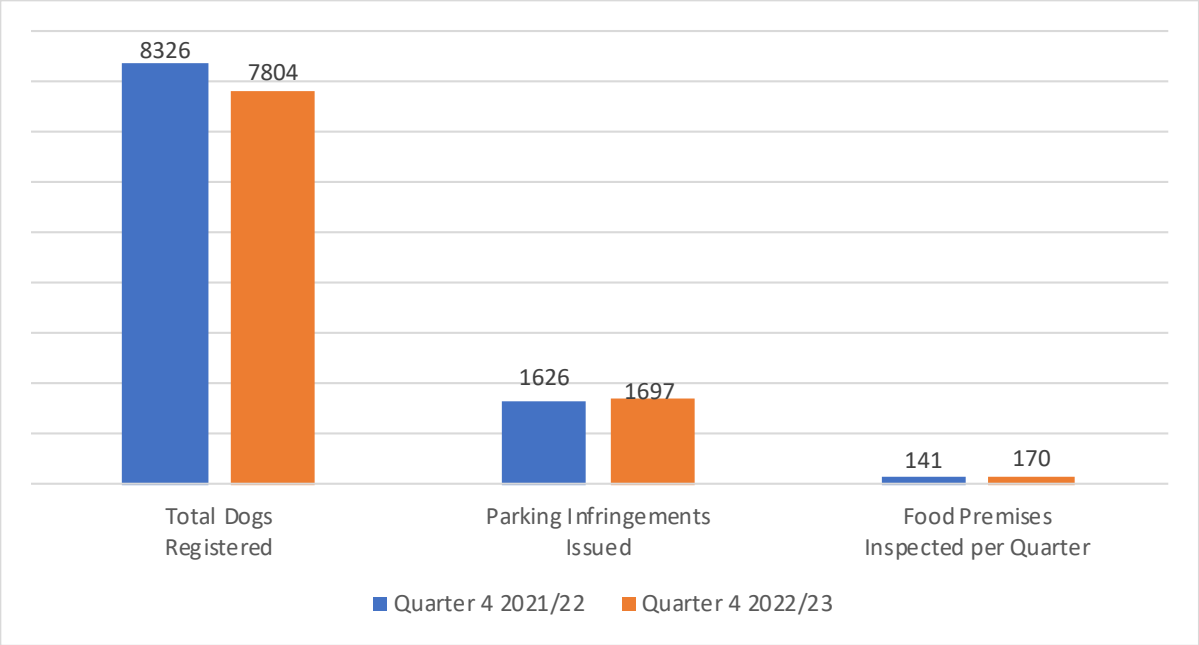
LEADING OUR COMMUNITY

Outstanding Audit Items Complete



The outstanding items for the Audit Panel show that there remain 18 items as at 30 June 2023 that are progressing.

Compliance activities – Dog Registrations, Parking infringement notices, food business inspections



In the City, the abundance of off-street residential parking provides residents with a parking alternative to parking on a road which subsequently reduces the occurrences of parking non-compliance under the Road Rules (Tasmanian) 2019.

At closure of the June quarter, 6889 parking infringement notices were issued for parking offences of which the majority of these were detected closer to shopping precincts and essential services.

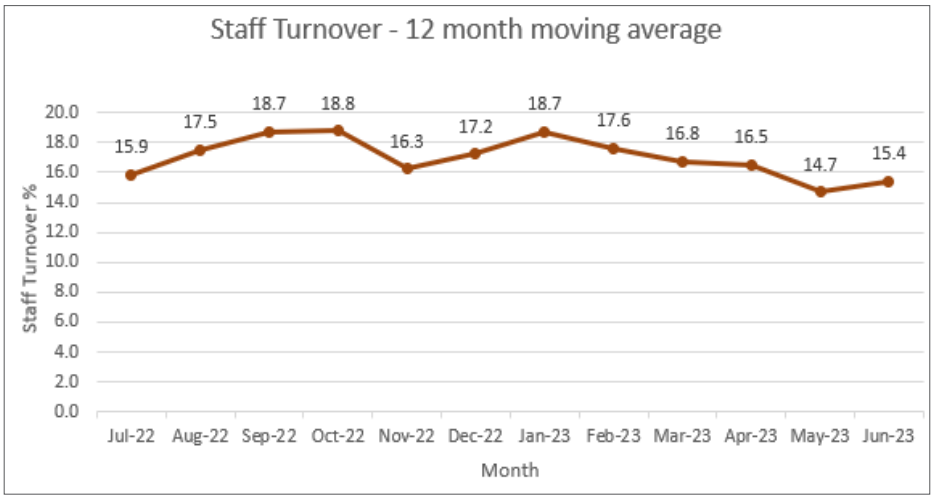
These offences were primarily identified during routine officer patrols, and some were a result of offences detected via the in-ground parking sensors located in parking spaces on Main Road, Glenorchy. A smaller number of offences were identified as a result of customer requests received. Both residents and visitors to the City were identified as Infringement notice recipients. The number of parking breaches identified at June are comparable, however slightly higher, to the same time period of recent years.

During the 4th quarter responsible dog ownership with a focus on dog registration showed some similarities with recent years, however a decrease in the number of dogs registered was identified. At the closure of the 4th quarter there were 7804 dogs registered and 379 infringement notices issued, mostly consisting of non-registration of dog offences under the Dog Control Act 2000.

All food businesses and public health businesses are currently registered/licensed as per the legislative requirements.

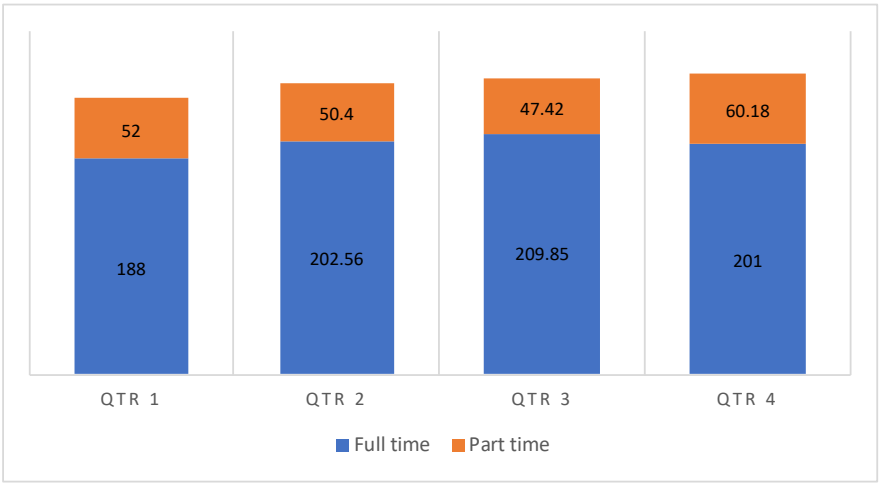
170 inspections and follow ups of food businesses within the municipality were undertaken during the quarter and 98.8% of businesses received their minimum number of food safety inspections during the quarter.

Council staff retention and unplanned leave



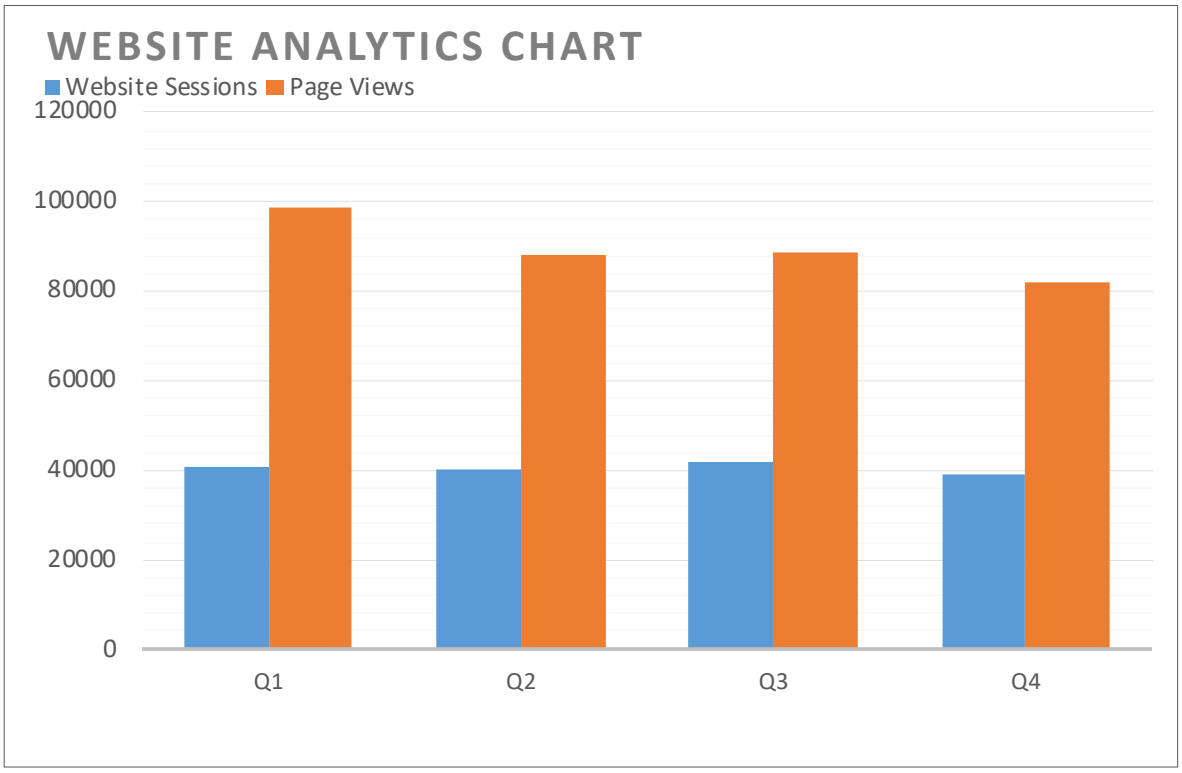


Number of Full time equivalent employees



BUILDING IMAGE AND PRIDE

Council website engagement and visitation



Our website has been utilised less by the community this quarter, with 39,264 sessions. This compares to last quarter's 41,651 website sessions. This statistic indicates how many browsing sessions have been undertaken by users. Page views also decreased this quarter from 88,628 to 81,923. Page users indicates pages on our website that are tracked by the analytics tracking code. It should be noted that each refresh of a page counts towards total page views.

The percentage of new visitors to our site has risen by 17.6%, with 78.6% of visitors to our page never having visited before compared to 61% last quarter. Returning visitation saw a considerable decrease, from 37% the previous quarter to 21.4%. Optimal return visitor rates are considered anywhere upwards of 30%. The aim with this statistic is usually to maintain as close to possible of a 50/50 split of new and returning visitors.

When users have viewed our homepage of the website this quarter, there has been an average bounce rate of 52.22% of users deciding to leave the website without navigating any further pages. This is compared to a bounce rate of 53.23% last quarter. An optimal bounce rate would be in the 20-40% range. This could be decreased to optimal range by focusing on enhancing user experience, improving search functionality, and making content vibrant, easy-to-read, and accessible.

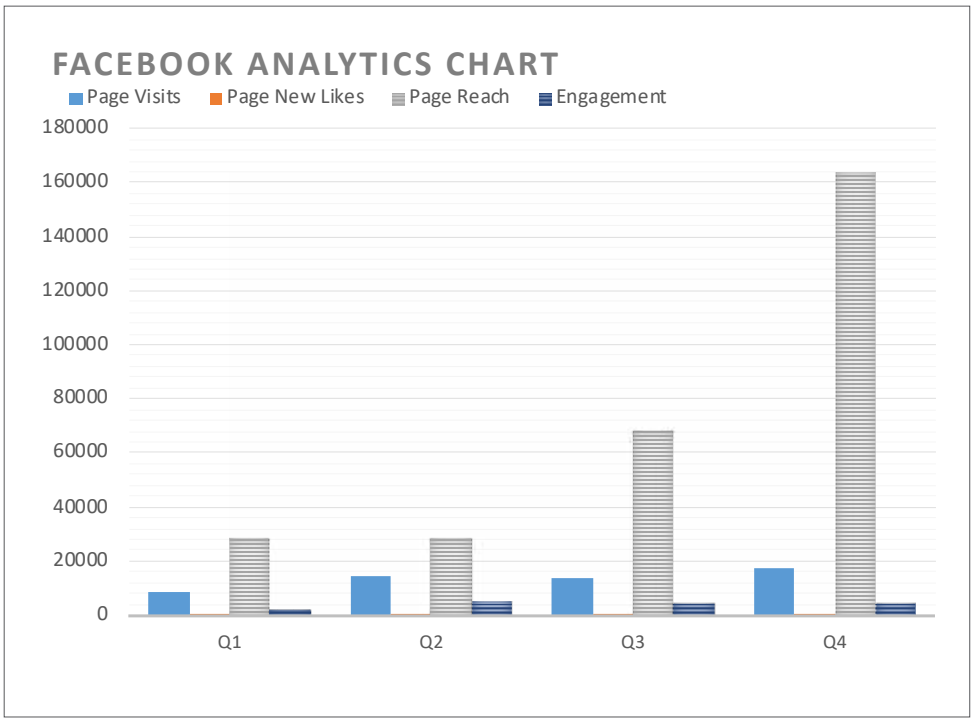
23,997 of our website visitors are from Australia, with 778 from the United States. The high amount of visitation from the United States could be explained by our namesake of Glenorchy in Virginia.

Users have continued to access our website primarily from mobile devices, with 56.59% of visits to our website this quarter, consistent with last quarter's 57%. 40% were desktop visits, and 2.61% via tablet.

The website's highest performing page (following our homepage) this quarter was once again our 'Contact Us' page, with 457 views. Advertised Plans (291 views) was once again our second highest performing page, followed again by Rubbish Collection (199).

Council social media engagement and followers

FACEBOOK



Council's Facebook page has experienced exponential growth this quarter. The page has been consistent in its uploads, and overall purpose of providing digital communications to the community.

Visits to our Facebook page have risen this quarter, with 17,132 visits compared to 13,799 last quarter. This was identified as an area for improvement last quarter, with Council increasing visits to the page through promotion of our Facebook page via print posters and mentions in the Glenorchy Gazette. Despite a promising rise in visits to the page, new page likes have decreased slightly, from 261 to 211 this quarter.

Last quarter we noted a promising doubling of the reach of Council's Facebook page – from 28,688 people to 67,846 people. This quarter, the reach has more than doubled again – to an impressive 163,324 people. Reach indicates the amount of people who saw content from or about GCC, and includes posts, stories or social information from people who interact with our Page. This statistic does not include multiple views from the same person.

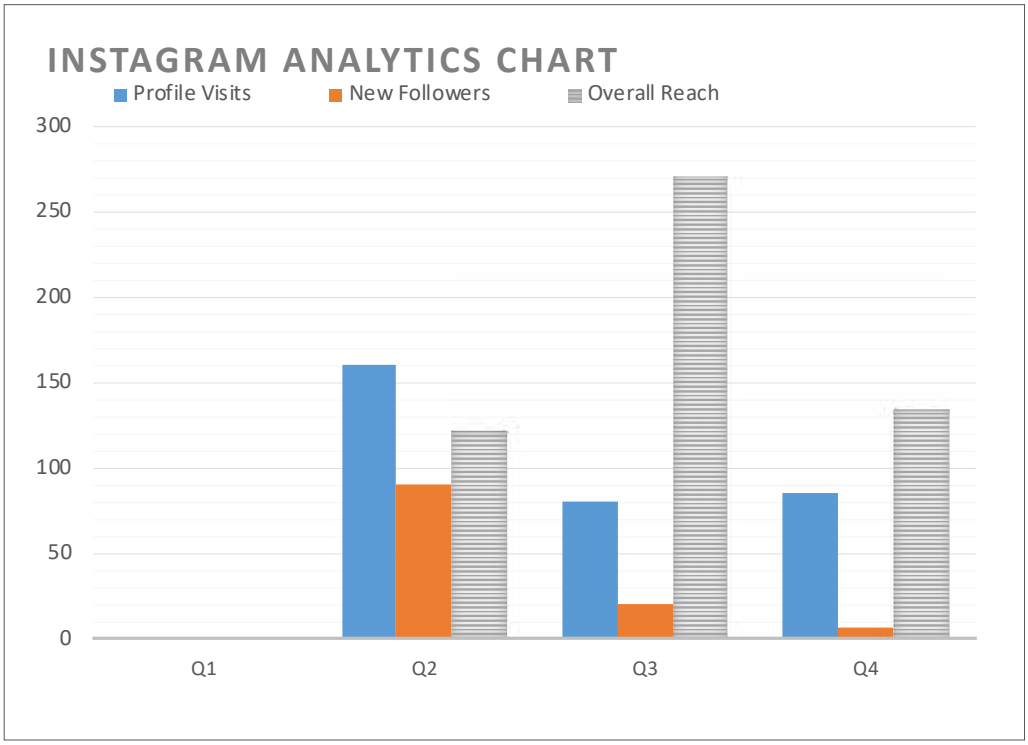
Increasing our reach has been a goal of our social media strategy this year, and we have continued boosting posts and promoting our page to achieve this. In the next quarter, we will continue to boost posts when appropriate to increase our reach and improve visibility of our content.

Engagement has also risen this quarter, from 3900 to 4000. Engagement tracks the number of comments, likes, and shares on posts overall.

Our most popular post of the quarter (in terms of reach and engagement) was 16 June 2023 – 'Glenorchy Mountain Bike Park Update'. This post had a total reach of 29,984 people and 723 reactions/comments/shares. This is consistent with a trend in popularity for open space/ recreation related posts, with the last two quarters most popular posts relating to playgrounds. Last quarter, our most popular post was 'Benjafield Park Renewal Concepts, Vote Now!' – which had a total reach of 18,050 people and 317 reactions/comments/shares.

Our least popular post of the quarter was 'Reflect Reconciliation Action Plan' which had a reach of 259 people, and received only 2 reactions, comments, or shares.

INSTAGRAM



There were 5 posts to Council's Instagram account this quarter. We received 86 profile visits, which is a slight increase on last quarter's 81. Our Instagram reach was down this quarter, with a reach of 135 individual Instagram accounts viewing our content compared to 271 last quarter. The slowing in growth of the Instagram can be contributed to a shift from growing our Instagram to ensuring longer form media releases were shared via our Facebook during a busy quarter. Promoting our Instagram and creating a tailored content strategy will be a focus for next quarter, with focus on tailored content for the platform which presents Glenorchy in pictures rather than words.

Number of events permits issued for use of Council land

During the quarter 5 event permits were issued for use of Council land. These included:

- Wellways Dog Walk – event date 11/10/2023
- To The North Market – event date 04/06/2023
- Collinsvale Community Cracker Night – event date 27/05.2023
- Hearing Australia Men's Health Week – event date 13/06/2023
- Conservation Volunteers Clean Up – event date 21 /06/2023.

Community Newsletter Distributed

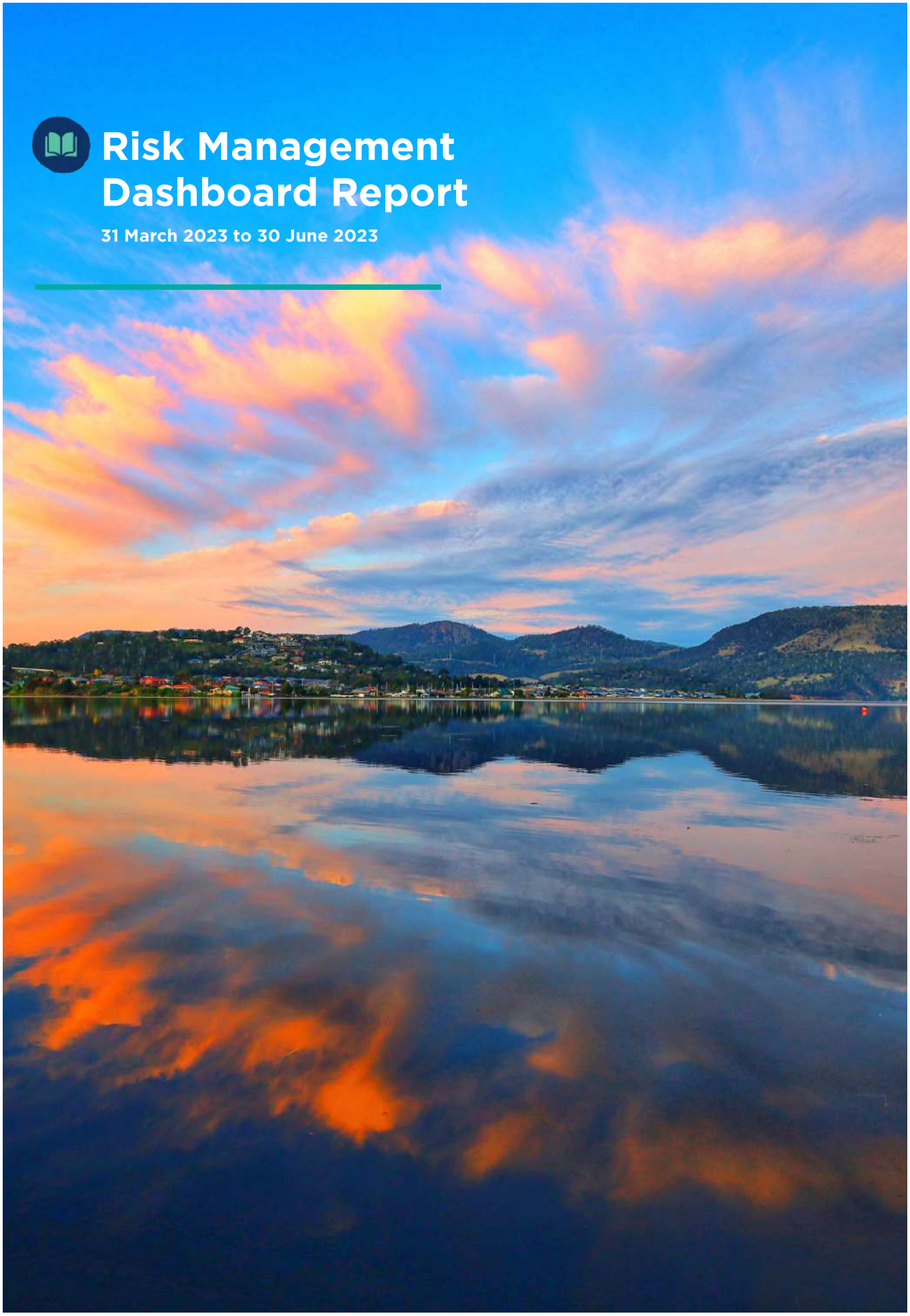
OUR GLENORCHY NEWSLETTER

As previously noted, a decision was made to not continue to produce the Our Glenorchy Newsletter following a review during the last quarter of 2022. Instead, focus has been placed on producing content for Council's website and social media sites (as reported above), as well as external publications such as the Glenorchy Gazette.

During the quarter there were three Glenorchy Gazette newspapers printed/made available online which Council provided content to. Articles included Harmony Week, disposal of Council land, Cairnduff Reserve playspace, ANZAC Day, UTAS Day of Service, Council meeting news, Brent Street Landcare group, Tolosa Park redevelopment, Community Yarn, HAPPY Program, Claremont Coast Care, Council's federal/state budget submission, citizenship ceremony, Benjafield playspace upgrade, Community and Volunteer Awards, Montrose Skatepark, Glenorchy landfill, John Radcliffe OAM, Friends of Collinsvale group, Community engagement update and new senior police welcomed to Glenorchy. There was also some paid advertising to promote Council news, programs and engagement opportunities.

Risk Management Dashboard Report

31 March 2023 to 30 June 2023



GENERAL RISK UPDATE

Risk workshops reviewing Council's Risk Appetite and Strategic Risks have concluded. These were facilitated by WLF Accounting and Advisory. Internal audits of Council's information management maturity (WLF) and risk management maturity (Crowe) have also been completed and we are expecting reports to be finalised in July 2023 for presenting to Audit Panel.

A number of operational risks have been under active management by Departments over the last quarter as can be seen from progress noted in the following table.

Active Risks:

There are 10 Strategic Risks which have Operational Risks within them.

- Workforce has 9 Operational Risks
- Stakeholder Engagement and Relationship has 4 Operational Risks.
- Management of Council Assets has 6 Operational Risks
- IT Security and Data has 9 Operational Risks
- Governance has 34 Operational Risks
- Financial Sustainability and Budget control has 10 Operational Risks
- Efficient and Effective Service Delivery has 23 Operational Risks
- Environmental Management has 1 Operational Risk
- Advocacy and Role of Council in Social Outcomes has no Operational Risks
- Compliance has no Operational Risks

NEW RISKS

Internal Audit Risks

WLF Accounting & Advisory have undertaken an Internal Audit on Council's Gifts & Benefits and Conflicts of Interest Practices. This was presented to Audit Panel at the February 2023 meeting.

The findings from this audit include three medium risk issues surrounding risk policy framework, application and reporting and transparency. Eight recommendations were made to improve current practice.

CURRENT RISKS

There has been one treatment closed between 31 March 2023 – 30 June 2023:
Gifts and Benefits & Conflicts of Interest Risk: Gifts and Benefits Policy updating.

UPCOMING REPORTING/ WORKSHOPS

Quarterly Risk Reporting as at 30 September 2023 – due to ELT October 2023.

COMPARISON OF STRATEGIC RISK RATING TO RISK APPETITE THIS QUARTER

STRATEGIC RISK NAME	RISK DESCRIPTION	OPENING RISK STATUS 2020	COUNCIL'S RISK APPETITE	CURRENT RISK STATUS	ADDITIONAL TREATMENT REQUIRED
Governance	The ability of GCC to maintain effective and transparent governance processes including the management and reporting of actions and priorities through the council structure, and accurate and timely reporting to all levels within Council.	Moderate	Low	Low	No additional treatments required. Progress has been made with treatment actions being closed off relating to fraud, hazard exposure, and inaccurate information to regulatory bodies. Significant improvements continue to be made regarding the review and renewal of policies and directives. The risk status meets Council's risk appetite.
Efficient and Effective Service Delivery	The ability of GCC to deliver services in an efficient and effective way within the resources available.	Moderate	Moderate	Moderate and declining	This area continues to be a work in progress. We have seen significant progress with a Customer Service Audit recommendations being implemented and closed, specifically around reporting and analysis of customer complaints. Further improvements are being undertaken within Asset Management and Community Services surrounding service delivery, maintenance works and change management. Asset Management Plans have been developed and implemented to prioritise asset renewals, upgrades and maintenance in key areas of the municipality. These are currently out for public consultation. There will be ongoing annual reviews for these plans.

STRATEGIC RISK NAME	RISK DESCRIPTION	OPENING RISK STATUS 2020	COUNCIL'S RISK APPETITE	CURRENT RISK STATUS	ADDITIONAL TREATMENT REQUIRED
IT Security and Data	Ability of GCC to keep data and information secure and maintain a functioning IT system according to legislative requirements and expectations of the community.	Moderate to High	Moderate	Moderate	Although this risk meets Council's risk appetite, it continues to be a work in progress with the core system review process. The ICT Disaster Recovery Plan has been approved by Council's Audit Panel and Executive Leadership Team and was tested in May 2023. There is continued staff awareness training and phishing testing. There is some transfer of residual risk to Cyber Insurance. We have seen ongoing business engagement between ICT and all GCC Directorates. A management workshop to discuss cyber breach impact on departmental incident management plans will be undertaken in July 2023.
Compliance	Ability to ensure the Council is compliant with all relevant legislation, regulation, and contractual obligations.	Moderate	Low	Low	No additional treatments are required. The risk status now meets Council's risk appetite.
Workforce	Ability to attract, retain and develop a workforce with the right skills, capabilities, and attitudes to service the community.	Moderate	Moderate	Moderate	No additional treatments required. This quarter has seen progress of the HR Workforce Plan and investigating an attraction and retention stance for Council. Casual employment is being explored more fully and investigating an internal career development pathway for Council staff. The risk status now meets Council's risk appetite. Staff contracts have been reviewed for compliance.

STRATEGIC RISK NAME	RISK DESCRIPTION	OPENING RISK STATUS 2020	COUNCIL'S RISK APPETITE	CURRENT RISK STATUS	ADDITIONAL TREATMENT REQUIRED
Financial Sustainability and Budget Control	Ability of GCC to manage the financial sustainability of the Council and deliver the services expected by the community including the revenue base, cost control, maintenance of infrastructure, and the management or sale of key assets.	Moderate	Moderate	Moderate and constant	No additional treatments required. The budget has addressed Council's liquidity ratio into the TAO target of 3 to 6 months and the banking services have been extended for a further three years. Monthly asset reconciliation reports are now completed to align Finance and Asset Management practices. The risk status now meets Council's risk appetite.
Stakeholder Engagement and Relationship	Ability to create, maintain and develop positive stakeholder relationships including good communication and consultation, managing stakeholder risks, and proactive engagement.	Moderate to High	Moderate	Moderate	No additional treatments required. Community Engagement Framework Review presented to Council June 2023. The risk status now meets Council's risk appetite.
Environmental Management	Ability of GCC to effectively manage environmental risks such as natural disasters and waste management, including the impacts of climate change.	Moderate to High	Moderate	Moderate to High	This risk is constant. Following the notice from the EPA regarding non-compliances at the Jackson Street Landfill Council responded In December 2022 and there has been no further action taken from the EPA. Further work to be undertaken to bring the risk status down to meet Council's risk appetite.
Advocacy and Role of Council in Social Outcomes	Ability of GCC to manage or influence social outcomes within the municipality including key issues such as homelessness.	Moderate	Moderate	Moderate	No additional treatments required. The risk status now meets Council's risk appetite.
Management of Council's Assets	The ability of Council to manage all assets effectively and efficiently from acquisition/ construction through to disposal.	Moderate to High	Moderate	Moderate	This risk now meets Council's risk appetite. Asset management plans have been developed and risk assessed. The Infrastructure Management Group have active oversight. Plans are reviewed annually.

RISK MANAGEMENT HEATMAP COMPARISON

TABLE 1. 31 MARCH 2023 – 30 JUNE 2023

Consequence						
	Severe (5)	Moderate (5) 2 ↔	Moderate (10) 3 ↔	High (15)	Extreme (20)	Extreme (25)
	Major (4)	Low (4) 6 ↔	High (8) 2 ↔	High (12) 1 ↓	High (16) 3 ↔	Extreme (20)
	Moderate (3)	Low (3) 2 ↓	Moderate (6) 12 ↓	Moderate (9) 31 ↑	Moderate (12) 4 ↔	High (15) 1 ↔
	Minor (2)	Low (2) 3 ↔	Low (4) 13 ↑	Low (6) 8 ↔	Moderate (8) 1 ↔	Moderate (10)
	Insignificant (1)	Low (1) 3 ↔	Low (2) 1 ↔	Low (3) 1 ↔	Low (4) 1 ↔	Low (5)
		Rare (1)	Unlikely (2)	Possible (3)	Likely (4)	Almost Certain (5)
		Likelihood				

TABLE 2. 1 JANUARY 2023 – 31 MARCH 2023

Consequence						
	Severe (5)	Moderate (5) 1 ↔	Moderate (10) 2 ↓	High (15)	Extreme (20)	Extreme (25)
	Major (4)	Low (4) 7 ↑	High (8) 1 ↓	High (12) 2 ↓	High (16) 2 ↓	Extreme (20)
	Moderate (3)	Low (3) 3 ↑	Moderate (6) 9 ↓	Moderate (9) 25 ↓	Moderate (12) 4 ↔	High (15) 1 ↔
	Minor (2)	Low (2) 3 ↔	Low (4) 19 ↑	Low (6) 10 ↑	Moderate (8) 1 ↔	Moderate (10)
	Insignificant (1)	Low (1) 3 ↔	Low (2) 1 ↔	Low (3) 1 ↔	Low (4) 1 ↔	Low (5)
		Rare (1)	Unlikely (2)	Possible (3)	Likely (4)	Almost Certain (5)
		Likelihood				

GLENORCHY CITY COUNCIL

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GLENORCHY CITY COUNCIL

ANNUAL PLAN PROGRESS REPORT [PRIORITY]: 30 JUNE, 2023

21/07/2023

Draft | Not started | Behind | On Track | Overdue | Complete | → Direct Alignment | ⇢ Indirect Alignment

GLENORCHY CITY COUNCIL PLAN

Goal	Owner	Update	Start Date	Due Date	Current Completion
1.1.04 Undertake a review of the Community Engagement amework : 2 Milestone(s)	Coordinator Communications & Engagement	NEW **Comments:** The review of the Community Engagement Framework is complete, with the revised Framework comprising of the Policy, Guide, Procedure & Toolkit and Brochure adopted at the June 2023 Council meeting. Council also approved the continued use of Council's online engagement platform, Community Yarns and Community Pop Ups, along with the discontinuation of the Glenorchy Matters Community Panel. Extensive consultation was undertaken as part of the Review over two rounds. The revised Framework will be promoted both internally and externally to guide Council's engagement processes. *10/07/2023*	01/07/2022	01/07/2023	100% 2 / 2 Milestone(s)
1.2.05 Plan and support the delivery of community events and /ards programs : 6 Event(s)	Coordinator Communications & Engagement	NEW **Comments:** Events/event planning during quarter 4 included: • Finalisation of the review of the Moonah Taste of the World Festival, with Council resolving to cease the deliver the Festival in its traditional format and approve the trial of a grants program to strengthen community connection and celebrate the City's cultural diversity. • Council approved the continuation of the Council Christmas Carols grants program for 2023, established a Carols Grants Working Group and endorsed the Guidelines and Application form for 2023. • Planning for the July Citizenship Ceremony. • Community and Volunteer Awards were held in May during Volunteer Week. 13 people/groups were recognised in the Volunteering Recognition section of the Ceremony, followed by the Awards categories where awards were presented in 6 categories: Sports Achievement Award (Arielle Cannell), Business Person of the Year (Belle Parker), Local Hero Award (John Shoobridge), Senior Citizen of the Year (Corrie Bartelle, Young Citizen of the Year (Emily Gamez) and Citizen of the Year (Lucy Baker). • Support of external events through the Event on Council Land assessment process (5 approvals during the quarter) • ANZAC Day event held on the front lawns of Council. Led by the Mayor and Acting General Manager, the event featured a Welcome to Country from Charles Wolf, guest speaker Alan Pullen, scripture readings from Captain Jeff Milkins and music from the Glenorchy City Concert Brass. There were over 50 wreath layers at the event. Council also supported the Claremont RSL service through provision of additional seating for their ceremony. *10/07/2023*	01/07/2022	30/06/2023	100% 6 / 6 Event(s)
2.1.04 Provide and maintain a range of community and creation facilities : 100%	Operations & Maintenance Supervisor	NEW **Comments:** Facitities maintained as per works program. *17/07/2023*	01/07/2022	01/07/2023	100% 100 / 100%
1.1.04 Identify and progress amendments required to enorchy's planning scheme to facilitate growth : 100%	Senior Strategic Planner	NEW **Comments:** Q4: Planning scheme amendments PLAM-22/04 - Principal Activity Centre Specific Area Plan (PAC SAP) and PLAM-22/10 were sent to the Tasmanian Planning Commission in May 2023 for consideration. Both amendments seek to encourage the development of medium density housing. *26/06/2023*	01/07/2022	01/07/2023	100% 100 / 100%

1.1.07 Undertake structure planning for the future release of sidential land in Granton : 100%	Senior Strategic Planner	NEW **Comments:** Q4: The Applicant has lodged the request for a planning scheme amendment to rezone land and apply a Specific Area Plan to implement the Granton and Claremont. Council officers are reviewing the submitted documentation. The applicant has been provided with the work prepared for the Hilton Hill Structure Plan (and amendment that will be led by Council) as this work (primarily around traffic impacts and identification of future road networks,) complements the outcomes of the Granton Structure Plan *26/06/2023*	01/07/2022	01/07/2023	75% 75 / 100%
2.1.01 Deliver, partner and advocate for the implementation of e Berriedale Peninsula Masterplan : 100%	Manager Development	NEW **Comments:** Q4. No changes in A4 for this action. Sorell Council is due to commence construction of BMX track in October 2023. The relocation of BMX club in Berriedale is dependent on the completion of this work. *10/07/2023*	01/07/2022	01/07/2023	100% 100 / 100%
1.3.01 Manage and maintain a road network that meets the nsport needs of the community : 100%	Manager Infrastructure, Engineering & Design	NEW **Comments:** • Resurfaced 12km of roads including Main Road, Claremont and Charles Street Moonah; ◦ Replaced 3km footpaths including Bowen Road, Hopkins Street and Sinclair Avenue; ◦ Reconstructed Burton Street (Tolosa to Barossa) ◦ Reconstructed Atherton Avenue (Cranleigh to Cheviot) ◦ Safety barriers at Glenlusk Road, Molesworth Road and Collinsvale Road (Black Spot funding $350K) *04/07/2023*	01/07/2022	01/07/2023	100% 100 / 100%
1.3.02 Renew Council infrastructure through the delivery of e capital works program : 100%	Civil Supervisor	NEW **Comments:** Recurrent Capital works program competed in its entirety with some additional projects also completed. These included storm water projects associated with flood mitigation works. *20/07/2023*	01/07/2022	01/07/2023	100% 100 / 100%
1.3.03 Provide a network of shared paths, footpaths and trails at is safe and provides access to all abilities : 100%	Operations & Maintenance Supervisor	NEW **Comments:** Footpath remedial works continue *17/07/2023*	01/07/2022	01/07/2023	100% 100 / 100%
1.2.08 Implement Stage One of the Tolosa Park Master Plan th TasWater : 100%	Project Manager - Sport and Recreation	NEW **Comments:** Project progressing with Taswater as the lead *18/01/2023*	01/07/2022	01/07/2023	100% 100 / 100%
1.1.08 Facilitate the development of a new Strategic Plan and other plans, strategies and policies as per Section 70E of the cal Govt act : 100%	Manager Stakeholder Engagement	NEW **Comments:** Council adopted the new 2023 - 2032 GCC Strategic Plan at the March 2023 Council meeting. The final component to be considered and adopted by Council is measures for the Strategic Plan that will be presented and adopted before the end of the 22/23 financial year. *12/04/2023*	01/07/2022	01/07/2023	100% 100 / 100%
1.2.03 Sustainably manage Council's property, parks and creation infrastructure and facilities : 100%	Manager Property, Environment & Waste	NEW **Comments:** Many actions have been undertaken in accordance with the Active Glenorchy 2040 recommendations including: completion of field works and lighting upgrades at the federally funded soccer projects at KGV and North Chigwell; skatepark development nearing completion at Montrose; removal of water detention basin at POW and expansion of grounds; stage one works commenced at Tolosa Park; undertaking a pool futures report for the Glenorchy War Memorial Pool; worked with Archery Club at Gerrard St Reserve to ensure it can operate in accordance with Archery Australia standards; upgraded lighting at Cadbury Sports ground; Pickleball line marking added to Cadburys' tennis courts for expanded use. Many actions have also been undertaken in accordance with Planning for Play 2041 including: new playgrounds completed at Collinsvale, Booth Avenue and Cairnduff Glenorchy. Works are underway on the new regional playspace at Giblins Reserve Goodwood. Funding secured, community engagement and planning work completed for a district playspace at Benjafield Moonah to be constructed in the 23/24 FY. Planning work completed ready for delivery of 10 further playspace with the support of an Australian Government $1.5M grant. *30/06/2023*	01/07/2022	01/07/2023	100% 100 / 100%

3.1.02 Deliver the Australian government funded recreation ojects : 100%	Manager Property, Environment & Waste	**NEW** Comments: New landfill cell fully completed and operational.	30/06/2021	01/07/2024		
		Eady Street clubrooms and changerooms completed and operational.				
		Ground works and lighting works for North Chigwell completed. New synthetic pitch and lighting upgrades at KGV completed.				
		KGV changrooms and toilets out to tender. North Chigwell clubrooms/changerooms submitted for DA.				
		Regional Playspace at Giblins Reserve - works well underway and expected to be completed this calendar year.			**100% 100 / 100%**	
		Montrose Skatepark almost completed.				
		Funding secured ($1M) for renewal of Benjafield Playground in 23/24 FY. Designs and community engagement completed. *30/06/2023*				
3.1.05 Facilitate and engage with partners to advocate for the velopment of safe, liveable, affordable housing options in our y : 100%	Manager Community	**NEW** Comments: Council land releases - Report presented to Council Meeting 29 May 2023 including an audit of surplus Council properties potentially suitable for residential development. Council resolved to investigate disposal of 8 properties (Shiraz Court, Berriedale (General Residential) CT 133645/118, Baltonsborough Road, Austins Ferry (General Residential) CT 141060/101, 84 Sunshine Road, Austins Ferry (General Residential) CT 128489/91, Brendan Crescent, Austins Ferry (General Residential) CT140113/6, Teering Road, Berriedale (Open Space) CT117710/1, Mason Street, Claremont (Open Space) CT609779/79, Cutler Place, West Moonah (General Residential) CT6345/15, and, 16b Coleman Street, West Moonah (Open Space) CT43660/2. This report also included an update to Council on status of properties approved for potential investigation, approved for s178 advertising and approved for disposal. Completed the consultation and statutory s178 process for the large (12621 sq m) General Residential zoned land at 23a Norman Circle Glenorchy (CT212565/1), which will now proceed to sale. Council submission to the Tasmania Housing Strategy Exposure draft report to Council meeting June 2023 with parameters for submission. Council made a submission to the Tasmanian Housing Strategy Discussion Paper as endorsed by Council at the 24 October 2023 meeting. Two planning scheme amendments (PLAM-22/04 the Principal Activity Centre Specific Area Plan and PLAM-22/10 the Northern Apartments Corridor Specific Area Plan) have been forwarded to the Tasmanian Planning Commission for a decision. PLAM-22/04 focuses on improving urban design in the Glenorchy CBD and the PLAM -22/10 seeks to allow apartments above and behind commercial uses along main road. Both amendments are seeking to improve opportunities for more housing in the City. Mayor, Deputy Mayor and Council officers attended a meeting with Hobart Women's Shelter as a follow up from a meeting of invited stakeholders hosted by the Governor of Tasmania. The meeting heard about the initiatives of HWS to address the demand for more housing to meet the needs of women and children escaping family violence. Deputy Mayor and Council officer attended reformed Greater Hobart Homelessness Alliance. *04/07/2023*	01/07/2022	30/06/2023	**100% 100 / 100%**	

1.1.01 Implement the Communications Strategy : 100%	Coordinator Communications & Engagement	NEW **Comments:** Throughout the quarter the draft Communications Strategy has been implemented following a complete replacement of the Communications Team in July 2022. Highlights of the implementation have been: • Substantial growth in Council's online communications via Facebook, Council's website and the launch of Council's Instagram page. • Substantial growth in the relationship with the Glenorchy Gazette to become the main source of hard copy information for the Community on Council matters. • Discontinuation of the Council Newsletter – (following a survey to community members) to focus on the Glenorchy Gazette. • Detailed information about Council's Major Projects updated to Council's website regularly. • Continued live streaming of Council and GPA meetings throughout the period, including regular and timely Council Meeting Updates after Council meets. • Excellent engagement and coverage with local media for high priority Council projects eg: Collinsvale Playspace, Giblin's Reserve Playspace and Landfill extension project. • Improved Internal Department interactions with improved content processes. Further, a redrafted Communications Strategy was presented to Council in April 2023 with Council requiring further work to be done on this document before being re-presented during 2023/24. *10/07/2023*	01/07/2022	01/07/2023	100% 100 / 100%
1.1.11 Engage with our Aboriginal Community to develop a conciliation Action Plan : 100%	Manager Community	NEW **Comments:** The second round of the Reflect Reconciliation Action Plan (RAP) consultations was conducted with Glenorchy Reconciliation Group, Karadi Aboriginal Corporation and the First Tasmanians Aboriginal Corporation. There were 3 Project Team meetings and Reconciliation Action Working Group (RAWG) meetings held this quarter to provide input into the draft RAP. The draft Reflect Reconciliation Action Plan was tabled at the 26 June meeting for approval for community feedback. Reconciliation Australia provided feedback on this first draft on 26 June with minor suggestions for change. A fourth Come Walk With Us workshop with Reconciliation Tasmania was held. Elected members attended a lunch and a staff discussion at Karadi Aboriginal Corporation, leading to deeper understanding of the issues and aspirations of Aboriginal people in the community. 14 staff, the General Manager and Deputy Mayor attended the Reconciliation Week Breakfast. The Expression of Interest process for the RAP artwork for the front cover and associated promotional materials was developed and circulated. A panel of Aboriginal and Non Aboriginal people (community and Council officers) reviewed the applications received to select the final 2 to submit their proposal. The artists were asked to respond to the themes from the community and staff consultation and their connection to place. Final selection being made in early July, with the art work to be completed by 11 August. Council Officers are working with a graphic artist and photographer Reconciliation Tasmania attended a Works Centre breakfast to talk about the RAP process and how this related to the staff work. Community Development is working with Karadi Aboriginal Corporation to deliver the NAIDOC Week Amazing Race event in July. A launch event is being planned for September. *30/06/2023*	01/07/2022	30/06/2023	100% 100 / 100%

1.1.12 Investigate the Multicultural Hub model : 100%

Manager Community

NEW

01/07/2022

30/06/2023

100%
100 / 100%

Comments: The State Government has made a commitment of $60,000 for a further one year. Negotiating continuation of grant service agreement to continue delivery of the service 2023-2024. Met with State Government to discuss the importance of longer term funding so that community has more certainty about the service in the future.

The Hub is attracting broad community bookings across a range of areas. In the last quarter, activities included the following:

Arts and Culture - Wenyi Chinese singing and dancing group, Salsita Kids dance, Salvation Army-Art of Iran, Volunteering Tasmania, Iranian community Gathering, 5 Rythms Dance, Hobart Bangladesh Community, Sisongke Community Choir, Tamil Arts and Cultural Society, Sri Lankan Community, The Brahma Kumaris, Department of Health Culture Language and Health project launch, ENE Theatre rehearsal, Eternal Life soap making, Nepali Society Community Gala Dinner, St. Vincent de Paul Buddy Day, Hybradabi Community Iftar Party, Brahma Kumaris - Touch of Peace with International speaker, Zumba party with Carolina Arias.

Education and Training - 54 Reasons Playgroup, Multicultural Music and Play Group, Possability information session, Enhance Student Experience, Parent workshop, Naqsbandhi information session, Baptcare-Caring Dads, Student workshop-career coaching and other support, student workshop-labour market insights and opportunities, parent workshop-child safety and Covid 19 vaccination.

Meetings/business - Ethiopian Orthodox Community general meeting, Hobart Bangladesh Community AGM, MCOT Board meeting, Possability Staff meeting, Iranian Community IGAST-AGM, Sri Lankan Community of Southern Tasmania AGM, meeting with Migrant Talent and Salvation Army.

Religious - Tasmanian Muslim Association Friday Prayers, Telegu Association of Tasmania prayers, Hare Krishna Hobart.

Health - Hobart Herbalists Without Borders - Community Clinic

30/06/2023

GLENORCHY CITY COUNCIL

ANNUAL PLAN PROGRESS REPORT [ALL]: 30 JUNE, 2023

21/07/2023

110
GOALS

96%
GOAL COMPLETION

Draft · Not started · Behind · On Track · Overdue · Complete · → Direct Alignment · ⇢ Indirect Alignment

GLENORCHY CITY COUNCIL PLAN

Goal	Owner	Start Date	Due Date	Current Completion
.1 Know our communities and what they value. : 100%	Manager Stakeholder Engagement	01/07/2019	30/06/2023	100%
→ 1.1.1 Guide decision making through continued community engagement based on our Community Plan : 100%	Manager Community	01/07/2019	30/06/2023	100%
→ 1.1.1.02 Support the operation of Council's Special Committees and Reference Groups 2022-2023 : 100%	Manager Community	01/07/2022	30/06/2023	100%
→ 1.1.1.03 Engage with our communities to guide our decision-making, using the Community Engagement Framework : 100%	Coordinator Communications & Engagement	01/07/2022	01/07/2023	100%
→ 1.1.1.04 Undertake a review of the Community Engagement Framework : 2 Milestone(s)	Coordinator Communications & Engagement	01/07/2022	01/07/2023	100%
→ 1.1.2 Encourage diversity in our community by facilitating opportunities and connections : 100%	Manager Community	01/07/2019	30/06/2023	100%
→ 1.1.2.04 Implement the Community Strategy 2022-23 : 100%	Manager Community	01/07/2022	30/06/2023	100%
→ 1.1.2.05 Plan and support the delivery of community events and awards programs : 6 Event(s)	Coordinator Communications & Engagement	01/07/2022	30/06/2023	100%
.2 Support our communities to pursue and achieve their oals	Manager Stakeholder Engagement	01/07/2019	30/06/2023	100%
→ 1.2.2 Build relationships and networks that create opportunities for our communities : 100%	Manager Community	01/07/2019	30/06/2023	100%
→ 1.2.2.03 Partner with other stakeholders to support priority initiatives which address	Manager Community	01/07/2022	30/06/2023	100%

Goal	Owner	Start Date	Due Date	Current Completion
→ 1.2.3 Promote creative expression and participation and life-long learning as priorities for our communities : 100%	Manager Community	01/07/2019	30/06/2023	100%
→ 1.2.3.01 Deliver, partner, and support community and cultural development through programs, events, and awards : 100%	Coordinator Communications & Engagement	01/07/2022	30/06/2023	100%
→ 1.2.3.04 Plan, promote and present an annual program of arts and cultural exhibitions, workshops, concerts and events : 4 Quarter(s)	Coordinator Arts & Culture	01/07/2022	30/06/2023	100%
→ 1.2.1 Encourage and support communities to express and achieve their aspirations : 100%	Manager Community	01/07/2019	30/06/2023	100%
→ 1.2.1.04 Provide and maintain a range of community and recreation facilities : 100%	Operations & Maintenance Supervisor	01/07/2022	01/07/2023	100%
.3 Facilitate and/or deliver services to our communities	Manager Stakeholder Engagement	01/07/2019	30/06/2023	100%
→ 1.3.1 Directly deliver defined service levels to our communities : 100%	Manager Stakeholder Engagement	01/07/2019	30/06/2023	100%
→ 1.3.1.02 Implement year two actions from the Customer Service Strategy : 4 Quarter(s)	Manager Customer Services	01/07/2022	01/07/2023	100%
→ 1.3.1.03 Deliver waste services to reduce waste to landfill : 100%	Waste Services Coordinator	01/07/2022	01/07/2023	100%
→ 1.3.1.04 Deliver Customer Service Charter commitments : 4 Quarter(s)	Coordinator Customer Service	01/07/2022	30/06/2023	100%
→ 1.3.2 Identify and engage in partnerships that can more effectively deliver defined service levels to our communities. : 100%	Placeholder	01/07/2019	30/06/2023	100%
→ 1.3.2.01 Facilitate the operation of the Glenorchy Jobs Hub to connect local people with local jobs : 100%	Manager People and Governance	01/07/2022	01/07/2023	100%
.1 Stimulate a prosperous economy	Manager Stakeholder Engagement	01/07/2019	30/06/2023	67%
→ 2.1.1 Foster an environment that encourages investment and jobs : 100%	Director Infrastructure & Works	01/07/2019	30/06/2023	100%
→ 2.1.1.01 Implement the Open for Business improvement plan : 100%	Manager Development	01/07/2022	01/07/2023	29%
→ 2.1.1.02 Review the Glenorchy Parking Strategy 2017-2027 : 100%	Manager Infrastructure, Engineering & Design	01/07/2022	01/07/2023	100%
→ 2.1.1.04 Identify and progress amendments required to Glenorchy's planning scheme to facilitate growth : 100%	Senior Strategic Planner	01/07/2022	01/07/2023	100%
→ 2.1.1.05 Make zoning amendments where required to ensure sufficient industrial and commercial land supply : 100%	Senior Strategic Planner	01/07/2022	01/07/2023	75%
→ 2.1.1.06 Provide quality, sustainable, compliant childcare services for Glenorchy children 2022-23 : 100 % Compliant to 100 % Compliant	Child Care Delivery Coordinator	01/07/2022	30/06/2023	Complete 100%

Goal	Owner	Start Date	Due Date	Current Completion
2.1.1.07 Undertake structure planning for the future release of residential land in Granton : 100%	Senior Strategic Planner	01/07/2022	01/07/2023	75%
2.1.2 Build relationships with government and the private sector that create job opportunities for our communities : 100%	Information Management Officer	01/07/2019	30/06/2023	83%
2.1.2.01 Implement the Economic Development Strategy and Economic Recovery Plan : 100%	Coordinator Eco Dev (Unappointed)	01/07/2022	01/07/2023	85%
.2 Identify and support priority growth sectors	Manager Stakeholder Engagement	01/07/2019	30/06/2023	75%
2.2.1 Target growth sectors based on our understanding of the City's competitive advantages : 100%	Placeholder	01/07/2019	30/06/2023	85%
2.2.1.01 Deliver, partner and advocate for the implementation of the Berriedale Peninsula Masterplan : 100%	Manager Development	01/07/2022	01/07/2023	100%
2.2.1.02 Facilitate major developments and investments 2022-23 : 100%	Manager Development	01/07/2022	01/07/2023	100%
2.2.1.03 Develop investment and funding prospectuses to enable growth and diversification of the City's economy : 2 Communication(s)	Manager Stakeholder Engagement	01/07/2022	01/07/2023	82%
2.2.1.04 Deliver, partner and advocate for the implementation of the Glenorchy Park Masterplan : 100%	Manager Stakeholder Engagement	01/07/2022	01/07/2023	50%
2.2.1.05 Deliver, partner and advocate for the implementation of the Marine and Innovation Masterplan : 100%	Manager Stakeholder Engagement	01/07/2022	01/07/2023	50%
.1 Create a liveable and desirable City	Director Infrastructure & Works	01/07/2019	30/06/2023	100%
3.1.1 Revitalise our CBD areas through infrastructure improvements	Director Infrastructure & Works	01/07/2019	30/06/2023	100%
3.1.1.01 Investigate opportunities for implementation of the CityScape Sub-precinct Masterplan : 100%	Manager Stakeholder Engagement	01/07/2022	01/07/2023	100%
3.1.1.02 Implement the Greater Glenorchy Plan year two priority projects : 100%	Manager Stakeholder Engagement	01/07/2022	01/07/2023	50%
3.1.3 Manage the City's transport network and the associated infrastructure to promote sustainability, accessibility, choice, safety and amenity for all modes of transport : 100%	Director Infrastructure & Works	01/07/2019	30/06/2023	100%
3.1.3.01 Manage and maintain a road network that meets the transport needs of the community : 100%	Manager Infrastructure, Engineering & Design	01/07/2022	01/07/2023	100%
3.1.3.02 Renew Council infrastructure through the delivery of the capital works program : 100%	Civil Supervisor	01/07/2022	01/07/2023	100%

Goal	Owner	Start Date	Due Date	Current Completion
3.1.3.03 Provide a network of shared paths, footpaths and trails that is safe and provides access to all abilities : 100%	Operations & Maintenance Supervisor	01/07/2022	01/07/2023	100%
3.1.4 Deliver new and existing services to improve the City's liveability : 100%	Operations & Maintenance Supervisor	01/07/2019	30/06/2023	100%
3.1.4.04 Ensure assessments under the Planning Scheme meet Council's statutory obligations : 100%	Coordinator Planning Services	01/07/2022	01/07/2023	100%
3.1.4.05 Ensure assessments under building legislation meet Council's statutory obligations : 100%	Coordinator Building/Plumbing Services	01/07/2022	01/07/2023	100%
3.1.4.03 Implement and update the Waste Management Strategy : 100%	Manager Property, Environment & Waste	01/07/2022	01/07/2023	100%
3.1.4.06 Deliver, partner and advocate for the implementation of the Active Glenorchy 2040 Sport and Recreation Framework : 100%	Manager Property, Environment & Waste	01/07/2022	01/07/2023	100%
3.1.4.07 Review and implement the Public Toilet Strategy 2020-2030 : 50% to 100%	Property Assets Coordinator	01/07/2022	01/07/2023	100%
3.1.2 Enhance our parks and public spaces with public art and contemporary design : 100%	Director Infrastructure & Works	01/07/2019	30/06/2023	100%
3.1.2.07 Review and update Council's Open Space Strategy : 100%	Manager Property, Environment & Waste	01/07/2021	28/06/2024	100%
3.1.2.06 Invest strategically in parks, reserves and sporting facilities 2022-23 : 100%	Recreation & Environment Coordinator	01/07/2022	01/07/2023	100%
3.1.2.08 Implement Stage One of the Tolosa Park Master Plan with TasWater : 100%	Project Manager - Sport and Recreation	01/07/2022	01/07/2023	100%
3.1.2.09 Implement the Glenorchy Playspace Strategy 2021- 2041 : 100%	Recreation & Environment Coordinator	01/07/2022	01/07/2023	100%
3.1.2.10 Establish the Public Art Oversight Group whose role is to oversee and advise on the development and maintenance of Council's Public Art in the City, addressing the strategies opportunities to embed arts into public spaces : 100%	Manager Community	01/07/2022	30/06/2023	100%
.2 Manage our natural environments now and for the ıture	Director Infrastructure & Works	01/07/2019	30/06/2023	100%
3.2.1 Identify and protect areas of high natural values : 100%	Director Infrastructure & Works	01/07/2019	30/06/2023	100%
3.2.1.01 Support stewardship of our natural environment : 100%	Acting Environment Coordinator (Unappointed)	01/07/2022	01/07/2023	100%
3.2.1.02 Implement the Bushfire Mitigation Program : 100%	Coordinator Bushfire Management (Unappointed)	01/07/2022	01/07/2023	100%
3.2.1.03 Review the Environment Strategy 2013 - 2023 : 100%	Recreation & Environment Coordinator	01/07/2022	01/07/2023	100%
3.2.2 Encourage access to and appreciation of natural areas through the development of trail networks and environmental education : 100%	Director Infrastructure & Works	01/07/2019	30/06/2023	100%

Goal	Owner	Start Date	Due Date	Current Completion
3.2.2.02 Seek investment to facilitate implementation for the Mountain Bike Masterplan : 100%	Manager Property, Environment & Waste	01/07/2022	01/07/2023	100%
3.2.3 Enhance, protect and celebrate the Derwent Foreshore : 100%	Director Infrastructure & Works	01/07/2019	30/06/2023	100%
3.2.3.02 Participate in the Derwent Estuary Program by undertaking water quality monitoring and reporting : 100%	Coordinator Environmental Health Services	01/12/2022	31/03/2023	100%
.1 Govern in the best interests of our communities	Director Infrastructure & Works	01/07/2019	30/06/2023	100%
4.1.1 Manage Council for maximum efficiency, accountability and transparency : 100%	Director Corporate Services	01/07/2019	30/06/2023	100%
4.1.1.02 Develop and monitor Councils Annual Plan : 100%	Manager Stakeholder Engagement	01/07/2022	01/07/2023	100%
4.1.1.03 Implement the Project Management Framework : 100%	Director Infrastructure & Works	01/07/2022	01/07/2023	100%
4.1.1.04 Deliver on all priority Audit panel recommendations 2022-2023 : 100%	Manager People and Governance	01/07/2022	01/07/2023	100%
4.1.1.06 Issue Council's Annual Report : 100%	Manager Stakeholder Engagement	01/07/2022	01/07/2023	100%
4.1.1.07 Complete a targeted review of Council services : 100%	General Manager	01/07/2022	01/07/2023	100%
4.1.1.08 Facilitate the development of a new Strategic Plan and all other plans, strategies and policies as per Section 70E of the Local Govt act : 100%	Manager Stakeholder Engagement	01/07/2022	01/07/2023	100%
4.1.2 Manage the City's assets soundly for the long-term benefit of the Community : 100%	Director Infrastructure & Works	01/07/2019	30/06/2023	1700%
4.1.2.02 Provide stormwater infrastructure with a priority on reducing the risk of flooding : 100%	Manager Infrastructure, Engineering & Design	01/07/2022	01/07/2023	100%
4.1.2.03 Sustainably manage Council's property, parks and recreation infrastructure and facilities : 100%	Manager Property, Environment & Waste	01/07/2022	01/07/2023	100%
4.1.2.04 Ensure we are prepared for disaster and maintain Emergency Management Strategies 2022/23 : 100%	Manager Stakeholder Engagement	01/07/2022	01/07/2023	100%
4.1.2.05 Update Council's Asset Management Strategy : 100%	Manager Infrastructure, Engineering & Design	01/07/2022	01/07/2023	100%
4.1.2.06 Collaborate with Regional Climate Change Initiative on the development of new regional strategies : 100%	Director Infrastructure & Works	01/07/2022	01/07/2023	100%
4.1.2.07 Operate according to the requirements of the Financial Management Strategy : 100%	Chief Financial Officer	01/07/2022	01/07/2023	100%
4.1.3 Maximise regulatory compliance in Council and the community through our systems and processes : 100%	Director Corporate Services	01/07/2019	30/06/2023	100%
4.1.3.02 Ensure businesses comply with public health requirements : 100%	Coordinator Environmental Health Services	01/07/2022	01/07/2023	100%

Goal	Owner	Start Date	Due Date	Current Completion
→ 4.1.3.01 Ensure residents comply with dog management regulations 2022-23 : 4 Quarter(s)	Public Compliance Coordinator	01/07/2022	30/06/2023	100%
→ 4.1.3.03 Ensure residents comply with parking regulations 2022-2023 : 4 Quarter(s)	Public Compliance Coordinator	01/07/2022	30/06/2023	100%
.2 Prioritise resources to achieve our communities' goals	Director Corporate Services	01/07/2019	30/06/2023	100%
→ 4.2.1 Deploy the Council's resources effectively to deliver value : 100%	Director Corporate Services	01/07/2019	30/06/2023	100%
→ 4.2.1.01 Implement the year ONE program in the Information, Communication and Technology Strategy 2022-25 : 100%	Manager ICT Services	01/07/2022	01/07/2023	100%
→ 4.2.1.03 Review the Corporate Risk Management Directive 2022-2023 : 100%	Manager People and Governance	01/02/2023	01/07/2023	100%
→ 4.2.1.05 Prepare the plan for core technology implementation : 100%	Manager ICT Services	01/07/2022	01/07/2023	100%
→ 4.2.2 Ensure that we have a skilled, capable and safety-focused workforce : 100%	Director Corporate Services	01/07/2019	30/06/2023	100%
→ 4.2.2.04 Implement the People Strategy 2022 : 100%	Manager People and Governance	01/07/2022	01/07/2023	100%
→ 4.2.2.05 Deliver the People and Culture business as usual : 100%	Manager People and Governance	01/07/2022	01/07/2023	100%
.3 Build strong relationships to deliver our communities' oals	General Manager	01/07/2019	30/06/2023	100%
→ 4.3.1 Foster productive relationships with other levels of government, other councils and peak bodies to achieve community outcomes : 100%	General Manager	01/01/2019	30/06/2023	100%
→ 4.3.1.02 Deliver the Australian government funded recreation projects : 100%	Manager Property, Environment & Waste	30/06/2021	01/07/2024	100%
→ 4.3.1.01 Participate in the implementation of the Greater Hobart Plan and the Hobart City Deal : 100%	Senior Strategic Planner	01/07/2022	01/07/2023	100%
→ 4.3.1.04 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 : 100%	Manager Community	01/07/2022	30/06/2023	100%
→ 4.3.1.05 Facilitate and engage with partners to advocate for the development of safe, liveable, affordable housing options in our City : 100%	Manager Community	01/07/2022	30/06/2023	100%
.1 All the activities of Council contribute to and support ur Community's goal to Build Image and Pride : 100%	General Manager	01/01/2019	30/06/2023	100%
→ 5.1.1 We will show pride in our city and others will see it : 100%	General Manager	01/07/2019	30/06/2023	100%
→ 5.1.1.01 Implement the Communications Strategy : 100%	Coordinator Communications & Engagement	01/07/2022	01/07/2023	100%

Goal	Owner	Start Date	Due Date	Current Completion
5.1.1.02 Review Welcoming Cities Standards for Local Government against Councils policies and practice : 100%	Community Development Coordinator	01/07/2022	30/06/2023	100%
5.1.1.05 Partner with Destination Southern Tasmania to promote Glenorchy to visitors 2022-23 : 100%	Manager Stakeholder Engagement	01/07/2022	01/07/2023	100%
5.1.1.10 Implement the year two projects from the City of the Arts Strategy : 100%	Coordinator Arts & Culture	01/07/2022	30/06/2023	100%
5.1.1.11 Engage with our Aboriginal Community to develop a Reconciliation Action Plan : 100%	Manager Community	01/07/2022	30/06/2023	100%
5.1.1.12 Investigate the Multicultural Hub model : 100%	Manager Community	01/07/2022	30/06/2023	100%

Exemption to Council's Code for Tenders and Contracts July 2023

Supplier's / Contractor's name	Description	Justification for engaging the contractor or supplier without undertaking the usual procurement process	Value (or estimated value) of the purchase (excluding GST)	Requesting Officer (Manager or Coordinator)	Approving Officer (Director or General Manager)	Award date
Geotas Pty Ltd	Supply and install HDPE liner repair at Jackson Street Landfill	The purchase is for additional supplies by the original supplier, or its authorised representative, which were not included in the initial procurement, and a change in suppliers cannot be made for technical reasons.	$ $27,164.90	Procurement and Contracts Coordinator	Director Infrastructure and Works	6/07/2023