

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



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COMMUNITY DEVELOPMENT ACTION PLAN - SUMMARY 22/23



Action	What are we doing? How are we doing it?	By When	Who is doing?
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
	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
	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
	Survey and engage with staff and broader community on RAP	Jan – Mar 23 and May 23	Inclusive City Officer Coordinator Community Development Community Engagement Officer
	Launch Councils Reflect RAP	June 23	Inclusive City Officer Mayor/General Manager Manager Community Coordinator Community Development Communications Officer
2. Facilitate and engage with partners to advocate for the development	Review Statement of Commitment on Housing	Jan 23	Social Planning and Policy Officer Internal Housing Working Group

of safe, liveable, affordable housing options in our City			
	Contribute to State Government policy and strategy	22 - 23	Social Planning and Policy Officer Inclusive City Officer Manager Community
	Partner with Shelter Tas and housing providers to develop YIMBY community awareness	Mar – June 23	Inclusive City Officer Manager Community Coordinator Community Development
	Audit Council properties for disposal and zoning for potential residential use, including social housing	22 - 23	Manager Property Strategic Planner Social Planning and Policy Officer
	Maintain appropriate data to inform Council's work	22 - 23	Social Planning and Policy Officer Manager Community Coordinator Community Development
3. Implement the Multicultural Hub model	Secure future funding from State Government for the Multicultural Hub	May 23	Manager Community Coordinator Community Development
	Deliver the first stage of the commercial kitchen development	June 23	Inclusive City Officer Property
	Contribute to the update of the Welcoming Cities Standards	June 23	Inclusive City Officer
	Celebrate and promote multicultural events in partnership with MCOT, MRC and community	22 - 23	Inclusive City Officer
4. Bring diversional programs and support services for young people to Glenorchy	Fund and facilitate PCYC pilot to implement program in Glenorchy and outreach with a view to longer term diversional programs	Oct 22 – June 23	Safe City Lead Youth Engagement Officer Health, Wellbeing and Resilience Officer
	Support community-based youth engagement initiatives including	22 - 23	Safe City Lead Youth Engagement Worker

	delivery of the Salvation Army Youth Street Teams Pilot and the ADF sport and recreation youth diversionary project	June 22 – Jan 23	Safe City Lead Youth Engagement Worker Health, Wellbeing and Resilience Officer
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 Youth Engagement Worker
	Collaborate with PCYC and provide youth engagement support	Oct 22 – June 23	Safe City Lead Health, Wellbeing and Resilience Officer Youth Engagement Worker
	Facilitate the CBD Round Table to develop and deliver the CBD Community Action Plan	22 - 23	Safe City Lead Health, Wellbeing and Resilience Officer Youth Engagement Worker
	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
	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
6. Deliver the 26TEN Community project	Partner with Glenorchy Library to coordinate literacy activities	22 - 23	26TEN Community Coordinator Coordinator Community Development
	Work with a large business to identify and improve the digital skills in the workforce	22 - 23	26TEN Community Coordinator
	Work with Glenorchy Jobs Hub and employment services to support jobseekers with literacy	22 - 23	26TEN Community Coordinator
	Partner in the Volunteering Tas, 26TEN Community for Volunteering Project	22 - 23	26TEN Community Coordinator
	Develop and commence delivery of a family literacy program	Jan – June 23	26TEN Community Coordinator
7. Contribute to improving community health,	Deliver the Glenorchy on the Go Healthy Mind, Healthy Body (HMHB) grant funded project	22 - 23	Health Wellbeing and Resilience Officer

wellbeing and resilience			
	Support delivery of Mental Health First Aid Courses to community	22 - 23	Health Wellbeing and Resilience Officer
	Develop the Glenorchy Health and Wellbeing Report	June 23	Health Wellbeing and Resilience Officer Social Planning and Policy Officer Coordinator Community Development
	Collaborate on locally driven health and wellbeing initiatives	22 - 23	Health Wellbeing and Resilience Officer
	Support local school health and wellbeing initiatives	22 - 23	Health Wellbeing and Resilience Officer Youth Engagement Worker
8. Seek lived experience advice from our community	Deliver an Accessible Business Forum	Sep 22	Inclusive City Officer
	Deliver the International Day for People with a Disability event (IDPWD)	Dec 22	Inclusive City Officer
	Facilitate the Glenorchy Access and Inclusion Reference Group and specific work groups	22 - 23	Inclusive City Officer
	Deliver Disability Awareness workshops to staff and Aldermen	22 - 23	Inclusive City Officer
	Facilitate Easy English training and promote across Council and Community	22 - 23	Inclusive City Officer 26TEN Community Coordinator
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
	Maintain data to inform Council's work, including submissions to government	22 - 23	Social Planning and Policy Officer Coordinator Community Development
	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 Inclusive City Officer Coordinator Community Development



Photo: Ray Joyce

Statement of Commitment on Housing

Recognising housing as a basic human right, Glenorchy City Council is committed to facilitating access for our residents to a diversity of safe, liveable, accessible and affordable housing options in our City. We will work closely with our residents, businesses, housing providers, developers, government and non-government partners to implement the following commitment.

Glenorchy City Council will

Engage with our community and data providers to gather and share information about Glenorchy's housing needs, including land availability and demand.

Provide our staff and residents with knowledge and confidence to help people access housing and homelessness services.

Engage with our community and housing providers about different types of housing and the benefits of having a diversity of housing options in our City.

Advocate to the Tasmanian and Australian governments to invest in and provide affordable and social housing and supported accommodation in Glenorchy.

Partner with housing providers and developers to increase the overall supply of affordable and social housing, and supported accommodation in Glenorchy and to encourage liveable housing design.

Actively explore opportunities to increase affordable and social housing and supported accommodation in Glenorchy, when developing and disposing of Council land, where appropriate.

Facilitate affordable and social housing and supported accommodation in Glenorchy through considering zoning at strategic sites and working with developers, where appropriate.

Advocate to the Tasmanian Government for planning controls that facilitate affordable and social housing and supported accommodation, where appropriate.

FURTHER INFORMATION

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2. HOUSING ANNUAL REPORT 2021 - 2022

Author: Manager Community (Marina Campbell)
Senior Strategic Planner (Lyndal Byrne)
Manager Property Environment and Waste (Luke Chiu)

Qualified Person: Director Corporate Services (Jenny Richardson)

ECM File Reference: Housing

Community Plan Reference:

Making Lives Better

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

Leading Our Community

We will be a progressive, positive community with strong council leadership, striving to make Our Community's Vision a reality.

Strategic or Annual Plan Reference:

Making Lives Better

- Objective 1.1 Guide decision making through continued community engagement based on our Community Plan
- Objective 1.2.2 Build relationships and networks that create opportunity for our communities
- Objective 1.3.2 Identify and engage in partnerships that can effectively deliver defined service levels to our communities

Leading Our Community

- Objective 4.1 Govern in the best interests of our community
- Objective 4.3 Build Strong relationships to deliver our communities' goals
- Strategy 4.3.1 Foster productive relationships with other levels of government, other councils and peak bodies to achieve community outcomes
- Action 4.3.1 Facilitate and engage with partners top advocate for the development of safe, liveable, affordable housing options in our City

Reporting Brief:

To present the annual Housing progress report to Council.

Proposal in Detail:

Statement of Commitment on Housing

Council adopted a Statement of Commitment on Housing on 31 August 2020. ([Attachment 1](#)).

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Here is the annual report.

The Statement:

- commits Council to facilitating access for our residents to a diversity of safe, liveable, accessible, social and affordable housing options in our city;
- recognises the importance of working closely with our residents, businesses, housing providers, developers, government and non-government partners in implementing the action areas of the Statement.

An internal Council working group oversees the implementation of an Action Plan which coordinates Council's approach to implementing the Statement.

A housing snapshot of Glenorchy

Here is a snapshot of housing in the City of Glenorchy including specific housing data for the quarter ending December 2021.

- The usual resident population of the City of Glenorchy in 2021 was 50,411, living in 21,877 dwellings with an average household size of 2.39.
- Glenorchy has a higher proportion of lone person households and one parent families compared to Greater Hobart
- Glenorchy has a smaller proportion of households who owned or were purchasing their dwelling and a larger proportion who were renters than Greater Hobart
- Glenorchy has more low income households than Greater Hobart (28% compared to 23.3%)
- in the 12 months to December 2021, only 2% of all property sales and 0.5% of all rental listings would have been affordable to a household on a very low income, and\
- in the 12 months to December 2021, only 12.1% of all property sales and 10.3% of all rental listings would have been affordable to a household on a low income
- both housing and rental listings for very low and low-income earners have decreased since December 2019
- whilst the latest data is not yet available on housing and rental stress, in 2016, 11.6% of households with a mortgage were in mortgage stress and 38.7% of renters were in rental distress – both higher than the Greater Hobart average.
- In the 2021/22 financial year, there were 230 residential building approvals in the municipality (197 houses and 33 other) which was a decrease from 264 approvals in 2020/21 and 232 in 2019/22.

Council's role in housing

Council is not a housing provider – and that other governmental and non-governmental organisations fulfil that core role.

Council's roles in housing include:

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- as a planning authority, ensuring adequate land supply for housing and expediting assessment of residential and subdivision proposals against planning scheme criteria
- as a landowner, identifying parcels of land that may be surplus to Council's requirements and taking them through the appropriate *Local Government Act* land disposal processes, while making sure housing providers and other interested parties are made aware of land availability
- as a community services and social planning co-ordinator, networking with government agencies and not-for-profit providers to bring services to Glenorchy residents, including people experiencing homelessness; and
- as a local government, advocating to and partnering with State and Federal Governments for resources to be brought to bear to address housing affordability and homelessness in Glenorchy.

Council as Planning Authority

Development of Glenorchy's residential land

Between 1 July 2021 and 30 June 2022, 61 planning permits were granted for multiple dwellings. These permits approved the development of 253 new multiple dwelling. Significant multiple dwelling development included:

- 55 multiple dwelling at 115 Allunga Road, Chigwell (social housing)
- 37 multiple dwelling at 124 Branscombe Road, Claremont
- 21 multiple dwelling at 71 Hopkins Street, Moonah (social housing)
- 20 multiple dwelling at 2 Nagle Place, Glenorchy, and
- 10 multiple dwellings at 21 Coleman Street, Moonah.

Strategic planning / zoning to support increased housing supply and density

Council officers are investigating a number of options to increase housing opportunities, particularly along the transit corridor. Planning scheme amendments are being prepared for formal community comment towards the end of 2022. A number of surplus Council sites have also been rezoned to allow for residential development and these will be released through the statutory disposal process.

Land Supply Orders

Under the *Housing Supply Act 2018*, the State Government can identify surplus government land, that meets certain criteria, and rezone it for residential purposes through a fastrack process.

Council provided feedback on two Land Supply Orders involving Crown land (one site at the corner of Goodwood Road and Howard Road, Goodwood and the other off Allunga Road, Chigwell). If these orders are supported by the State Government it will be able to redevelop these sites for more housing.

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Changes to delegations to increase efficiency of planning decisions

At its meeting of 31 January 2022, Council updated delegations for senior planning staff to streamline planning permit assessments.

Increasing delegations, by discharging various administrative and lower-level decision-making functions, has improved the efficiency of the planning office and assists in reducing assessment timeframes across the board, including for housing projects.

Council as LandownerCouncil land for sale

Land previously approved for disposal at 5a Taree Street, Chigwell has now had all of the statutory and Council processes completed and has been rezoned to General Residential.

This property has now been listed for sale during August and September 2022. This 4,789m² lot has potential for approximately 14 dwellings.

Strategic sites under active consideration for disposal

A report was presented to Council in March 2022 which provided an assessment of Council-owned land with the best potential for disposal to increase housing supply. As a result of this assessment two properties were prioritised to commence the process for disposal and undertake community engagement to identify any community concerns. The two properties are:

- 23A Norman Circle, Glenorchy. Geotechnical investigation has been undertaken and a report is being prepared by the consultant. Community consultation (letter box drop and electronic survey) will commence when this report has been received and the land is deemed “developable”. The current zone is General Residential and there is potential for approximately 18 dwellings on the 2.66-hectare lot.
- 261 Main Road, Austin’s Ferry. There is some complexity to this lot with multiple zones and potential contamination in some locations. A potentially contaminated land assessment is being arranged, which if deemed acceptable will be followed by a strategic planning study, consultation and rezoning application. Whilst there is complexity to this site, its large size (7.14-hectares) and proximity to the major adjacent residential subdivisions provides scope for potentially significant housing development.

Council as Community Services and Social Planning Co-ordinatorParticipation in Greater Hobart Homelessness Alliance

The Greater Hobart Homelessness Alliance was established by the City of Hobart as a result of the Homelessness Crisis Roundtable held in June 2019 (Terms of Reference as [Attachment 2](#)). Council is a contributing member to the Greater Hobart Homelessness Alliance, comprising the Greater Hobart Council Mayors and Officers, specialist homelessness service providers, State Government, agencies and people with a lived experience of homelessness. The Alliance is focused on improving and

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coordinating the long term strategic and policy settings that impact on homelessness, promoting best practice in service delivery and identifying opportunities to collaborate, share information and resources and to partner at a regional level to achieve better outcomes for people who are homeless or at risk of homelessness.

Progress to-date against several of the goals of the Alliance include:

- The Safe Space Night venue established by Hobart City Mission in December 2019. The night program moved to a dedicated venue in July 2021 with Tasmanian government funding commitment until June 2023. Number of beds expanded from 21 to 35 early in 2022,
- The Alliance, with the sector, were very strong in advocating, leading up to the State election in May 2021, for improved funding for services that address the root causes of homelessness, and
- The ‘I am Somebody’ project was delivered for Homelessness Week 2020, 2021 by the City of Hobart Housing with Dignity Reference Group and extended to the Greater Hobart Councils in 2022, in tackling the social stigma regarding homelessness through storytelling.

Data received from the Colony 47, Housing Connect program supports Council’s continuing membership with the Alliance. There were 1,953 distinct clients from the Glenorchy LGA who accessed Housing Connect services in the July 2021 to June 2022 period. There was also an average of 31 rough sleepers throughout the year recorded for Glenorchy during that period.

The Mayor, General Manager and Council’s Safer Communities Officer, attended the three-year Alliance forum held in August 2022. Presentations were by The Honourable Julie Collins, MP, Minister for Housing /Minister for Homelessness, The Honourable Guy Barnett, MP, Minister State Development, Construction and Housing, The Lord Mayor of Hobart, Councillor Anna Reynolds, Homelessness Australia – Chair, Jenny Smith, Constellation Projects - CEO, Jacqui Jones, Housing All Australians - Tasmanian Representative, Simon Want. The forum also provided an update on local service provision from Colony 47, The Salvation Army and the Hobart City Mission, as well as a lived experience presentation on the work of the City of Hobart’s Housing With Dignity Reference Group.

The following priorities were identified by participants for the Alliance to consider:

- defining and clarifying the Alliance’s strategic advocacy focus and role
- focus on advocating for addressing the root cause of homelessness: poverty, mental health, alcohol, other drugs and family violence and lack of affordable housing, and;
- expand membership to include other relevant and allied Tasmanian government health, education and law enforcement representatives.

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Social and community housing in Glenorchy LGA

Centacare Evolve Housing, Housing Choices Tasmania, Mission Australia and The Salvation Army deliver social housing and supported accommodation in the Glenorchy LGA.

As of 30 June 2022, there are 1,902 dwellings used for long-term social housing in our community including:

- 227 dwellings used for supported accommodation
- 1,675 dwellings that are managed as social housing by either community housing providers or the Director of Housing, and

The current pipeline of works underway shows that there are around 100 new social housing dwellings that are due to be completed by the end of June 2023 in the municipality.

Council as Advocate and PartnerHobart City Deal

Council, along with the remaining three inner-metropolitan councils and the State and Federal Governments, are signatories to the Hobart City Deal, which was signed in February 2019 to address a range of major city-shaping initiatives in Greater Hobart.

Two major housing initiatives relating to the City Deal are:

- The activation of the Northern Suburbs Transit Corridor; and
- Affordable housing provision

The Northern Suburbs Transit Corridor has potential to be activated as a medium density residential corridor. Announcement of the Northern Suburbs Transit Corridor Growth Strategy has been delayed until after the 25 October Federal budget and also as a consequence of Tasmania's AFL bid.

Hobart and Glenorchy City Councils are currently working with the Department of State Growth to prepare a consultancy brief for precinct planning of the corridor between Glenorchy and Hobart.

Affordable housing initiatives under the City Deal were most recently reported as part of the Hobart City Deal's Progress Report released on 8 April 2022. ([Attachment 3](#)) [See pp. 8, 33 to 34 (Affordable housing) and 35 to 36 (NSTC)].

Greater Hobart Plan

Council worked as partner and advocate with the other three inner metropolitan councils and the State Government to support the Greater Hobart Committee's approval of the Greater Hobart Plan on 24 August 2022.

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This followed Council's endorsement of a submission on the draft Plan at its meeting on 27 June 2022 ([Attachment 4](#)).

The Plan provides a detailed strategic approach to residential development, infrastructure and economic development for inner metropolitan Hobart over the next 30 years.

The Plan applies to the urban metropolitan areas of the four central Hobart councils of Clarence, Glenorchy, Hobart and Kingborough, represented by the areas within the primary metropolitan Urban Growth Boundary of each council and their immediate surrounds and describes how:

- appropriate residential development can best meet the city's future housing needs;
- physical infrastructure and related services can best support the future spatial development of Greater Hobart; and
- development can strengthen the city's future economy and competitiveness

Homes Tasmania Bill

The State Government is seeking to establish a dedicated housing authority under the *Homes Tasmania Bill 2022*. Homes Tasmania will be responsible for delivering the State Governments 10,000 new social and affordable homes by 2032 and providing improved housing services.

Council made a submission to the Housing Tasmania Bill (subsequently the Homes Tasmania Bill) on 4 July 2022 ([Attachment 5](#)) which sought greater clarity about Homes Tasmania's powers in relation to planning and land acquisition from local government.

Tasmanian Housing Strategy

Communities Tasmania are developing a Tasmanian Housing Strategy to further support the delivery of housing.

Council staff have been briefed and participated in an early consultation phase of this project which aims to influence the housing market and build a more sustainable housing system.

Communities Tasmania has recently released a Discussion Paper for public comment on this project <https://www.communities.tas.gov.au/housing/news/help-shape-tasmanias-housing-future>

Delivering on Affordable Housing as a Council Key Focus area for 2022- 2023

A key focus area for Council in 2022/23 is to facilitate and engage with partners to advocate for the development of safe, liveable, affordable housing options in our City. Housing stress and homelessness are complex issues; however, Council Strategic Plan 2021-2025 Council has a clear mandate to advocate and facilitate on behalf of the community. These responsibilities can be an important part of the combined effort to provide safe, liveable, affordable housing options in our city and across Greater Hobart.

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Over the coming twelve months Council will focus its efforts where it can have the greatest impact including:

- work with governments, housing providers and non-government organisations to facilitate housing provision
- contributing the Greater Hobart Committee to realise aims of the Greater Hobart Plan
- contributing to the Greater Hobart Homelessness Alliance
- advocating for increased infill opportunities and encourage housing to be closer to public transport and services, which in turn, helps to reduce living costs
- meet with community housing provider representatives regarding potential Council land disposals that may be suited to social and affordable housing. Noting that these discussions are ongoing and future proposals from housing providers may be presented in the future, and
- collaborate with Shelter Tasmania, The Salvation Army and the Greater Hobart councils to formulate messaging for the community on the benefits of providing social and community housing within the broader housing developments.

Consultations:

General Manager
Executive Leadership Team
Housing Working Group members
Coordinator Community Development
Coordinator Communication and Engagement
Recreation and Environment Coordinator
Property Sales and Administration Officer
Senior Strategic Planner
Manager Property, Environment and Waste
Manager Community

Human Resource / Financial and Risk Management Implications:

As this is a progress report, there are no material, human or financial risks arising.

Community Consultation and Public Relations Implications:

Community consultation

Council action on housing demonstrates Council's understanding and knowledge of its community, the challenges for its community and that it will be proactive to address the housing need within our municipality.

Council has regular contact with key local community service providers who are supporting people in significant financial stress, homeless, couch surfing, living on the streets or at risk.

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Council receives housing and homelessness information and works closely with community organisations such as Communities Tasmania, Shelter Tasmania, The Salvation Army, Colony 47 (including Housing Connect) and the Greater Hobart Councils.

Any disposal of public land has a specific consultation process that must also be followed under Section 178 of the *Local Government Act 1993*.

Similarly, there are statutory consultation processes under Tasmania's planning legislation.

Public relations

Housing and homelessness are important matters to the community. This annual report sets out Council's actions on this critical issue.

Recommendation:

That Council:

1. RECEIVE and NOTE this 2021/22 annual report on action taken to progress its Statement of Commitment on Housing.

Attachments/Annexures

- 1 Statement of Commitment on Housing
- 2 Final Greater Hobart Homelessness Alliance - Terms of Reference - Updated February 2021
- 3 Hobart City Deal Annual Progress Report, April 2022
- 4 Council submission on draft Greater Hobart Plan
- 5 Council submission on Housing Tasmania Bill

Statement of Commitment on Housing reviewed (with tracked changes against the current Statement action areas)

~~Recognising housing as a basic human right, Glenorchy City Council sees housing as a basic human right, and supports more is committed to facilitating access for our residents to a diversity of safe, liveable, accessible and affordable housing options in our City. We will work closely with our community residents, businesses, developers, community housing providers, Local, State and Federal developers, governments, and non-government organisations, and peak bodies partners to implement the following: commitment.~~

1 As a local government, advocate to and partner with State and Federal governments and peak bodies for more resources and appropriate planning provisions to address housing affordability and homelessness in Glenorchy.

~~(No 1—engage with our community and data providers to gather and share information about Glenorchy’s housing needs, including land availability and demand.~~

~~No 4—advocate to the Tasmanian and Australian governments to invest in and provide affordable and social housing and supported accommodation in Glenorchy and~~

~~No 8—advocate to the Tasmanian Government for planning controls that facilitate affordable and social housing and supported accommodation, where appropriate.~~

2 As a community services coordinator, work effectively with government agencies, housing and non-government service providers to advocate for, support and promote services needed by the Glenorchy community, including people experiencing homelessness.

~~(No 2—Provide our staff and residents with knowledge and confidence to help people access housing and homelessness services and~~

~~(No 3—Engage with our community and housing providers about different types of housing and the benefits of having a diversity of housing options in our City.)~~

3 As a planning authority, seek opportunities to zone land so it can provide for a diverse range of housing developments, and efficiently assess rezoning, housing and subdivision proposals.

~~(No 7—facilitate affordable and social housing and supported accommodation in Glenorchy through considering zoning at strategic sites and working with developers, where appropriate.)~~

4 As a landowner, release surplus Council owned land to increase residential land supply for housing.

~~(No 5—partner with housing providers and developers to increase the overall supply of affordable and social housing and supported accommodation in Glenorchy and to encourage liveable housing design and~~

~~No 6—Council will actively explore opportunities to increase affordable and social housing and supported accommodation in Glenorchy, when developing and disposing of Council land, where appropriate.)~~



Statement of Commitment on Housing

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

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

FURTHER INFORMATION

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Section 28ZK (7) of the *Local Government Act 1993* requires that any person who receives a determination report must keep the determination report confidential until the report is included within an item on the agenda for a meeting of the relevant council. Failure to do so may result in a fine of up to 50 penalty units.

Local Government Act 1993

**CODE OF CONDUCT PANEL DETERMINATION REPORT
GLENORCHY CITY COUNCIL CODE OF CONDUCT**

Complaint made by Mr Beau Thomson against Ald Kelly Sims

Code of Conduct Panel

- Lynn Mason AM (Chairperson)
- David Sales (Local Government Member)
- Audrey Mills (Legal Member)

Date of Determination: 23 January 2023

Content Manager Reference: C25330

The complaint

The complaint refers to a number of Facebook posts on the Glenorchy Ratepayers and Citizens page, and an email exchange on 5 October 2022 between Ald Sims and Mr Thomson. On 4 October 2022 Mr Thomson was contacted by his fiancé, Ms Leah Clark, concerning what she regarded as an attack on her by Ald Sims on Facebook. Ms Clark had seen an exchange (on Facebook) between Ald Sims and a member of the public (Ms Clare Pat) commenting on one of Ald Sims's Facebook posts; Ald Sims had responded to this post in what Ms Clark described as 'a rather hostile manner'. Ms Clark then posted supporting Ms Pat's posts. Ald Sims responded on Facebook directly to Ms Clark in a manner Mr Thomson described as very aggressive, demeaning, and in his view, intimidating, and bullying.

The complaint alleges that the following sections of the Aldermanic Code of Conduct, adopted by the Glenorchy City Council on 29 January 2019, were breached:

Part 3 – Use of Office

2. An elected member must not take advantage, or seek to take advantage, of their office or status to improperly influence others in order to gain an undue, improper, unauthorised or unfair benefit or detriment for themselves or any other person or body.

Part 7 - Relationships with community, councillors, and council employees

- 7.1. A Councillor –
- (a) must treat all persons fairly; and
 - (b) must not cause any reasonable person offence or embarrassment; and
 - (c) must not bully or harass any person.

Part 8 – Representation

7. The personal conduct of a councillor must not reflect, or have the potential to reflect, adversely on the reputation of the Council.

The Panel also considers that the complaint could constitute breaches of the following sections of the Code:

Part 8 – Representation

4. A councillor must clearly indicate when they are putting forward their personal views.

6. A councillor must show respect when expressing personal views publicly.

Initial assessment of the complaint

Following receipt of the complaint, the Chairperson of the Code of Conduct Panel (the Panel) conducted an initial assessment in accordance with the requirements of section 28ZA(1) of the *Local Government Act 1993* (the Act). Having assessed the complaint against the provisions of sections 28ZB and 28ZC of the Act, the Chairperson determined that:

- the complaint was not frivolous, vexatious or trivial. The complaint appeared to relate to matters of substance under the Council's Code of Conduct and did not appear to be trifling, insignificant or a misuse of the Panel's resources;
- the reasons for not attempting to resolve the complaint directly with the respondent were adequately explained; and
- the complaint was not made in contravention of
 - a determination made by the Chairperson under subsection (2); or
 - a determination of the Code of Conduct made under section 28ZI(3).

The Chairperson determined that the complaint should be investigated and determined by the Panel as the allegations substantially related to alleged contraventions of the Code. If proven, they were capable of constituting breaches of the Code.

The complainant, respondent Alderman and the General Manager of Glenorchy City Council were notified of the outcome of the initial assessment by letter dated 21 October 2022.

Material considered by the Panel

- The Glenorchy City Council Aldermanic Code of Conduct, 29 January 2019;
- The complaint from Mr Beau Thomson, with Statutory Declaration, 18 pp, 10 October 2022;
- An email from Mr Thomson to the Panel, with 12 attached screenshots, 24 October 2022;
- A response from Ald Sims to the complaint, 4 pp, 2 November 2022;
- Response from Mr Thomson, 3 November 2022, with Statutory Declaration, 3 pp, with screenshots as above;
- Email from Ald Sims to the Panel, 6 December 2022, 2 pp.

Procedure

In accordance with section 28ZE of the Act, the Panel investigated the complaint.

The Panel met on 14 November 2022. On 22 November 2022 a redacted version of the response provided by Ald Sims on 2 November 2022 was sent to Mr Thomson¹, and he responded on 23 November 2022. The Panel met on 25 November 2022 and determined that the investigation could be concluded, and a determination reached without a hearing, because the investigation could be adequately conducted by means of the written submissions and examination of the documentary evidence, provided that neither the complainant nor the respondent Alderman considered that they would be disadvantaged if no hearing were held.

¹ The Panel redacted Ald Sims's response because in the view of the Panel, it contained unfounded and damaging accusations against a number of other persons or organisations, all of which were irrelevant to the complaint itself.

Mr Thomson responded that he did not consider he would be disadvantaged if no hearing were held. Ald Sims responded on 6 December 2022, but did not make submission on hearing, nor on penalty, in the event that the Panel upheld part or all of the complaint. Her response concluded with the statement *don't contact me again on the matter* (the complaint). The Panel concluded that Ald Sims declined to make submission on hearing.

The Panel met on 13 December 2022 and determined to proceed to a determination without conducting a hearing.

Determination

Pursuant to section 28ZI(1)(a), the Panel upholds the complaint against Ald Sims.

Reasons for determination

Part 3 – Use of Office

2. *An elected member must not take advantage, or seek to take advantage, of their office or status to improperly influence others in order to gain an undue, improper, unauthorised or unfair benefit or detriment for themselves or any other person or body.*

The posts to which the complaint relates appeared on the GCC Rate Payers and Citizens page. Ald Sims consistently heads her posts with her name and the title, *Alderman, GCC Tas*; the Panel therefore assumes that her posts are made using her status as an Alderman of the Council. Her posts on 4 October 2022 refer to Ms Clark as 'bias' (sic), accuses Ms Clark of being 'too afraid to hear or share the truth', and states that she will not take Ms Clark's comments seriously.

On 5 October 2022 Mr Thomson found a post from Ald Sims on his business's Facebook page. In this Ald Sims alleged that Mr Thomson 'lacked professionalism' because, according to Ald Sims, the business he shares with Ms Clark was contracted to work for the Mayor of the City of Glenorchy, and he therefore had a conflict of interest in protesting Ald Sims's public treatment of Ms Clark. Ald Sims also referred in this post to Ms Clark as a 'so-called educator', and added that she had 'personally supported' the Clark/Thomson business 'until now'. The Panel determines that these posts were intended to cause detriment to Ms Clark, Mr Thomson, and their business, in breach of Part 3(2) of the Code.

Given that these statements were posted during the period just prior to the Tasmanian Local Government elections, the Panel determines that as well as intending to cause detriment to Ms Clark et al, they were also intended to improperly influence the ratepayers of Glenorchy to vote for Ald Sims, who was running as a Mayoral candidate as well as an Alderman. The posts contained a number of derogatory comments about the then Mayor, Ald Thomas, against whom Ald Sims was running. The Panel determines that these posts were intended to influence others to gain an improper or unfair benefit to Ald Sims, in breach of Part 3(2) of the Code.

Part 7 - Relationships with community, councillors, and council employees

- 7.1. A Councillor –
- (a) *must treat all persons fairly; and*
 - (b) *must not cause any reasonable person offence or embarrassment; and*
 - (c) *must not bully or harass any person.*

Following the initial post by Ms Pat on 4 October 2022, Ms Clark wrote:

I feel the same way Clare and have made the same observations as you recently. I've been following each candidate and enjoy reading their contributions, but it is unfortunate to read continuous digs etc, truthful or not, it's unnecessary and frankly, a massive turn-off.

This post was responded to by Ald Sims, as above on 5 October 2022. Subsequent posts by Ms Clark assured Ald Sims that she was not personally affiliated with the Mayor and that she was simply 'a very active and passionate member of this community' (Glenorchy). The Panel determines that it was unfair to persist with challenging and derogatory remarks about Ms Clark on Facebook, that these remarks were embarrassing and offensive to Ms Clark, and because of the persistence of the responses to Ms Clark and Mr Thomson, amounted to bullying of the complainant and his fiancé.

The Panel determines that these posts constituted a breach of Part 7(1)(a), (b) and (c) of the Code.

After the complaint was sent to Ald Sims, she threatened to share Ms Clark's and Mr Thomson's names and the name of their business across her 'public platforms' if the complaint was not withdrawn by a specified time (approximately two days away), and an apology received from Mr Thomson. Mr Thomson forwarded screenshots of the posts to the Panel as he wanted advice on how to respond to threats being made against his fiancé, himself, and his business, if he did not withdraw the complaint and apologise. The Panel determines that this threat, while not part of the original complaint, indicates very clearly that Ald Sims was prepared to resort to additional bullying and harassment in her efforts to have the complaint withdrawn.

Part 8 – Representation

4. *A councillor must clearly indicate when they are putting forward their personal views.*

6. *A councillor must show respect when expressing personal views publicly.*

7. *The personal conduct of a councillor must not reflect, or have the potential to reflect, adversely on the reputation of the Council.*

The Panel determines that Ald Sims consistently identified herself as an Alderman of the Council. The views she expressed were her personal views, but they were not expressed with any respect for two community members who were contributing to community posts before the elections, as was their right. Her views were expressed on public platforms, the GCC Rate Payers and Citizens page, and Mr Thomson's business Facebook page.

Ald Sims's personal conduct in these matters was undertaken as an Alderman. The Panel determines that the vindictive nature of the posts, and the persistence with which she attacked Ms Clark and Mr Thomson, had the potential to reflect adversely on the reputation of the Council. The Panel therefore determines that this behaviour constituted a breach of Part 8(4), (6), and (7) of the Code.

Sanction

The Panel has taken into account the actions taken by Ald Sims since the original posts on 4th and 5th October 2022, insofar as they indicate that Ald Sims has no understanding of the behaviour expected of a serving Alderman.

She has alleged in her response to the complaint that the Code of Conduct process is 'corrupt', without providing any substantiating evidence. She has made derogatory remarks about the Panel, Ald Thomas, and the General Manager, again without providing any foundation for such statements. She has accused Mr Thomson of attempting to 'exploit' her for 'pecuniary and private gain'. She has refused to participate in the Code of Conduct proceedings, despite it being an obligation for her to comply with the Code as part of her aldermanic role.

In her final response to the Panel on 6 December 2022, Ald Sims stated in reference to the Panel that *we have a plan to ensure you and the people attempting to help their mates out while having financial and personal interests won't get away with it this time.*

She has indicated no remorse for her actions and does not appear to understand that her behaviour could not be considered reasonable when so many of her damaging statements were made without any evidence whatsoever. Additionally, the Panel considers that her making threats against the complainant and his fiancé, and the Panel, is completely unacceptable and in addition, amount to bullying and harassing conduct which may well constitute attempting to obstruct, prevent or pervert the due course of justice or the administration of the law. This matter has been referred to the Director of Local Government.

In accordance with section ZI(2)(e) of the Act, the Panel imposes on Ald Sims a suspension from performing and exercising the functions and powers of her office as an Alderman for a period of three months.

Timing of the Determination

The time taken to reach a determination in this matter has exceeded 90 days. The slight delay was caused by the Christmas and New Year holiday break.

Right to review

A person aggrieved by the determination of the Code of Conduct Panel, on the ground that the Panel failed to comply with the rules of natural justice, is entitled under section 28ZP of the Act to apply to the Magistrates Court (Administrative Appeals Division) for a review of that determination.



Lynn Mason AM
Chairperson



Audrey Mills
Legal Member



David Sales
Member

Date: 23 January 2023

From: "Office of Local Government" <localgovernment@dpac.tas.gov.au>
Sent: Thu, 19 Jan 2023 15:14:41 +1100
To: "GCC Corporate Mail" <gccmail@gcc.tas.gov.au>
Subject: Letter from Director of Local Government - Expectations of Behaviour
Attachments: Letter from DoLG - Expectations of Behaviour - Glenorchy City Council.pdf

You don't often get email from localgovernment@dpac.tas.gov.au. [Learn why this is important](#)

CAUTION: External email.

Do not click links or open attachments unless you recognize the sender and know the content is safe.

Dear Mayor,

Please find attached letter from Director of Local Government for your attention.

Kind regards,
Lillian

Lillian Dahya | Executive Officer

Office of Local Government | Policy and Delivery Division

Department of Premier and Cabinet
Level 5, 15 Murray Street
Hobart, Tasmania 7000

localgovernment@dpac.tas.gov.au | www.dpac.tas.gov.au



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Alderman Bec Thomas
Mayor
Glenorchy City Council
PO Box 103
GLENORCHY TAS 7010
Email: gccmail@gcc.tas.gov.au

Dear Mayor

Happy New Year. I trust that 2023 will be a productive and rewarding year for yourself, your fellow councillors/aldermen and for your Council.

As Director of Local Government, I have a statutory responsibility to promote good governance in local government. A key priority for the Office of Local Government in 2023 is to continue to support a positive culture across the sector. This includes striking an appropriate balance between supporting councillors and aldermen to perform their duties well and responding to concerns about behaviour that is impacting negatively on the sector.

Councillors are leaders in their local communities. The Model Code of Conduct adopted by all Councils provides that a councillor must treat all people fairly, must not cause any reasonable person offence or embarrassment, and must not bully or harass any person. A councillor must also listen to, and respect, the views of other councillors in Council and committee meetings and any other proceedings of the Council, and endeavour to ensure that issues, not personalities, are the focus of debate.

Meeting the standard of behaviour prescribed in the Code is not optional. Section 28U of the *Local Government Act 1993* (the Act) provides that, in performing the functions and exercising the powers of his or her office with a council, a councillor is to comply with the provisions of the council's code of conduct.

A significant majority of councillors work within the boundaries of the Code of Conduct and act in the best interests of the council and the community. Unfortunately, however, there have been several examples since the 2022 Local Government elections of behaviour that falls short of the standards set in the Code of Conduct and is impacting negatively on the operation of Councils. This has included:

I. Outbursts of aggression

Councillors must not use anger or aggression when seeking to make or respond to an issue in debate (during or outside of Council meetings). This includes raising their voice aggressively or throwing or dropping meeting papers or other items in an aggressive manner.

Behaviour can be considered aggressive even when not specifically directed towards an individual. Aggressive behaviour can also include, for example, capitalisation of text in emails and online posts.

2. Acts of intimidation

Councillors must not threaten others with adverse action when debating matters within or outside of Council meetings. Councillors should never use fear of reprisal as a tool to persuade others towards a particular position or view.

3. Bullying and harassment

Councillors must not engage repeatedly and forcefully with others in a way that could be considered bullying and harassment, either verbally, in emails or online. This includes frequent exchanges that involve low levels of aggression or intimidation.

4. Accusations of impropriety

Councillors must not accuse others of impropriety without pursuing their claims through appropriate formal channels.

Councillors must also avoid unreasonably inferring or attaching intent or meaning to the actions of others for the purposes of damaging their reputation or lessening the value of their contribution to a discussion or debate.

5. Disruptive behaviour

Councillors must allow others to speak freely and succinctly without interjection or interruption.

Acting respectfully does not mean always agreeing with others. Indeed, robust debate and inquiry is in the interest of democracy and the communities we serve. I encourage all councillors to hold both fellow councillors and the general manager to account for performing their functions well but reinforce that this must be done constructively and respectfully.

Page 36 of the Good Governance Guide for Local Government outlines the importance of building effective relationships. It encourages all councillors to treat others with respect, to clearly understand their role and the role of others and to follow communication protocols. A copy of the Guide is available on the Department of Premier and Cabinet's website and can be accessed here: [Good-Governance-Guide-4-August-2022](#). A new online module focussed on building respectful relationships is also being developed as part of the new Learning and Development Framework and will be available in February 2023.

Consistent with the recently agreed reforms to the Code of Conduct Framework for Local Government, it is expected that issues associated with behaviour are addressed locally wherever possible. This may include using local dispute resolution processes or, for example, using meeting procedures to address disruptive or unruly behaviour. Regulation 40 of the *Local Government (Meeting Procedures) Regulations 2015* authorises the chairperson to suspend a councillor for all or part of a meeting if a councillor:

- (a) makes a personal reflection about another councillor or an employee of the council and refuses to apologise; or
- (b) interjects repeatedly; or
- (c) disrupts the meeting and disobeys a call to order by the chairperson.

The Code of Conduct process is available to address concerns about negative behaviour that cannot be resolved locally. Any person, elected or otherwise, can lodge a Code of Conduct complaint. A Bill is currently before Parliament to make agreed changes to the code of conduct process to ensure that it can effectively respond to concerns as they arise.

As Director of Local Government, I have a statutory responsibility to use the tools available in the Act to support the efficient and effective operation of local government. I am committed to using these tools to address any ongoing behaviour that cannot be managed through local action. This may include lodging Code of Conduct complaints against offending councillors or alderman. It may also involve recommending to the Minister that a Performance Improvement Direction is issued under Part 12B of the Act. I do not expect to use these tools frequently but will intervene where I consider that negative behaviour is seriously undermining the ability of the Council to function effectively.

It would be greatly appreciated if you could circulate this letter to all councillors/aldermen in your Council for their information and consideration and table a copy of the letter at your next Council meeting.

Kind regards

A handwritten signature in black ink, appearing to read 'Mathew Healey', with a large, stylized flourish at the end.

Mathew Healey

Director

19 January 2023

CC: Mr Tony McMullen, General Manager



Glenorchy Jobs Hub Steering Committee Terms of Reference 2022-23

1. Background to Glenorchy Jobs Hub

- a. The Tasmanian Government supports a Network of Jobs Hubs to give more Tasmanians the opportunity to work near where they live, including the Glenorchy Jobs Hub.
- b. Jobs Hubs aim to bring local industry and local workers together, and work with job seekers to address barriers to work.
- c. The Jobs Hubs Network is supported by Jobs Tasmania (Department of State Growth) with common overhead support, workforce analysis and data mapping.
- d. The Jobs Hubs work alongside other employment services to bridge the gap that exists and to meet demand for services outside the current offerings.

2. Objectives

- a. The overarching objectives of the Glenorchy Jobs Hub are to:
 - i. Increase local employment for Glenorchy Municipality residents
 - ii. Increase workforce participation of Glenorchy residents
 - iii. Increase engagement by Glenorchy residents in formal education and training.
 - iv. Meet local workforce / skills needs.
- b. The specific objectives of the Glenorchy Jobs Hub Steering Committee are to:
 - i. Strategically understand, and influence, the employment, jobs, and training ecosystem in Glenorchy to increase local employment and deliver benefits to local employers.
 - ii. To maximise effectiveness of Government investment by providing strategic oversight of the Glenorchy Jobs Hub operations.



3. Purpose and Role of the Steering Committee

- a. Provide informed strategic advice and expert recommendations to Glenorchy City Council (GCC) and the Jobs Hub contracted service provider relating to local employment, workforce participation and education and training. This includes, but is not limited to, job seeker needs and employer needs/skills deficits.
- b. Oversee performance of the Jobs Hub in collaboration with GCC officers to ensure it meets its contracted responsibilities in accordance with the Grant Deed.
- c. Harness the capacity of the Jobs Hub Reference Group and together, actively promote the work of the Jobs Hub across the Glenorchy employment, jobs, and training ecosystem.
- d. Consider the information gathered at Jobs Tasmania Regional Jobs Hub Community of Policy and Practice in the development and implementation of Jobs Hub programs and services.
- e. Develop and oversee implementation of agreed three-year Strategic and one-year Implementation Plans with the support of GCC officers.
- f. Advocate to State and Federal Governments for increased program support and funding that increases capacity to meet program objectives.

4. Member Responsibilities

- a. Represent and act in the best interests of the Glenorchy Jobs Hub to improve access to employment for all people in the Glenorchy Community and help meet the skills and workforce needs of local employers
- b. Advocate for the Glenorchy Jobs Hub.
- c. Use individual skills, knowledge, and networks to contribute strategic advice and assist in developing and implementing strategies consistent with the Steering Committee's objectives and purpose.
- d. Transparently share information with the Steering Committee and relevant stakeholders on activities related, and of interest to, the Steering Committee.
- e. Reconcile differences and resolve disputes in a professional and respectful manner.
- f. Commit to attending all meetings in person where possible, with absence by exception.

5. Steering Committee Membership

- a. Glenorchy City Council Mayor (Chair of Steering Committee)
- b. Local employers and industry (Downer and MONA, Work and Training)
- c. Chair/representative of Reference Group
- d. Education and training representative (Claremont College, Work and Training)
- e. Service provider (Steps)



- f. The Steering Committee will call on advice as required from specific population cohorts (e.g Aboriginal, migrant, youth) and community sector providers. This may include attendance at, or presentation to, Steering Committee meetings
- g. Membership is to be reviewed annually

6. Steering Committee Chair

- a. Chair will be appointed by Glenorchy City Council through its approval of the Terms of Reference.
- b. The Chair's role is to be impartial, and ensure the views of all members are canvassed and meetings are conducted in good order.
- c. The Chair (or proxy) is required to participate in Regional Jobs Hub Community of Policy and Practice to be established by Jobs Tasmania.

7. Steering Committee Meetings

- a. Four members of the Steering Committee constitute a quorum.
- b. If the Chair is not present, a member of the Steering Committee may be elected by the members present to preside over that meeting.
- c. The Chair will at all times endeavour to achieve agreement by consensus. If consensus cannot be reached, this will be documented in the minutes and the matter will be put to a vote.
- d. The Steering Committee will meet monthly until the 12-month review and thence as agreed. Business can be conducted out of session.
- e. The Steering Committee can form sub-committees as required.
- f. An agenda and minutes will be provided for all meetings by the Glenorchy City Council Secretariat.
- g. All meetings are conducted in confidence unless agreed otherwise.

8. Disclosure and conflicts of interests

- a. Where possible, Glenorchy City Council will provide Steering Committee members with full information about the Grant Deed and any associated information about the Glenorchy Jobs Hub to facilitate transparent and informed decision-making.
- b. If a member of the Steering Committee has a direct or indirect pecuniary or non-pecuniary interest in a matter being considered, or about to be considered, the member must, as soon as practicable, disclose the nature of the interest to the Board. Members with a conflict may be asked to leave the meeting during the discussion and / or abstain from any vote



- c. Where a matter directly relating to the performance of the operations of the Glenorchy Jobs Hub is being considered, the service provider may be requested by the Chair to leave the meeting for the period the matter is under consideration.
- d. Pecuniary interest declarations will be included as the first agenda item at all meetings.
- e. Disclosures must be recorded and monitored by the Secretariat.

9. Review and Continuous Improvement of Terms of Reference

- a. This Terms of Reference, and all future additions or amendments, are to be approved unanimously by the Steering Committee and submitted to Glenorchy City Council for approval, before being endorsed by Jobs Tasmania.
- b. The Terms of Reference will be reviewed annually or as required.



Glenorchy Jobs Hub Strategic Plan 2022 to 2025

January 2023



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Executive Summary

The 2022 to 2023 year is a period of consolidating the gains and knowledge acquired over the previous year's operations, as well as seeing the introduction of the Youth Connector program and an evaluation of Jobs Hubs by the Brotherhood of St Laurence. As such, this year is seen as a potential year of transition as new work methods and resources are employed to deliver the contracted services.

The introduction of the Youth Connector program has widened the Jobs Hub's service delivery, particularly in relation to youth employment. Reduced funding presents a challenge, especially the context of a bigger workplan to deliver.

These changes have introduced a level of uncertainty as to funding, program deliverables, and resourcing. As such this strategic plan will need annual reviews.

Given the issues outlined above, the Steering Committee agreed three key strategic priorities were appropriate. These are:

- Building community capacity – through increasing employment and increasing educational opportunities.
- Participation in the Communities of Policy and Practice – learning and growing best practice and ensuring stakeholder engagement.
- Plan for the future – strengthening the linkages with our community, review service delivery, review governance structures.

The above priorities are underpinned by defined objectives and deliverables.

Introduction

The Glenorchy Jobs Hub was established in August 2021 with Tasmanian State Government funding, through Jobs Tasmania, awarded to Glenorchy City Council.

The Jobs Hubs complement the broader job provider network, to form an integral part of the Tasmanian employment system. The Jobs Hubs work alongside other employment services to bridge the gap that exists and to meet demand for services outside the current offerings.



The objective of the Glenorchy Jobs Hub is to increase employment of Glenorchy residents, by putting local people into local jobs in Glenorchy. This is carried out through engaging with all supporting stakeholders, including:

- Job seekers;
- Education institutions;
- Employers;
- Support services such as mental health, Centrelink, etc;
- Jobs Tasmania;
- Other employment providers such as Searson Buck, etc;
- Youth Network of Tasmania (YNOT); and
- Charities such as “Dress for Success”, City Mission, Smith Family etc.

This large support network enables job seekers to become job ready through a holistic approach to employment including through addressing underlying / hidden barriers to employment.

The Jobs Hub is also supported by a newly formed “Communities of Policy and Practice” (Youth Connector program, Jobs Hubs) where stakeholders meet to discuss issues and share knowledge.

The 2022 State Government funding deed includes provisioning for the development and implementation of a Youth Connector program. This program focuses on persons aged 15 to 25 seeking employment, apprenticeships, training, or further education in their local area. This required changes to the resources engaged to deliver the Jobs Hub model, including the re-allocation of one Jobs Coach to be a dedicated Youth Worker / Jobs Coach.

Additionally, Jobs Tasmania have retained the Brotherhood of St Laurence to evaluate the performance of the seven regional Jobs Hubs across Tasmania, including governance, connectedness with the local community and the embedding of the Communities of Policy and Practice. The evaluation may lead to further changes in the Jobs Hub model of service delivery beyond 2023/24. The Brotherhood of St Laurence report is due in February / March 2023.

Despite the review, it is appropriate to develop and implement a strategic plan to direct the service delivery focus of the Glenorchy Jobs Hub for 2022-2025, to be reviewed annually. Development of a strategic plan is also a requirement of Jobs Tasmania under the State Government funding deed.

The achievements of the Glenorchy Jobs Hub in its first year of operation are summarised in Appendix 1.



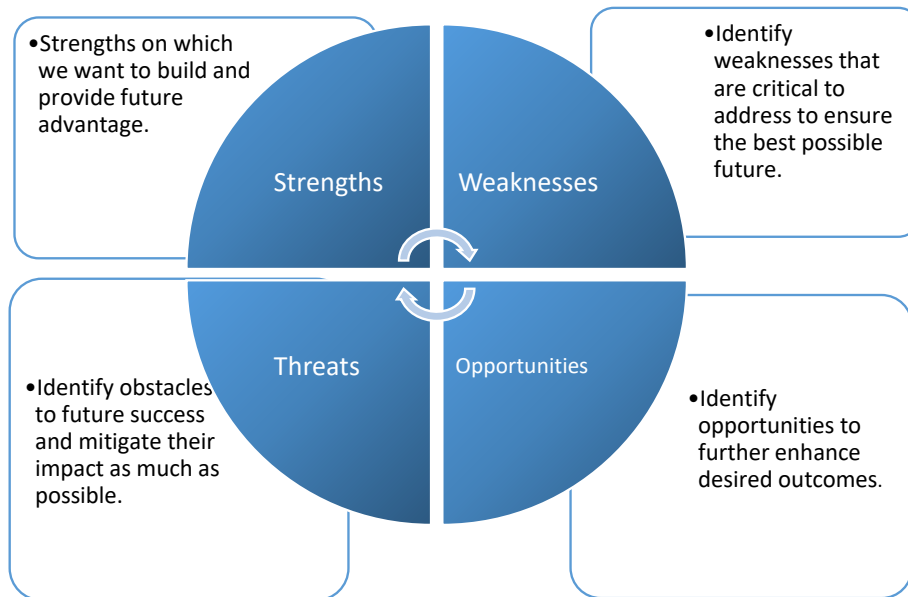
Current State Analysis

A current state analysis or environmental scan is a review of everything that impacts the Glenorchy Jobs Hub – either positively or negatively. It is an exercise to consider all assets and opportunities. It also identifies gaps or vulnerabilities that could impede the Glenorchy Jobs Hub’s success.

An environmental scan is always limited – we can never know everything or predict the future. However, it is also a useful tool to consider the Glenorchy Jobs Hub’s operating environment.

Figure 1 below outlines the current state analysis process.

Figure 1 – Current State Analysis Process



The following is a summary of the current state analysis as developed with feedback from Jobs Tasmania, the Jobs Hub Steering Committee and Steps Australia. In the longer term, feedback should also be sought from Jobs Hub participants (i.e. users of the service provided).



Strengths

These include:

- A committed Steering Committee;
- Committed personnel;
- Community involvement and input;
- Good communication and accountability;
- Good facilities;
- Experienced contractor (Steps Australia);
- Engaged employers; and
- Wider industry support.

Weaknesses

These include:

- Regular communication between the Council, administration, and the Steering Committee and contracted operator has lacked strategic purpose or future focus, the communications were primarily operational in nature;
- Limited funding;
- Greater demand for services than resources allow; and
- Uncertainty regarding Reference Group operations and lack of clarity regarding harnessing the potential of the Reference Group.

Opportunities

These include:

- Developing and participating in the Communities of Policy and Practice;
- Outcomes from the Brotherhood of St Laurence review;
- Changing personnel and reporting structures to increase accountability and reduce “disconnectedness” between Council, the Steering Committee and Community; and
- Changing participants in Steering Committee to better reflect the Glenorchy Community.



Threats

These include:

- Changes in school education provisioning resulting in unprepared job seekers (eg. lack of career advisors);
- Jobs Tasmania funding and policy decisions;
- Glenorchy City Council funding and policy decisions;
- Levels of poverty and related social and health issues affecting Jobs Hub participants; and
- Risk of other job providers within Tasmania drawing on Jobs Hub resources.

Strategic Priorities and Activities

Given the above analysis, the Steering Committee discussed its strategic priorities for the next year. The outcome of these discussions highlighted three focus areas to be prioritised. These are:

Building Capacity

This objective is important because it supports the Jobs Hub continued growth and relevance to the Glenorchy community, including job seekers, employers and educators.

The Glenorchy City Jobs Hub is one of 3 Jobs Hubs participating in the 12-month program for Youth Connectors, which is aimed at youth aged 15-25 years. The program is currently in planning stage and the Hub has assigned a Youth coach to facilitate the delivery of the program. The Youth Coach will work alongside the other Jobs Hub coaches, who service job seekers aged over 25.



Activities to achieve this priority are:

OBJECTIVE	ACTION ITEMS
EMBED THE HUB'S ROLE IN THE SYSTEM	<ul style="list-style-type: none"> • Continue to bed down the Jobs Hub, affirming its purpose and role in the broader 'system' in Glenorchy, showcasing its achievements and case for ongoing support. • Retain a clear focus on the core business of the Jobs Hub, mainly matching Jobseekers with jobs.
EMPOWER AND UTILISE THE REFERENCE GROUP, SCHOOLS, EMPLOYERS & TRAINING PROVIDERS	<ul style="list-style-type: none"> • Empower the Reference Group to be the structured forum that ensures strengthened connections between the sectors – education, training, job intermediaries and employer groups. • Strengthen ties between the high schools and local employers to tailor training programs as far as possible to meet the needs of local employers. • Engage RTOs/Training Providers in the area and greater Hobart for what they can offer the Hubs Job seekers.
DEVELOP AND IMPLEMENT THE YOUTH CONNECTOR PROGRAM	<ul style="list-style-type: none"> • Design a Youth Connector service delivery model. • Implement a Youth Connector service delivery model. • Connect youth with suitably prepared employers.
WORK CONSTRUCTIVELY WITH EMPLOYMENT INTERMEDIARIES	<ul style="list-style-type: none"> • Maintain strong relationships with existing employment connections to understand their roles and design complementary support programs.
FOCUS ON PRE-EMPLOYMENT TRAINING SUPPORT SERVICES	<ul style="list-style-type: none"> • Continue to work on, and roll out, programs that develop core employability skills such as LLN, personal presentation, punctuality, customer service, client care and support for people with language barriers. • Creating skills set programs in partnership with employers, APN and RTOs to target growth employment areas where there are skill gaps.



Participate in the Communities of Policy and Practice

This objective is important because it ensures the Jobs Hub is informed, is aware of best practice and is appropriately connected to the resources required to deliver the Jobs Hub goals.

Activities to achieve this priority are:

OBJECTIVE	ACTION ITEMS
EFFECTIVE ENGAGEMENT WITH THE COMMUNITIES OF POLICY AND PRACTICE (COPP)	<ul style="list-style-type: none"> • Further drive and improve the Jobs Hub's strategies and objectives through informed participation in the CoPP. • Build a wider network of contacts through engaging with other participants in the CoPP to ensure knowledge is shared.

Plan for the Future

This objective is important because partnerships and pathways are crucial to a sustainable delivery model. Identifying regional needs and adapting to needs within the local employment market are crucial to meeting both jobseeker and workforce requirements.

Activities to achieve this priority are:

OBJECTIVE	ACTION ITEMS
CONTINUE TO DEVELOP INDUSTRY AND EDUCATION PARTNERSHIPS	<ul style="list-style-type: none"> • Identify and document gaps and opportunities for engagement with public schools/colleges and provide to Jobs Tasmania to consider a state-wide coordinated approach.
INFLUENCE EDUCATIONAL PATHWAYS FOR LONGER TERM GOALS	<ul style="list-style-type: none"> • Work with the region's leading pre-tertiary educational bodies – Guilford Young College, Claremont College, Cosgrove and Montrose Bay High Schools, Dominic and St Virgil's College to provide career and pathway planning for students, mainly years 9-12.



OBJECTIVE	ACTION ITEMS
APPLY NETWORK LEVEL KNOWLEDGE AND LEARNINGS APPROPRIATELY AT LOCAL LEVEL	<ul style="list-style-type: none"> • Engage and contribute to the Brotherhood of St Laurence review of the Jobs Hubs' frameworks, objectives and operating environment. • Consider, and implement if possible, the recommendations from the Brotherhood of St Laurence review.

After the 2022/2023 year the strategic priorities will be again reviewed in light of the findings of the Brotherhood of St Laurence evaluation outcomes.

Appendix 1



Summary of accomplishments from first year implementation of the Jobs Hub

The GCC Jobs hub celebrated its 1st birthday on October 4, 2022 and the celebration was attended by approximately 50 people.

Since the hub opened on 3 August 2021, and as of 3 August 2022, a total of 535 jobs have been filled.. As of December 2022, 77% of jobseekers contacted remained employed.

As of 21 August 2022, 12 local employers have signed jobs pledges, including Incat, Cripps, Spotlight, Mona, Work and Training, Downer, and Anglicare, demonstrating their commitment to supporting the Hub in providing local jobs for local people. In total, over 50 local employers have engaged with the Hub to offer opportunities to local job-seekers.

The Hub also initiated programs providing training for job seekers to address skills gaps through completing a short course such as Traffic Control, Barista, Heavy Rigid and Medium Rigid driving licences and forklift licenses to gain employment. These programs were particularly successful with all 30 participants finding employment. The Glenorchy Jobs Hub has also worked to increase traineeship and apprenticeships uptake locally. It also connected more people to training opportunities in their local area.

A jobs fair was held late March 2022 at Glenorchy City Council Chambers lawns and was attended by 1,200 people, despite wet weather. This event featured 30 exhibitors including employers and community organisations. The feedback received from those that attended was overwhelmingly positive.

The following is a synopsis of the Hub's achievements aligned to the milestones agreed in the 2021 commencement.



OBJECTIVE	ACTIONS COMPLETED
BED DOWN THE JOBS HUB	<ul style="list-style-type: none"> • Defining and implementing the overarching governance arrangements. • Clearly defining the performance targets of the Jobs Hub. • Focus on the delivery of the core Jobs Hub initiatives: <ul style="list-style-type: none"> ○ Jobs Portal; ○ Jobs Pledge; ○ Job Coaches and Hub Manager; ○ Job Champions; ○ Transport Support; and ○ Training Subsidy model. • Connected with other Jobs Hubs. • Detailed implementation plans and actions developed and implemented. • Sourced and implemented a CRM system that can support the Hub. • Included job seekers in the development of the Hub to ‘bring their lived experience into the room’.
ENGAGE THE REFERENCE GROUP	<ul style="list-style-type: none"> • Implemented a Reference Group that strengthened connections between the sectors – education, training, job intermediaries and employer groups. • Engaged RTOs/Training Providers in the area and greater Hobart to provide a support network for the Hubs Jobseekers.
BUILD PROFILE AND CAPACITY	<ul style="list-style-type: none"> • Delivery of specific local initiatives such as industry events, job fairs, school events. • Promoted Skills Tasmania’s target industry and employment programs in the Glenorchy region. • Promoted specific awareness of the COVID-19 related skills and apprenticeship employment initiatives.
ENGAGE WITH EMPLOYERS AND INDUSTRY BODIES	<ul style="list-style-type: none"> • Raised the profile of specific industry employment hubs/ job portals such as those in place for the aged care industry. • Established regular dialogue between the Jobs Hub and industry peak bodies covering the key target industries. • Promoted the streamlined RTO capabilities of the ‘fast food chains’.



OBJECTIVE	ACTIONS COMPLETED
MATCH JOB SEEKERS TO JOBS	<ul style="list-style-type: none">• Developed a full suite of resources in the Jobs Hub to put employees into jobs.• Provided additional support services – CV preparation and support, personal presentation etc. to assist job seekers to apply for jobs and be more employable.• Continued to promote the success stories for Jobseekers to build momentum and credibility in the Glenorchy Jobs Hub.

Workplan 2022 to 2025

Strategy	Objective	Action Item	KPI	Responsibility	Timeframe
Building Capacity	Empower and utilise the reference group, schools, employers and training providers	Continue to bed down the Jobs Hub, affirming its purpose and role in the broader 'system' in Glenorchy, showcasing its achievements and case for ongoing support.	Monthly reporting statistics of: <ul style="list-style-type: none"> • Online Jobs Portal; • Facebook; • LinkedIn; and • Jobs Champions. 	Contractor	Immediate and on-going
		Retain a clear focus on the core business of the Jobs Hub, mainly matching Jobseekers with jobs.	Monthly reporting of: <ul style="list-style-type: none"> • Job seekers actively engaged with the Hub; • Job seekers placed in employment; and • Job pledge signings. 	Contractor	Immediate and on-going
		Empower the Reference Group to be the structured forum that ensures strengthened connections between the sectors – education, training, job intermediaries and employer groups.	Monthly reporting of information sessions / training connections and upskilling opportunities.	Contractor	Immediate and on-going
		Strengthen ties between the high schools and local employers to tailor training programs as far as possible to meet the needs of local employers.	Monthly reporting of workshops and information sessions held with schools, school leavers and employment groups.	Contractor	Immediate and on-going



Strategy	Objective	Action Item	KPI	Responsibility	Timeframe
Building Capacity	Develop and implement the youth connector program	Engage RTOs/ Training Providers in the area and greater Hobart for what they can offer the Hubs Job seekers	Monthly reporting of employment services candidate referrals.	Contractor	Immediate and on-going
		Design a Youth Connector service delivery model.	A youth connector service delivery model is presented to, and accepted by, the GJH Steering Committee and Jobs Tasmania.	Contractor, Steering Committee, Jobs Tasmania	By 30 March 2023
		Implement a Youth Connector service delivery model;	A youth connector service delivery action plan is accepted by the Steering Committee and Jobs Tasmania.	Contractor, Steering Committee, Jobs Tasmania	By 30 September 2023
		Connect the youth with suitably prepared employers.	Monthly reporting of: <ul style="list-style-type: none"> Youth job seekers actively engaged with the Hub; and Youth job seekers placed in employment. 	Contractor	Immediate and on-going



Strategy	Objective	Action Item	KPI	Responsibility	Timeframe
Building Capacity	Work Constructively with employment intermediaries	Maintain strong relationships with existing employment connections to understand their roles and design complementary support programs.	Monthly reporting of employment services candidate referrals.	Contractor	Immediate and on-going
		Continue to work on, and roll out, programs that develop core employability skills such as LLN, personal presentation, punctuality, customer service, client care and support for people with language barriers.	<ul style="list-style-type: none"> Monthly reporting of pre-employment sessions held; Monthly reporting of number of participants at the pre-employment sessions; and Referrals to community services such as health, education, legal, etc. 	Contractor	Immediate and on-going
	Focus on pre-employment training support services	Creating skills set programs in partnership with employers, APN and RTOs to target growth employment areas where there are skill gaps.	Monthly reporting of workshops and information sessions held.	Contractor, Jobs Hub Secretariate	Immediate and on-going

Strategy	Objective	Action Item	KPI	Responsibility	Timeframe
Participate in the Communities of Policy and Practice	Effective Engagement with the communities of policy and practice (COPP)	Further drive and improve the Jobs Hub's strategies and objectives through informed participation in the COPP.	Reporting to GJH Steering Committee of attendances at COPP meetings.	Secretariate	Immediate and on-going
		Build a wider network of contacts through engaging with other participants in the COPP to ensure knowledge is shared.	Monthly reporting to the GJH Steering Committee of minutes and actions arising from COPP meetings.	Contractor, Secretariate Steering Committee	Immediate and on-going
		Identify and document gaps and opportunities for engagement with public schools/colleges and provide to Jobs Tasmania to consider a state-wide coordinated approach.	Quarterly reports provided to the GJH Steering Committee identifying engagement with schools and colleges.	Contractor, Secretariate, Steering Committee	October 2022 – October 2025
Plan for the Future	Influence educational pathways for longer term goals	Work with the region's leading pre-tertiary educational bodies – GYC, Claremont College, Cosgrove to provide career and pathway planning for students, mainly years 9-12.	<ul style="list-style-type: none"> At least one GJH Steering Committee member is to be from an educational institution. Quarterly reports to the GJH Steering Committee regarding these engagements.	Contractor, Secretariate, Steering Committee	October 2023- October 2025



Strategy	Objective	Action Item	KPI	Responsibility	Timeframe
Plan for the Future	Apply network level knowledge and learnings appropriately at local level	Consider, and implement if possible, the recommendations from the Brotherhood of St Laurence review.	Development and approval of an implementation plan by the GJH Steering Committee.	Contractor, Secretariate, Steering Committee	October 2023 - October 2025
		Engage and contribute to the Brotherhood of St Laurence review of the Jobs Hubs' frameworks, objectives and operating environment.	<ul style="list-style-type: none"> Regular reporting to the GJH Steering Committee on contact with the Brotherhood of St Laurence including any information gathered in the interim. 	Contractor, Secretariate, Steering Committee	October 2022 – June 2023

Minister for Community Services and Development
Minister for Hospitality and Events
Minister for Local Government
Minister for Sport and Recreation
Leader of the House



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Mr Tony McMullen
tmcmullen@gcc.tas.gov.au

Dear Mr McMullen

As you are aware, earlier in 2022 the Tasmanian Government introduced compulsory voting at local government elections for the very first time with the passage of the *Local Government Amendment (Elections) Act 2022*.

A key objective of this important reform was to increase voter participation and strengthen connections between communities and their local council.

I was pleased to note that the recent local government elections saw a statewide turnout of 84.79%. These results represent an impressive increase in voter participation, demonstrating Tasmania's democratic processes are alive and well.

We now have a unique opportunity to look for ways to improve election processes going forward.

As Minister for Local Government, I know that the recent elections highlighted some issues that require addressing in order to improve election processes, for example ensuring appropriate support for absentee voting and those voters who require assistance to cast a secret ballot. Views have also been expressed regarding the choice between a postal ballot approach versus the establishment of a single polling day.

The Office of Local Government has established an online feedback platform on its public website to enable community members, sectoral and interested stakeholders to provide feedback on their perspectives and experiences from the elections process. This feedback opportunity is available by visiting <https://www.dpac.tas.gov.au/lg-elections> and will be available until the end of January.

I invite your council to provide direct feedback on the recent elections. In addition to any other observations you may have, I acknowledge that this year saw a large proportion of councils voluntarily adopting a caretaker policy and I am keen to hear about your experiences with implementing that policy.

The purpose of the consultation is not to revisit whether compulsory voting should be used for council elections – the importance of that change was acknowledged and unanimously supported by members in both Houses, and its success demonstrated by the impressively high rate of voter turnout at these elections. It is to understand how these sorts of changes have impacted on councils and the community, and how issues can be appropriately addressed in future.

The feedback will be important for considering any short-term changes that need to be made to the management elections in Local Government. The information we gather from this process will also pave the way for a more formal review of the legislative framework for local government elections, which I'm pleased to confirm we will commence in 2023.

In addition to the feedback process being undertaken by the Office of Local Government, the independent Tasmanian Electoral Commission is also expected to deliver a report on the local government elections in 2023. The commentary and information gathered through the Office of Local Government feedback process may also assist in informing its review where appropriate.

If your council makes a submission, you are encouraged to send correspondence by email to: localgovernment@dpac.tas.gov.au by 30 January 2023.

If you have queries or wish to discuss this issue further, please contact the Office of Local Government, at localgovernment@dpac.tas.gov.au or on (03) 6232 7022.

Yours sincerely

A handwritten signature in black ink, appearing to read 'N. Street', written over a light blue horizontal line.

Nic Street MP
Minister for Local Government

COUNCIL POLICY

ELECTION CARETAKER PERIOD



PURPOSE

The purpose of this Policy is to provide for caretaker arrangements during the leadup to a local government general election period and until a new Council is elected to ensure:

- (a) continuity of the routine service provision of the Council during the caretaker period;
- (b) avoidance of decisions that might inappropriately bind the future freedom of action of an incoming Council;
- (c) the impartial role of council officers so that the public can have confidence that service delivery is carried out apolitically; and
- (d) appropriate use of Council resources.

SCOPE

This policy applies to elected members and employees of Glenorchy City Council for the duration of the Caretaker Period of a local government general election.

This policy does not apply to local government by-elections.

STRATEGIC PLAN ALIGNMENT

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

RELATED DOCUMENTS

Aldermanic Code of Conduct Policy

Aldermen Support and Expenses Policy

Advertising Devices on Council Property Policy

Tasmanian Planning Scheme - Glenorchy

Good Governance Policy

STATUTORY REQUIREMENTS

Acts	<i>Local Government Act 1993</i> <i>Land Use Planning and Approvals Act 1993</i>
Regulations	<i>Local Government (General) Regulations 2015</i>

DEFINITIONS

Act means the *Local Government Act 1993*.

Alderman means a councillor of Glenorchy City Council.

By-election means an election to replace an Alderman after the Alderman's office becomes vacant.

Caretaker Period means the period from the issue of a notice of election under section 269 of the Act to the issue of a certificate of election under section 304 of the Act.

Candidate means a person standing for election.

Election Material means any advertisement, handbill, pamphlet, notice, flyer, letter or article that is intended to affect the result of an election.

Election Campaign means the activities of candidates to win voter support in the period preceding an election and includes activities such as door knocking, bulk emails, production of signs and flyers, telephone canvassing, social media campaigns, media commentary and advertising.

Emergency means a declared emergency, or a similar situation in which there is likely to be immediate threat to life or property.

Officer means a Council employee.

POLICY STATEMENT

Caretaker Period notification

The General Manager will notify Aldermen and officers when a Caretaker Period begins and ends. The General Manager will also provide this Policy to assist officers and Aldermen with compliance.

Continuation of Services

During the Caretaker Period ordinary Council services continue and statutory responsibilities are not affected.

It is expected that respectful debate between Aldermen on matters of policy will continue during the Caretaker Period.



Individual Alderman may still discuss future policy options as part of their election campaign.

Officers can still carry out activities, such as policy reviews, that are not likely to attract political controversy and are required regardless of the future election outcome.

While Council business continues, the caretaker conventions set out in this Policy do affect some types of Council activity.

Freedom of action for future Councils

Council is to avoid making major decisions during the Caretaker Period that are likely to commit an incoming Council in a way that might later limit its freedom to act.

What is a major decision?

A major decision:

- commits the use of significant resources;
- approves capital works not previously approved as part of the annual budget process;
- entrenches a policy, program or administrative structure that is politically contentious; or
- is likely to be a matter of controversy in an election campaign.

The following major decisions are to be avoided during a caretaker period:

- a major program or funding opportunity with another tier of government which commits Council resources over a number of years;
- grants to community groups;
- borrowing or remission of debts outside of existing policy guidelines;
- changes to budgets or spending in a way that would restrict future policy options;
- General Manager appointments or contract renewals for extended periods after the election (also see 'Emergency appointments' below); and
- entry into major contracts, except for:
 - (i) continuation of routinely provided services, independently entered into at arm's length from Aldermen, by officers exercising an existing delegation to approve that expenditure (usually an agreement under \$1 million in value);
 - (ii) approval of contracts that have used a prescribed public tender process where the preferred contractor has been independently assessed by Council officers;
 - (iii) contracts required to respond to a declared emergency;



- (iv) circumstances where failure to do so would breach a binding commitment made prior to the Caretaker Period exposing the Council to potential liability; or
- (v) capital works previously approved by Council as part of the annual budget process.

Meetings

During the Caretaker Period Aldermen will not submit notices of motion to Council or Council Committees pursuant to clause 16(5) of the Local Government (Meeting Procedures) Regulations 2015 (LGMPR). Additionally, Aldermen will not ask a question without notice at a Council meeting, pursuant to clause 29 LGMPR.

During the Caretaker Period an Alderman may submit a question on notice to a Council meeting pursuant to clause 30 LGMPR.

Planning Instruments

Council will not make of its own motion, amend or repeal a local planning instrument under the Land Use Planning and Approvals Act 1993. For ease of interpretation, this includes a planning scheme, a temporary local planning instrument or a planning scheme policy, but does not apply to applications made by third parties.

Announcements

If a decision was made before the Caretaker Period, then that decision may be announced during the Caretaker Period. Where possible, policy announcements should be made ahead of the Caretaker Period if their announcement is likely to cause controversy during the election campaign.

The Mayor will continue to act as the spokesperson of Council in fulfilment of their obligations under s. 27(e) of the Act in relation to the ordinary business of the Council. The Mayor will also carry out the civic and ceremonial functions of the Mayoral Office during the Caretaker Period.

Tender process

Potential tenderers should be advised about the implications of the election and Caretaker Period, and the possibility that tender finalisation might be delayed.

Impartiality of Officers

Officers are to be impartial and apolitical, performing their public functions in an ethical and professional manner at all times.

Officers are to deal with all Aldermen equitably when performing the ordinary business of Council.

Officers are to act in a manner that avoids perceptions of partisanship in their dealings with Aldermen and the public.

Officers are to avoid comments that might be seen to be promoting the achievements of particular Aldermen.



While officers are entitled to their private political opinions away from a work setting, they are not to make public statements about their perceptions of candidates or give opinions on political matters where they might be perceived to be expressing the official view of Council, or of Council officers.

Officers must decline any request to be involved in an activity which appears to be linked to a campaign message or may be perceived as an endorsement.

Officers are to actively prevent Council resources from being used in a campaign, such as deleting links to candidates' pages or candidate election statements, from Council social media platforms.

Officers are not to be approached in relation to matters directly or indirectly involving an Alderman's campaign.

Aldermanic enquiries are to be managed through the Aldermanic Interaction with Officers Directive.

If an officer has any doubt about the appropriateness of an activity, they are to consult with their relevant manager.

If an Alderman has any doubt as to the appropriateness of an activity, they are to consult the General Manager.

Appropriate use of Council Resources

Distribution of election material

Aldermen are to comply with Council's 'Advertising Devices on Council Property Policy' and the Tasmanian Planning Scheme – Glenorchy.

Use of Council equipment and stationery

Council supplied equipment and Council branded material is not to be used by Aldermen or officers in any manner that supports a candidate's election campaign.

Aldermen may continue to use Council equipment and branded material throughout the course of the Caretaker Period to carry out their regular functions as set out in Section 28 of the Act.

Media

Aldermen are not to use their access to employees, events, or resources, to gain personal media attention in support of their, or any other candidate's, election campaign.

Aldermen are expected to engage in robust but still respectful debate, including on social media platforms.

Council committees and groups

An Alderman is not to use their membership of a Council Committee or reference group, or their appointment as a member of an external group on behalf of Council, to disseminate information or promote their, or any other candidate's, election campaign.

Allowances



July 2022

Aldermen may continue to claim any allowances and expenses to which they are entitled under Council's Aldermen Expenses Policy that relate to the essential business of Council, and that do not relate to their electoral campaign activity.

DOCUMENT CONTROL

Version:	1.0	Adopted	25 July 2022	Commencement Date	26 July 2022
Minutes Reference	Council Meeting Agenda			Review Period	4 Years from adoption
Previous Versions:					
Responsible Directorate	Office of the General Manager	Controller:	General Manager		
ECM Document No.:	Council Policies				

Feedback on the Introduction of Compulsory Voting for Tasmanian Local Government Elections

Glenorchy City Council Submission January 2023



Glenorchy City Council (Council) welcomes the opportunity to contribute to the feedback on the introduction of compulsory voting in Local Government Elections in Tasmania carried out by the Office of Local Government.

Council fully supports, as Minister Street noted in his invitation, that a key objective of the reform was to increase voter participation and strengthen connections between community and their local council.

Council's response to the introduction of mandatory voting in the Local Government Elections

It is acknowledged the pleasing increase in voter turnout as a result of the introduction of compulsory voting, as the minister stated in his invitation of just over 84% state-wide.

Council would also like to acknowledge the ongoing support of Tasmanian Electoral Commission staff in the conduct of the election.

This support was welcomed noting the significantly-increased volume of work undertaken by local government staff to support the election including maintenance of the General Manager's roll and election period voting support – which occupied two Council staff for at least one week during the election period.

Polling day voting versus postal voting.

Council's administrative experience would suggest a polling day may be a preferred way to move forward to address the issues that arose around:

- Confirming voter identity – the need for improved systems to confirm voter identity which involved liaison with the Tasmanian Electoral Commission sometimes involving long calls for voters
- Assisting members of the public enrolled in other LGA's - Inability of Council staff to assist members of the public enrolled in other council areas who presented at Council offices
- Only being able to assess Council offices on weekdays between 8.30am and 5pm (opening times did differ at various Council offices), limiting and made it difficult for people to come in and gain supplementary ballot papers
- Missing ballot papers – not uncommon to hear a person in the household had received their postal vote but not others within the same household
- Adequate communication of when voters would receive their ballot papers and how long they should wait before seeking a supplementary ballot paper
- Many voters had changed addresses since the last election, but not updated their new address with the TEC

Glenorchy City Council Submission to the Office of Local Government concerning 2022 LGA elections.

- Benefit of polling booths is that they are open at the weekend and have extended hours eg. 7am to 8pm which enables people who are working to be able to vote

Postal votes

- If the government wishes to continue with postal voting, then consideration of support to better equip Council staff eg. providing additional staff members with a laptop with the Tasmanian government electoral database, to enable them to look up voters and identify their electorates
- Providing Council staff members with ballot papers from surrounding Council electorates and allowing the ability to issue them for eg. Brighton, Hobart, Derwent and Clarence
- Provide Council staff with the ability to update the TEC databases with voters current address or enabling voters to go online and update their address and then ballot papers could be issued, rather than sending voters away to gain supplementary ballot papers for an electorate they are no longer in
- If people were unwell and unable to attend Council offices, they were not able to send in a proxy to gain a supplementary ballot paper, this caused some distress
- Enable Council staff more responsibility when issuing ballot papers eg. if a person comes in on behalf of a family member who was unable to attend due to work commitments etc. but lived in the same household and showed the same address on the electoral roll be allowed to issue supplementary ballot papers. Council repeatedly had to turn people away in this situation, and council staff had to deal with the repercussions which was not always pleasant
- Enabling voters to drop off their postal votes from other electorates – could provide a separate TEC collection box. TEC did allow this but only in the last 3 to 4 days for some electorates, but not all – provide this option from day 1.
- Limited flexibility when appointing Council staff as ‘election officers’ eg. if a nominated Council officer was no longer available. TEC advised we needed to make a formal appointment prior to the commencement of the nomination period – this didn’t allow for circumstances outside of Council’s control eg. resignation, transfer or illness to appoint a new election officer – limiting ability for Council to provide ‘election officer’ resources
- Found contractors who were employed by TEC to collect ballot boxes were not always trained in what they were required to do eg. signing log book etc.

General Manager’s Roll

- Council would support reconsideration of previous proposals put forward by local government to transfer responsibility of the General Manager’s roll to the Tasmanian Electoral Commission.
- Provision of explicit clarification for councils that enrolling candidates who rely on the General Manager’s roll for their eligibility to be able to enrol notwithstanding the closure of the General Manager’s roll.
- Allow people to register on the General Manager’s roll up until close of voting – many people didn’t know it was their responsibility to enrol on the General Managers roll or that the roll closed off well before voting commenced – not promoted by TEC

Glenorchy City Council Submission to the Office of Local Government concerning 2022 LGA elections.

Caretaker Policy in the lead up to Local Government Elections

- Council would like to share our favourable experience with the adoption of an Election Caretaker Period Policy – please find the GCC policy attached to this submission. It provided clarity for staff and existing Aldermen and did not contribute to any difficulties leading into the election.

Other Considerations

- Alignment of the voting count against the elected member vacancies – there is suggestion that having a minimum 1 – 5 vote count against 9 – 12 vacancies does not potentially reflect the voter wishes. The suggested improvement is for the vote count to mirror the vacancies.
- Council officers received a number of queries on absentee votes, there was nothing on the TEC website to address this – after contacting TEC received advice for voters to contact TEC either via their 1800 number or email – need to add this to the FAQ's on the TEC website
- Need to improve awareness of the translation service which TEC offered to voters when English is their second language
- TEC should promote prior to an election that if a person has become mentally or physically incapacitated to a degree that they can no longer vote (eg. MND, Dementia, Parkinsons etc) that an application has to be completed to remove the person permanently from the electoral role – (this paperwork needs to be carried out a minimum of four weeks prior to the calling of an election) – not being able to remove a person (including death) did cause distress to people
- Is there an age cut-off to vote eg. once a person turns 80 they are no longer required to vote – can if they wish to, but won't be fined if they don't. This would assist older people who have trouble gaining access to a polling booth, or posting their vote or trying to secure a supplementary ballot paper.
- TEC Support Person - TEC provided a person to assist voters who were either legally blind or had limited vision with their ballot papers over a two-day period – Council's experience was only one or two people used this resource, as the only way to access them was to book online and there were no dedicated times and slots on the online booking system, it was purely via sending an email, these email bookings were then sent through to the Council officer handling the issuing of ballot papers. Due to the lateness of confirming the resource, it was not promoted widely by TEC and it was left to Council to promote this resource via our networks. It would have been helpful to promote this resource via local media outlets and perhaps NDIS providers. Further, it is unclear if enforcing the need to book online for visually impaired people is the best channel to use, they were not provided with the option to ring up and book a spot. Eventually the TEC did agree that if a visually impaired person came in they could line up and wait for assistance, but due to lack of awareness of the resource this did not occur. The person provided was underutilised (worked 16-hours over two days and saw two people) and unable to assist Council staff as TEC advised they hadn't been trained, thus a resource wasted.
- TEC Support Person - If TEC does provide this resource in the future, should also extend to people with limited literacy skills.

Glenorchy City Council Submission to the Office of Local Government concerning 2022 LGA elections.

- Fines for not voting – Residents expressed the thought of being fined (it was also unclear how much the fine would be) caused people distress, due to the financial pressure they were experiencing

Conclusion

Council has been very pleased with the high level of voter uptake at the recent 2022 LGA election. Further refinement to the system is encouraged, especially addressing the large increase in workloads of Council officers to manage the public's need for support during this period.

Attachment

1. Glenorchy City Council Election Caretaker Period Policy



Monthly Financial Performance Report

For the year-to-date ending 31 December 2022

Statement of Comprehensive Income

Glenorchy City Council Financial Report Statement of Comprehensive Income to 31 December 2022					
Year-to-Date (YTD)	Note	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000	2023 Variance Actual to Budget
Operating Revenue					
Rates	1	45,376	45,574	43,426	↑
User charges and licences	2	10,127	10,479	10,105	↑
Interest	3	26	275	20	↑
Grants	4	1,885	2,334	2,756	↑
Contributions - cash	5	20	28	56	↑
Investment income from TasWater	6	1,086	1,086	1,086	↔
Other income	7	138	147	245	↑
Total Operating Revenue		58,659	59,923	57,693	↑
Operating Expenditure					
Employment costs	8	13,320	12,442	12,604	↓
Materials and services	9	8,320	8,316	7,448	↓
Depreciation and amortisation	10	8,398	7,429	7,902	↓
Finance costs	11	77	14	81	↓
Assets written off	12	-	310	-	↑
Bad and doubtful debts	13	-	-	-	↔
Other expenses	14	2,079	2,703	1,967	↑
Total Operating Expenditure		32,194	31,214	30,002	↑
Total Operating Surplus/(Deficit)		26,465	28,709	27,691	↑
Non-Operating Revenue					
Contributions – non-monetary assets	15	-	1,302	-	↑
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	16	1,387	591	43	↓
Capital grants received specifically for new or upgraded assets	17	1,475	3,111	2,352	↑
Total Non-Operating Revenue		2,861	5,005	2,396	↑
Total Surplus/(Deficit)		29,327	33,714	30,086	↑

Operating Revenue

Year-to-date operational revenue is \$59.923m compared to budgeted operational revenue of \$58.659m. This represents a favourable result of \$1.264m million or 2.2% against budget.

Note 1 – Rates Revenue

Favourable to budget by \$197k, noting year to date supplementary growth of \$117k and overdue penalties \$50k.

Note 2 – User Charges and Licences Revenue

Favourable to budget by \$351k, noting additional kerbside waste management revenue of \$217k and property leases/licences \$106k.

Note 3 – Interest on Investments

Favourable to budget by \$250k, noting the average investment rate across all of Councils investments is 3.32%.

Note 4 – Operating Grants

Favourable to Budget by \$449k, noting unspent grants from last year \$590k, incentives for qualification courses for staff \$124k and childcare WT3 \$94k, less Glenorchy Jobs Hub grant to receive \$381k in accordance with contractual obligations.

Note 5 – Contributions

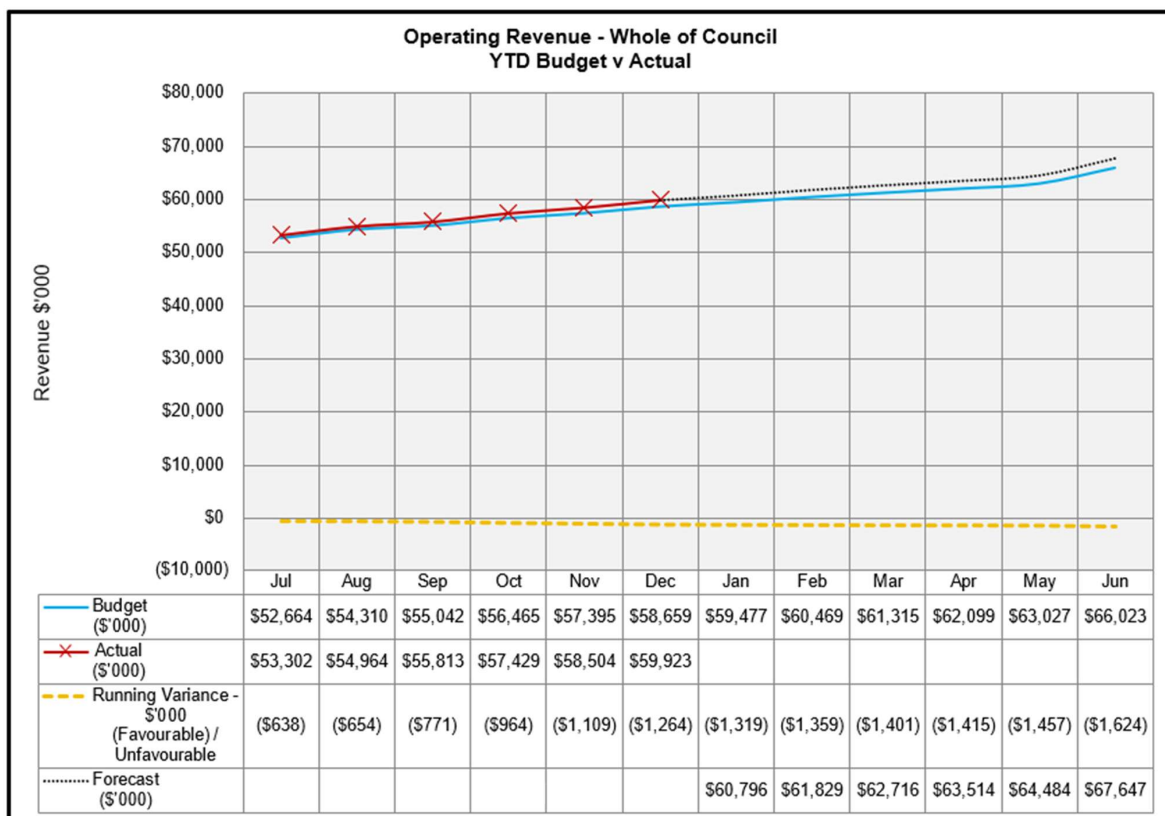
Favourable to Budget by \$8k, noting two contributions in lieu of open space have been received.

Note 6 – TasWater Income

Materially in line with Budget \$1.086m received to date.

Note 7 – Other Income

Favourable to Budget by \$8k, noting insurance claims of \$25k, less fuel tax credits for November and December yet to receive.



Operating Expenditure

Year-to-date operational expenditure is \$31.214m compared to budgeted expenditure of \$32.194m. This represents a favourable result of \$0.980m or 3.0% against budget.

Note 8 – Employment Costs

Favourable to Budget by \$877k for the year to date, representing cumulative savings on temporary vacancies since 1 July and permanent position vacancies that commenced on 1 July.

Note 9 – Materials and Services Expenditure

Materially in line with budget, noting software licence accrual adjustments \$309k and fleet operations \$75k offset by invoices yet to be paid for kerbside waste management \$163k and local government election \$243k.

Note 10 – Depreciation and Amortisation

Favourable to Budget by \$969k, noting amortisation of fleet and property leases to 31 December is to be undertaken which will offset the underspend in Depreciation & Amortisation against the overspend in Other Expenses.

Note 11 – Finance Costs

Favourable to Budget by \$63k, noting amortisation of interest on fleet and property leases to 31 December is yet to be undertaken.

Note 12 – Assets Written Off

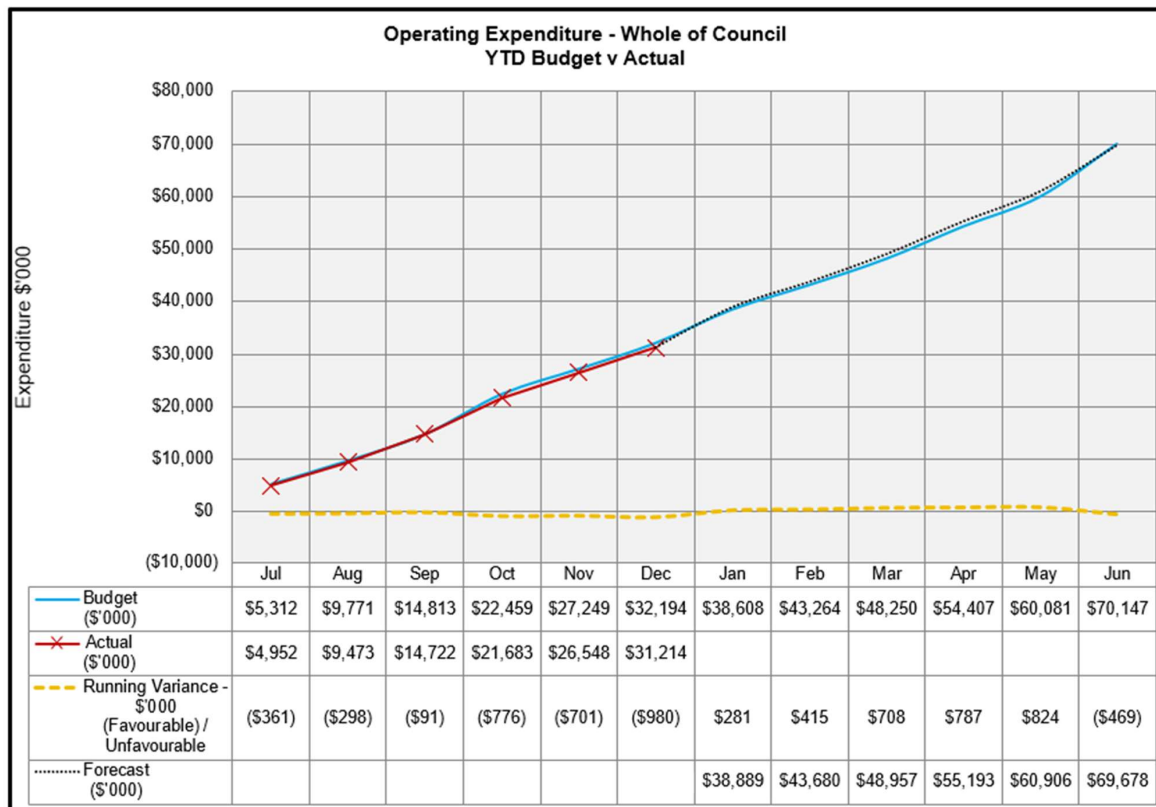
Unfavourable to Budget by \$310k, noting some adjustments have been processed in advance of the budgeted 30 June reconciliation date.

Note 13 – Bad and Doubtful Debts

Materially in line with Budget with no debts identified this year.

Note 14 – Other Expenses

Unfavourable to Budget by \$624k, noting amortisation of fleet and property leases to 31 December is to be undertaken which will offset the overspend in Other Expenses against the underspend in Depreciation & Amortisation

**Non-Operating Revenue****Note 15 – Contributions – Non Monetary Assets**

Favourable to Budget by \$1.302m, noting some assets have been brought to account in advance of the budgeted 30 June reconciliation date.

Note 16 – Gain or Loss on Disposal of Fixed Assets

Unfavourable to Budget by \$796k, represented by the net gain/loss on land sales and fleet and plant disposals.

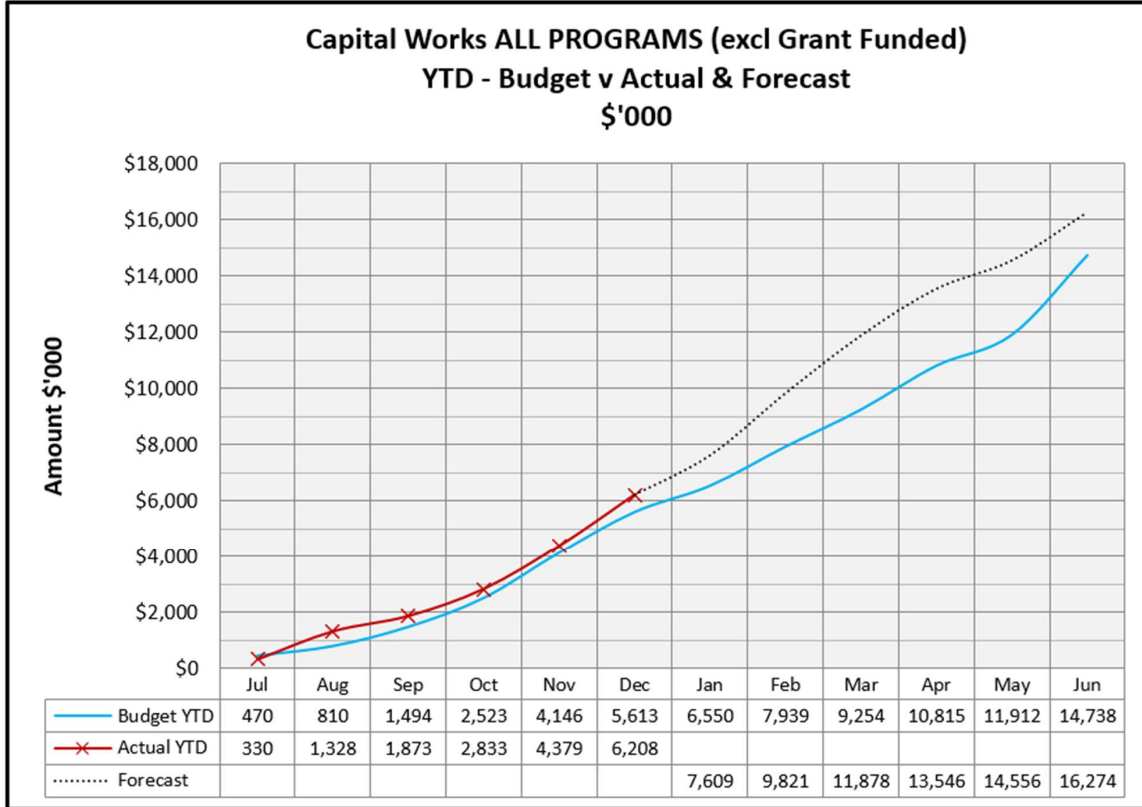
Note 17 – Capital Grants

Favourable to budget by \$1.637m, noting \$1.700m of unspent grants from the previous financial year carried as well as receipts for Eady Street Clubrooms grant \$400k and blackspot funding \$209k, less still to receive final Local Roads and Community Infrastructure Phase 2 \$165k and Giblins Playspace \$600k.

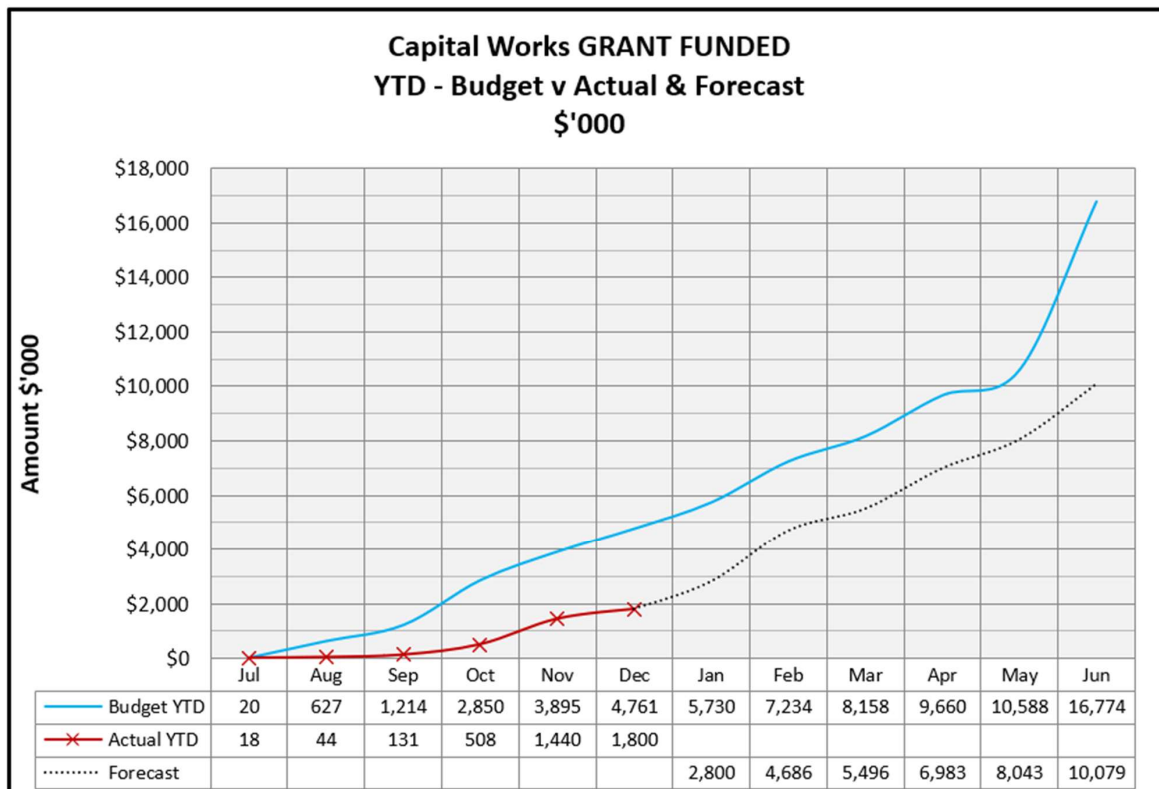
Capital Works

Year-to-date Capital Works expenditure is \$7.980m against a combined annual budget of \$31.512m and a combined annual forecast spend of \$26.983m. At the end of December, \$6.180m has been expended on Council funded recurrent projects and \$1.800m for Government funded projects.

Capital Program – Excluding Major Grant Funded Projects



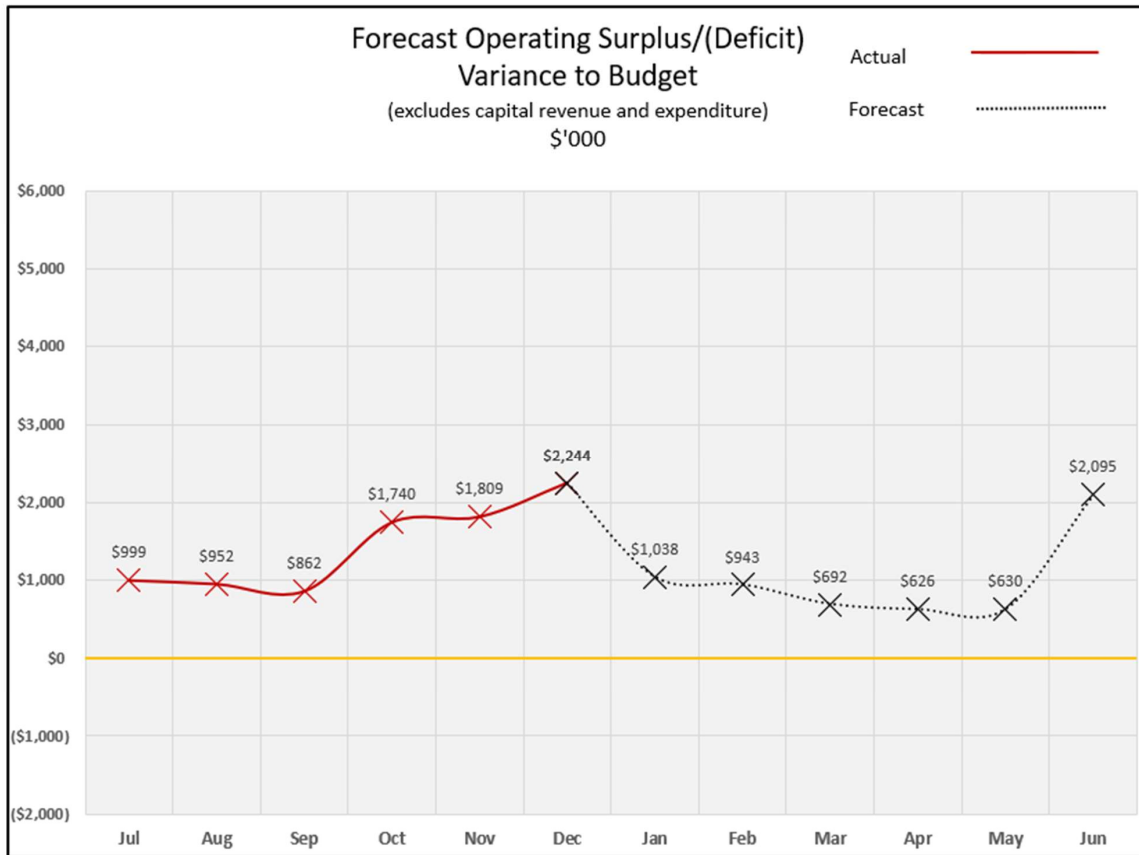
Capital Program –Major Grant Funded Projects*



At the end of December, the expenditure status of the Grant Funded projects is:

Project	Actual YTD	Budget YTD	Forecast ANNUAL	Budget ANNUAL
101059 - KGV Soccer - Design & Construction	\$1,394,070	\$1,641,425	\$3,144,070	\$4,195,000
101246 - Giblins Reserve Play Space	\$98,143	\$0	\$2,448,143	\$3,255,000
101250 - North Chigwell Football and Community Facility	\$296,005	\$1,389,569	\$2,196,005	\$5,425,000
101282 - Montrose Foreshore Park Skatepark	\$4,879	\$0	\$554,879	\$440,000
101536 - Tolosa Park Dam Rehabilitation	\$6,581	\$1,729,539	\$1,736,117	\$3,459,075
TOTAL	\$1,799,678	\$4,760,533	\$10,079,214	\$16,774,075

Operating Forecast to 30 June 2023



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

Adjustments to amounts previously reported

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

Of particular note this month is the recalculation of the expenditure Running Variance from July to November. The asset reconciliation process incorrectly classified donated assets as disposed assets. This inflated the operational expenditure while understating the capital revenue figure. This has been corrected resulting in an improved operating result for November.

COUNCIL POLICY

FRAUD CONTROL & CORRUPTION PREVENTION POLICY



PURPOSE

This policy provides direction on the Council's governing culture, principles, guidelines, and responsibilities to promote continual fraud and corruption awareness, and for the investigation of fraud and corruption incidents within Council.

SCOPE

This policy applies to:

- Aldermen
- all Council employees, ~~including General Manager, Directors and Managers,~~ temporary employees, and volunteers, and
- any external party involved in providing services to any part of the Council, e.g., contractors, consultants, outsourced service providers and suppliers.

Commented [PG1]: Not necessary, they are employ

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 |

RELATED DOCUMENTS

Fraud Control and Corruption Prevention Framework

[Council's Fraud and Corruption Control Plan](#)



DD Month 20##

STATUTORY REQUIREMENTS

Acts	<p><i>Local Government Act 1993</i></p> <p><i>Financial Management and Audit Act 1990</i></p> <p><i>Integrity Commission Act 2009</i></p> <p><i>Public Interest Disclosure Act 2002</i></p>
Regulations	<p><i>Financial Management and Audit Regulations 2013</i></p> <p><i>Public Interest Disclosures Regulations 2013</i></p>
Australian/International Standards	<p><i>AS 8001:2008 Fraud and Corruption Control</i></p>

DEFINITIONS

Corruption includes, but is not limited to:

- a person improperly using, or trying to improperly use, the knowledge, power or resources of their position;
- a person dishonestly exercising their official functions; and/or
- a person misusing information or material acquired in the course of their official duties;

for personal gain, or for the advantage of others.

Fraud means dishonestly obtaining a benefit or causing a loss by deception or other means. This includes, but is not limited to:

- any dishonest, corrupt, or fraudulent act;
- misappropriation of funds, supplies, or other assets;
- impropriety in the handling or reporting of money or financial transactions;
- profiteering as a result of insider knowledge of the Councils activities;
- disclosing confidential and proprietary information to outside parties;
- falsification of expense claims;



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- falsification of qualifications or licenses;
- accepting or seeking anything of a material value from contractors, vendors, or persons providing services/materials to the Council; or
- any computer related activity involving the alteration, destruction, forgery or manipulation of data for fraudulent purposes; destruction, removal, or inappropriate use of records, furniture, fixtures, and equipment.

Employee means all employees of Council, whether employed on a permanent, temporary, casual, or part-time basis and includes volunteers and employees of businesses and entities contracted to provide services to, or on behalf of Council.

Fraud Control and Corruption Prevention means an integrated set of activities to prevent, detect, investigate, and respond to fraud and corruption, and to the supporting processes such as staff training and the prosecution and penalisation of offenders.

Fraud Control and Corruption Prevention Strategy means a document outlining Council’s anti-fraud and anti-corruption strategies.

Internal Control means an existing process, policy, device, practice or other action that acts to minimise the risks or enhance positive opportunities.

Misconduct or Corrupt Conduct means conduct, or an attempt to engage in conduct, of or by an employee that is or involves –

- i) a breach of a code of conduct applicable to the employee or
- ii) the performance of the employee’s functions or the exercise of the public officer’s powers, in a way that is dishonest or improper or
- iii) a misuse of information or material acquired in or in connection with the performance of the employee’s functions or exercise of the employee’s powers or
- iv) a misuse of public resources in connection with the performance of the employee’s functions or the exercise of the employee’s powers, or

Conduct, or an attempt to engage in conduct, of or by any employee that adversely affects, or could adversely affect, directly or indirectly, the honest and proper performance of functions or exercise of powers of another employee’s – ~~but does not include conduct, or an attempt to engage in conduct, by an employee in connection with a proceeding in Parliament.~~ (Adapted from Integrity Commission Act 2009)

Commented [PG2]: Probs not relevant in our setting



DD Month 20##

POLICY STATEMENT

Introduction

This policy outlines Council's objectives to increase the awareness and mitigate the occurrence of fraud and corrupt conduct.

Fraud and corruption can have a significant operational, financial, social and reputational impact on Council and the Glenorchy community.

Fraud and corruption can:

- disrupt business continuity
- waste resources, including management time
- reduce the quality and effectiveness of critical services
- threaten the financial stability of Council, and
- damage Council's public image and reputation.

Examples of fraud and corruption include (but are not limited to):

- hacking into, or interfering with the Council's computer system
- using the Council's computer systems to gain access to other systems without authority
- using forged or falsified documents to affect a transaction
- charging the Council for goods or services that are incomplete or not delivered
- theft, or improper use or disposal of assets
- receiving money, gifts or benefits in return for purchasing goods or services from certain suppliers
- receiving gifts/benefits for preferential outcomes in relation to awarding of contracts, and
- theft of revenue that is due to the Council and/or associated stakeholders.

The risk of fraud and corruption can come from inside the Council (employees, consultants, contractors), or from external parties (i.e., clients, consultants, service providers or members of the public). Council must be alert to the risk of fraud through collusion between internal and external parties (e.g., bribery, corruption and abuse of office).

Commented [PG3]: Maybe better as background at end of the document.



DD Month 20##

Objectives

~~This policy and its associated Fraud Control and Corruption Prevention Framework provide the basis for Council to protect public money and property, effectively deliver services to the community, and to protect the integrity, and the good reputation and effectiveness of the Council and its staff. This includes reducing the risk of fraud occurring, discovering and investigating fraud when it occurs, and taking corrective action appropriate to the degree of fraudulent behaviour.~~

- The objectives of this policy are to:
- support high standards of professional conduct and honest and ethical behaviour within Council
- minimise the risk of fraudulent practices or ~~C~~corrupt ~~C~~conduct occurring within and being perpetrated against Council
- protect Council’s assets, public image and reputation
- ensure an ethical culture within the Organisation
- ~~ensure the General Manager and Directors’ commitment to~~ identify ~~F~~fraud risk exposures and establish procedures for prevention, detection and response, and
- ensure ~~A~~ldermen and ~~E~~mployees are aware of their responsibilities in relation to ethical conduct.

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Roles and Responsibilities

Fundamental to sound fraud management is an overall governance structure that appropriately reflects the operating environment of Council. Accountabilities and responsibilities for fraud management are summarised as follows:

Governance Structure	Responsibilities
Aldermen	<ul style="list-style-type: none"> • ensuring that Council assets are safeguarded from fraud and corruption and that Council’s powers, duties and responsibilities are exercised in an open, fair and transparent manner • endorsing and supporting all policies and measures taken to prevent, deter, detect and resolve instances, or suspected instances, of fraud or corruption throughout the Council
General Manager and Directors	<ul style="list-style-type: none"> • ensuring reviewing appropriate policies and procedures are in place to prevent (controlling or mitigating the risk of) and investigate fraud and/or corruption • reviewing all instances of reported fraud including the appropriateness and adequacy of actions resulting from investigation and changes to prevent future recurrence



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Governance Structure	Responsibilities
Audit Panel	<ul style="list-style-type: none"> reviewing Council's Risk Management Policy, Directive and associated procedures for the effective identification and management of financial and business risks, including fraud risks overseeing the process of developing and implementing the Fraud and <u>Control and</u> Corruption Control-Prevention Framework, to provide assurance that Council has appropriate processes and systems in place to prevent, detect and effectively respond to fraud-related information
Managers	<ul style="list-style-type: none"> understanding and supporting the Fraud Control and Corruption Prevention Framework and providing staff under their management with the necessary information to implement its controls and its planned activities identifying and understanding the risks of fraud within their departments implementing and maintaining appropriate internal controls to reduce risks to an acceptable level promoting the importance of ethical conduct and compliance with the Code of Conduct and related policy and procedures, setting and enforcing acceptable standards of behaviours receiving and passing on reports of suspected fraud in accordance with Council's Fraud and Corruption Control Plan formally considering ongoing commercial relationships with contractors or third parties when it is deemed that there is a heightened risk of fraud in continuing to deal with that party
Employees/Contractors/Volunteers	<ul style="list-style-type: none"> be vigilant in their work to prevent and detect fraud report any suspected fraud of which they become aware or suspect on reasonable grounds assist in any investigations of fraud as required refrain from any activity that is, or could be perceived to be victimisation or harassment of a person who makes disclosure of reportable conduct
Internal Auditor	<ul style="list-style-type: none"> undertaking an independent and objective appraisal, and providing their recommendations to management about a full range of business functions and operations undertaken by Council, including the adequacy of Council's fraud control and corruption prevention strategies
External Auditor	<ul style="list-style-type: none"> ensuring that the risk of fraud is considered as part of the annual auditing of the Council's financial statements in accordance with Auditing Standard



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Governance Structure	Responsibilities
	ASA 240 – The Auditor’s Responsibilities Relating to Fraud in an Audit of a Financial Report

Council’s Fraud Control and Corruption Prevention Policy Statements

- Council has zero tolerance for any form of **F**raud, **M**isconduct or **C**orrupt **C**onduct in any of its activities.
- Council is committed to maintaining a culture of honesty and integrity and fostering an ethical environment and culture.
- Council will ensure that effective internal control mechanisms are in place to mitigate the impacts of fraudulent and corrupt conduct by reducing the incidences of, improving the detection or and reducing losses and damages which may occur to Council as a result of **F**raud or **C**orrupt **C**onduct.
- Everyone in Council has a role to play in identifying potential fraud and corruption and initiating appropriate responses.
- Council expects everyone in the organisation to assist in preventing fraud and corruption by:
 - understanding the responsibilities of their position
 - familiarising themselves with, and adhering to, Council’s policies, procedures and directives
 - understanding what behaviour constitutes fraudulent and/or corrupt conduct
 - maintaining an awareness of Council strategies implemented to minimise fraud and corruption
 - being continuously vigilant to the potential for fraud or corruption to occur, and
 - reporting suspected or actual occurrences of fraud or corruption in accordance with the Framework.
- Council’s Fraud Control and Corruption Prevention Policy is part of Council’s overarching Fraud Control and Corruption Prevention Framework for preventing, detecting, and responding to fraud and corruption. The documents within this framework are this Policy, the Strategy, and any associated procedures.
- Council will investigate all instances of fraud and / or corruption and liaise with the relevant authorities.
- In the event that an investigation indicates that a criminal offence may have been committed, any information obtained by Council will be referred to the Police.
- False allegations of suspected fraud or corrupt conduct with the intent to disrupt or cause harm to another may be subject to disciplinary action in accordance with the provisions in Council’s Code of Conduct.
- If an investigation report concludes there has been a breach of the Council’s Code of Conduct, or any other applicable procedure, action will be taken in line with the Code. Any situation where it has been established that an employee has committed a fraudulent or corrupt act will result in the immediate termination of employment.



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BACKGROUND

Fraud and corruption can have a significant operational, financial, social and reputational impact on Council and the Glenorchy community.

Fraud and corruption can:

- disrupt business continuity
- waste resources, including management time
- reduce the quality and effectiveness of critical services
- threaten the financial stability of Council, and
- damage Council's public image and reputation.

Examples of fraud and corruption include (but are not limited to):

- hacking into, or interfering with the Council's computer system
- using the Council's computer systems to gain access to other systems without authority
- using forged or falsified documents to affect a transaction
- charging the Council for goods or services that are incomplete or not delivered
- theft, or improper use or disposal of assets
- receiving money, gifts or benefits in return for purchasing goods or services from certain suppliers
- receiving gifts/benefits for preferential outcomes in relation to awarding of contracts, and
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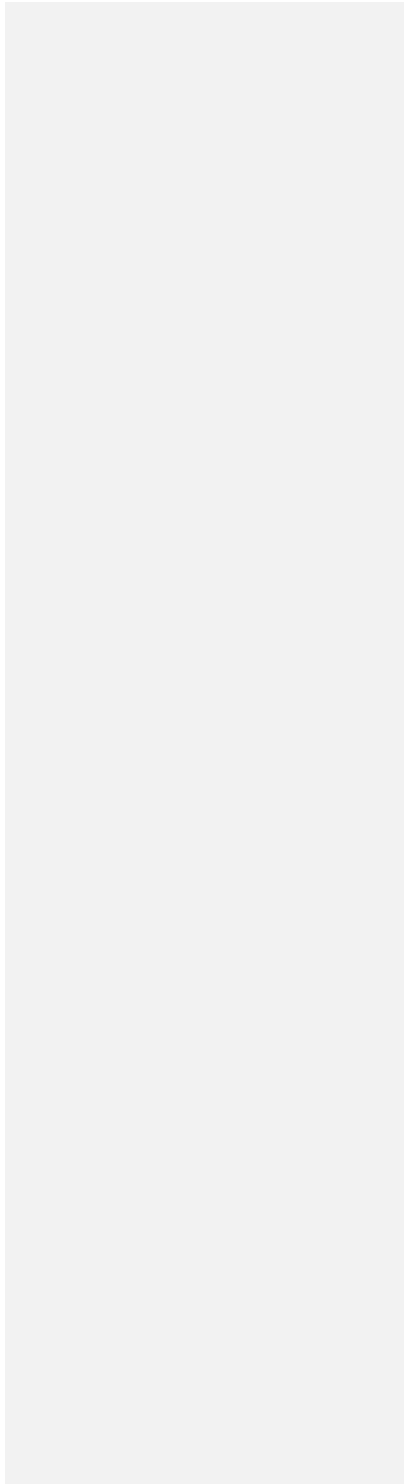
The risk of fraud and corruption can come from inside the Council (employees, consultants, contractors), or from external parties (i.e., clients, consultants, service providers or members of the public). Council must be alert to the risk of fraud through collusion between internal and external parties (e.g., bribery, corruption and abuse of office).

DOCUMENT CONTROL

Version:	2.0	Adopted	DD Month YYYY	Commencement Date	DD Month YYYY
Minutes Reference	#####			Review Period	4 Years from adoption
Previous Versions:	v1.1, 29 January 2019 (Council meeting, Item 11)				
Responsible Directorate	Corporate Services	Controller:	Manager People & Governance		
ECM Document No.:	Policies by Directorate				



DD Month 20##



FRAUD CONTROL & CORRUPTION PREVENTION POLICY



PURPOSE

This policy provides direction on the Council's governing culture, principles, guidelines, and responsibilities to promote continual fraud and corruption awareness, and for the investigation of fraud and corruption incidents within Council.

SCOPE

This policy applies to:

- Aldermen
- all Council employees, temporary employees, and volunteers, and
- any external party involved in providing services to any part of the Council, e.g., contractors, consultants, outsourced service providers and suppliers.

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

RELATED DOCUMENTS

Fraud Control and Corruption Prevention Framework

Council's Fraud and Corruption Control Plan

STATUTORY REQUIREMENTS

Acts	<i>Local Government Act 1993</i>
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	<i>Financial Management and Audit Act 1990</i> <i>Integrity Commission Act 2009</i> <i>Public Interest Disclosure Act 2002</i>
Regulations	<i>Financial Management and Audit Regulations 2013</i> <i>Public Interest Disclosures Regulations 2013</i>
Australian/International Standards	<i>AS 8001:2008 Fraud and Corruption Control</i>

DEFINITIONS

Corruption includes, but is not limited to:

- a person improperly using, or trying to improperly use, the knowledge, power or resources of their position;
- a person dishonestly exercising their official functions; and/or
- a person misusing information or material acquired in the course of their official duties;

for personal gain, or for the advantage of others.

Fraud means dishonestly obtaining a benefit or causing a loss by deception or other means. This includes, but is not limited to:

- any dishonest, corrupt, or fraudulent act;
- misappropriation of funds, supplies, or other assets;
- impropriety in the handling or reporting of money or financial transactions;
- profiteering as a result of insider knowledge of the Councils activities;
- disclosing confidential and proprietary information to outside parties;
- falsification of expense claims;
- falsification of qualifications or licenses;
- accepting or seeking anything of a material value from contractors, vendors, or persons providing services/materials to the Council; or



- any computer related activity involving the alteration, destruction, forgery or manipulation of data for fraudulent purposes; destruction, removal, or inappropriate use of records, furniture, fixtures, and equipment.

Employee means all employees of Council, whether employed on a permanent, temporary, casual, or part-time basis and includes volunteers and employees of businesses and entities contracted to provide services to, or on behalf of Council.

Fraud Control and Corruption Prevention means an integrated set of activities to prevent, detect, investigate, and respond to fraud and corruption, and to the supporting processes such as staff training and the prosecution and penalisation of offenders.

Fraud Control and Corruption Prevention Strategy means a document outlining Council's anti-fraud and anti-corruption strategies.

Internal Control means an existing process, policy, device, practice or other action that acts to minimise the risks or enhance positive opportunities.

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- ii) the performance of the employee's functions or the exercise of the public officer's powers, in a way that is dishonest or improper or
- iii) a misuse of information or material acquired in or in connection with the performance of the employee's functions or exercise of the employee's powers or
- iv) a misuse of public resources in connection with the performance of the employee's functions or the exercise of the employee's powers, or

Conduct, or an attempt to engage in conduct, of or by any employee that adversely affects, or could adversely affect, directly or indirectly, the honest and proper performance of functions or exercise of powers of another employee's. (Adapted from Integrity Commission Act 2009)

POLICY STATEMENT

Objectives

The objectives of this policy are to:

- support high standards of professional conduct and honest and ethical behaviour within Council
- minimise the risk of fraudulent practices or corrupt conduct occurring within and being perpetrated against Council
- protect Council's assets, public image and reputation

- ensure an ethical culture within the Organisation
- identify fraud risk exposures and establish procedures for prevention, detection and response, and
- ensure aldermen and employees are aware of their responsibilities in relation to ethical conduct.

Roles and Responsibilities

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Audit Panel	<ul style="list-style-type: none"> • reviewing Council's Risk Management Policy, Directive and associated procedures for the effective identification and management of financial and business risks, including fraud risks • overseeing the process of developing and implementing the Fraud Control and Corruption Prevention Framework, to provide assurance that Council has appropriate processes and systems in place to prevent, detect and effectively respond to fraud-related information
Managers	<ul style="list-style-type: none"> • understanding and supporting the Fraud Control and Corruption Prevention Framework and providing staff under their management with the necessary information to implement its controls and its planned activities • identifying and understanding the risks of fraud within their departments • implementing and maintaining appropriate internal controls to reduce risks to an acceptable level

Governance Structure	Responsibilities
	<ul style="list-style-type: none"> • promoting the importance of ethical conduct and compliance with the Code of Conduct and related policy and procedures, setting and enforcing acceptable standards of behaviours • receiving and passing on reports of suspected fraud in accordance with Council's Fraud and Corruption Control Plan • formally considering ongoing commercial relationships with contractors or third parties when it is deemed that there is a heightened risk of fraud in continuing to deal with that party
Employees/Contractors/ Volunteers	<ul style="list-style-type: none"> • be vigilant in their work to prevent and detect fraud • report any suspected fraud of which they become aware or suspect on reasonable grounds • assist in any investigations of fraud as required • refrain from any activity that is, or could be perceived to be victimisation or harassment of a person who makes disclosure of reportable conduct
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- threaten the financial stability of Council, and
- damage Council's public image and reputation.

Examples of fraud and corruption include (but are not limited to):

- hacking into, or interfering with the Council's computer system



- using the Council’s computer systems to gain access to other systems without authority
- using forged or falsified documents to affect a transaction
- charging the Council for goods or services that are incomplete or not delivered
- theft, or improper use or disposal of assets
- receiving money, gifts or benefits in return for purchasing goods or services from certain suppliers
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DOCUMENT CONTROL

Version:	2.0	Adopted	DD Month YYYY	Commencement Date	DD Month YYYY
Minutes Reference	#####			Review Period	4 Years from adoption
Previous Versions:	v1.1, 29 January 2019 (Council meeting, Item 11)				
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