

**COUNCIL MEETING
AGENDA
MONDAY, 27 FEBRUARY 2023**



GLENORCHY CITY COUNCIL

QUALIFIED PERSON CERTIFICATION

The General Manager certifies that, in accordance with section 65 of the *Local Government Act 1993*, any advice, information and recommendations contained in the reports related to this agenda have been prepared by persons who have the qualifications or experience necessary to give such advice, information and recommendations.

A handwritten signature in blue ink, likely of Tony McMullen, the General Manager.

Tony McMullen
General Manager
22 February 2023

Hour: 3.30pm

Present (in Chambers):

Present (by video link):

**In attendance (in
Chambers):**

**In attendance (by video
link):**

Leave of Absence:

**Workshops held since
last Council Meeting**

Date: Monday 6 February 2023

Purpose: To discuss:

- All day workshop – Strategic Planning
- General Managers Performance Review

Date: Tuesday, 14 February 2023

Purpose: To discuss:

- All day workshop no. 2 – Strategic Planning
- Local Government Reform

Date: Monday, 20 February 2023

Purpose: To discuss:

- Strategic Plan Review

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1. APOLOGIES

2. CONFIRMATION OF MINUTES (OPEN MEETING)

That the minutes of the Council meeting held on 30 January 2023 be confirmed.

3. ANNOUNCEMENTS BY THE CHAIR

4. PECUNIARY INTEREST NOTIFICATION

5. RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

6. PUBLIC QUESTION TIME (15 MINUTES)

Please note:

- the Council Meeting is a formal meeting of the Aldermen elected by the Glenorchy community. It is chaired by the Mayor
- public question time is an opportunity in the formal meeting for the public to ask questions of their elected Council representatives about the matters that affect ratepayers and citizens
- question time is for asking questions and not making statements (brief explanations of the background to questions may be given for context but comments or statements about Council's activities are otherwise not permitted)
- the Chair may permit follow-up questions at the Chair's discretion, however answers to questions are not to be debated with Council
- the Chair may refuse to answer a question, or may direct a person to stop speaking if the Chair decides that the question is not appropriate or not in accordance with the above rules
- the Chair has the discretion to extend public question time if necessary.

Question on Notice – Eddy Steenbergen, Rosetta (received 7 February 2023)

My questions relate to Glenorchy's city status. It was apparently a matter of civic pride when Glenorchy received that status in October 1964. I'm interested in whether our city or its residents have received any benefits as a result. As far as I can tell, it allows (a) Glenorchy to have a sister city if it wishes, and (b) councillors to call themselves "Alderman" if they wish. I'd like to know more.

Q1. Is Council aware of any circumstances in which it is treated differently by any state or commonwealth government body as a direct result of Glenorchy's city status?

A: No. Under Commonwealth grants, the entire state of Tasmania is classified as 'regional' and there is no differentiation between cities and other municipalities.

Q1a: If so, please provide some examples?

A: For example Commonwealth assistance grants are allocated according to a complex model that takes no account of City status.

Q2. Is Council aware of any powers, authority, entitlements or privileges that it would not have if Glenorchy did not have city status?

A: Under the *Local Government Act*, cities, with exception of Burnie, have a larger body of councillors (10-12) and may use the title of Alderman.

Q2a. If so, please provide some examples?

Q3. Is council aware of any income from any source that it would not receive if it did not have city status?

A: Glenorchy is part of the Hobart City Deal that carries Commonwealth government funding. However, if Glenorchy was not a city, but had the same commercial/industrial/residential composition and proximity to the Hobart CBD it would still likely have been part of the Deal.

Q3a. If so, please provide some examples?

A: As above.

Question on Notice – Morris Malone, West Moonah
(received 14 February 2023)**Q1. How does Council investigate suspected breaches to the Dog Control Act 2000 with respect to the prohibitions on use provided for in the Listening Devices Act 1991?**

A: Council uses a listening device solely for the purpose of listening to dog noise alleged to have caused a nuisance under the *Dog Control Act 2000* (“the DCA”).

Under the DCA, a dog is a nuisance if - *(b) it creates a noise, by barking or otherwise, that persistently occurs or continues to such an extent that it unreasonably interferes with the peace, comfort or convenience of any person in any premises or public place.* (s. 46(b))

Listening devices may be placed on a complainant’s property; or in a public place; or on the property of the owner of the dog alleged to have caused a nuisance; or another property whose owner has given consent.

Under the DCA:

(4) For the purpose of ascertaining whether a nuisance exists, the general manager [or delegate] may-

(a) enter and remain on land; and

(b) do anything reasonably necessary for that purpose. (s. 49A(4))

The *Listening Devices Act 1991* (“the LDA”) governs the use of listening devices, including the unsolicited recording, communication, publication, or reporting of conversations of the human voice.

Unintentional hearing of private conversations

It is not a contravention of the LDA if a private conversation is unintentionally heard. This includes a situation where an Animal Management Officer hears a private conversation recorded on a listening device while investigating a complaint under the DCA. (s. 5(2)(d)).

Passing on private conversations to others prohibited

Where an Animal Management Officer hears a private conversation through a listening device while conducting a nuisance investigation under the DCA, the LDA prohibits the communication, publication, or reporting of that conversation to any other person. (s. 9).

Animal Management Officers do not communicate, publish, or report on any conversation that has been indirectly recorded by a listening device.

Conversations that have been identified are disregarded as evidence during the conduct of these investigations.

Keeping recordings of private conversations prohibited

The LDA prevents a person from possessing a record of a private conversation, whether or not it has been obtained unintentionally. (s. 11(1))

Council does not keep any records of unintentional private conversations that have been recorded by a listening device whilst investigating alleged breaches under the DCA. Only records relating to dog noise persistence or excessiveness are kept as evidence under the DCA.

Q2. When the amount of rainfall experienced is greater than a 2% AEP event, the capacity of stormwater systems that have been the standard for Local Government are exceeded. What assistance does Council provide residents whose properties are affected in any such instance; and what long term measures are being considered for remedy?

A: The design standard for Council stormwater assets in Tasmania is a 5% Annual Exceedance Probability (AEP) (on the average once in every 20 years). Some older Council infrastructure that predates the time the 5% AEP standard was adopted does not meet this standard given the age of the assets.

New stormwater infrastructure constructed as part of subdivisions or Council renewal projects go through a more detailed modelling process based on the changing climate impacts to understand the upstream and downstream effects when designing and determining pipe sizes and system capacity.

Council is not liable for the problems arising from stormwater capacity issues that were installed prior to any standard being adopted. Properties that are damaged from flood events due to retrospective standards need to contact their insurance provider for repairs or assistance. If the insurance provider deems that Council may be at fault, due to possible lack of maintenance of the system, then they will make a claim against Council. Council can provide a limited number of sandbags to affected residents during a predicted flood event.

Question on Notice – Leeanne Golding, Claremont
(received 15 February 2023)

Q1. Wondering if GCC will start kerb side hard waste collection like other councils do. I'm sure people would use this if it were available. Not everybody has the means to get this sort of stuff to the tip.

A: The provision of a hard waste collection service would come at a significant cost to ratepayers, many of whom would not need or use the service. The economic and environmental costs of dumping waste to landfill are increasing and Council would need to purchase or hire appropriate vehicles to provide such a service. There is increasing acceptance that principles of waste minimisation and user-

pays are key to achieving more sustainable waste management practices, and there are local service providers available to assist residents who need help with hard waste removal.

The amount of waste going into landfill is a national issue and the provision of a hard waste collection service does not help this problem. Council is working hard on diverting as much waste from landfill as possible, and the introduction of a food organic, green organic (FOGO) service into our municipality has been successful in significantly reducing the amount of waste going into landfill.

Question on Notice – Samantha Mallinson, Glenorchy
(received 15 February 2023)

Q1. Why doesn't Glenorchy have a weekly collection of rubbish and a hard rubbish collection??

A: Council does provide a weekly waste management service, alternated between waste (garbage) and recycling collection one week and FOGO collection the next.

Residents struggling to manage waste volumes can contact Council's waste collection contractor (Veolia) directly to seek a private arrangement for a weekly service. Where the weekly service can be provided by Veolia, the cost is approximately \$125 per annum for a 140L bin and \$160 per annum for a 240L bin. Alternatively, if there are five or more people in a household, residents can apply to Council and pay an additional charge for a larger bin. This user pays system is considered fair and reasonable given 53.4 per cent of Glenorchy dwellings are one or two person households who have no need for a weekly service.

In addition, in 2022 the State government introduced a state-wide levy of \$20 per tonne on all waste disposed to landfill, with the aim of minimising the amount of unnecessary waste going into landfill. This levy is due to increase to \$40 per tonne in 2024, then \$60 per tonne in 2026.

The amount of waste going into landfill is a national issue and the provision of a hard waste collection service does not help this problem. Council is working hard on diverting as much waste from landfill as possible, and the introduction of a food organic, green organic (FOGO) service into our municipality has been successful in significantly reducing the amount of waste going into landfill.

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Question on Notice – Andrea Cousens, Claremont
(received 17 February 2023)

Q1. Why doesn't the GCC do hard rubbish collection like the other councils do? It would save me a couple hundred dollars instead of hiring a skip bin!

A: The provision of a hard waste collection service would come at a significant cost to ratepayers, many of whom would not need or use the service. The economic and environmental costs of dumping waste to landfill are increasing and Council would need to purchase or hire appropriate vehicles to provide such a service. There is increasing acceptance that principles of waste minimisation and user-pays are key to achieving more sustainable waste management practices, and there are local service providers available to assist residents who need help with hard waste removal.

The amount of waste going into landfill is a national issue and the provision of a hard waste collection service does not help this problem. Council is working hard on diverting as much waste from landfill as possible, and the introduction of a food organic, green organic (FOGO) service into our municipality has been successful in significantly reducing the amount of waste going into landfill.

Question on Notice – Phil Brooke, Berriedale
(received 20 February 2023)

With regards to the Montrose Foreshore Boardwalk, I notice that there are signs advising that no dogs or bikes are allowed and that penalties apply for non-compliance. My questions are:

Q1. What is the Penalty?

Q 2. How many people have been cautioned? and;

Q3. How many people have been prosecuted in each of the last four years? As a regular walker on the Boardwalk it annoys me to see so many people disregarding the notice. This activity is more prevalent on the Weekends.

A: This question has been taken on notice.

7. PETITIONS/ADDRESSING COUNCIL MEETING (DEPUTATION)

COMMUNITY

Community Goal – Making Lives Better

8. ACTIVITIES OF THE MAYOR

Author: Mayor (Ald. Bec Thomas)

Qualified Person: General Manager (Tony McMullen)

ECM File Reference: Mayoral Announcements

Community Plan Reference:

Under the City of *Glenorchy Community Plan 2015 – 2040*, the Community has prioritised ‘transparent and accountable government’.

Strategic or Annual Plan Reference:

Objective 4.1 Govern in the best interests of the community

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

Reporting Brief:

To receive an update on the recent activities of the Mayor.

Proposal in Detail:

The following is a list of events and external meetings attended by Mayor Thomas during the period from Monday, 23 January to Sunday, 19 February 2023.

Monday 23 January 2023

- Chaired the Glenorchy Jobs Hub Steering Committee meeting
- Chaired the Glenorchy Planning Authority meeting

Tuesday 24 January 2023

- Participated in an ABC Breakfast interview in relation to Moonah Taste of the World Review
- Met with a rate payer
- Hosted the Citizenship Ceremony

Wednesday 25 January 2023

- Participated in a WIN news interview regarding the Glenorchy District Football Club
- Met with Stuart Hollingsworth, Director Workforce Policy and Strategic Relations at Jobs Tasmania

Friday 27 January 2023

- Attended the Jack Jumpers game at My State Bank arena

Sunday 29 January 2023

- Attended the Jack Jumpers game at My State Bank arena

Monday 30 January 2023

- Attended the Southern Tasmanian Regional Waste Authority Local Government Forum
- Participated in the elected member's tour of the GCC Works Centre
- Chaired the Council meeting

Tuesday 31 January 2023

- Participated in a familiarisation tour with the Veolia Waste Collection team
- Participated in a Glenorchy Jobs Hub meeting with Tas Racing and MAS Employment
- Met with AFL Tasmania

Wednesday 1 February 2023

- Attended briefing from the Premier on Macquarie Point Arts, Entertainment and Sporting Precinct
- Attended a meeting with Minister Nic Street on the Future of Local Government Review
- Attended the Greater Hobart Mayors Forum

Thursday 2 February 2023

- Attended the Bucaan House celebration of the re-opening of the Chigwell Community Garden
- Attended the Migrant Resource Centre Tasmania official opening of the Multicultural Accommodation and Learning Centre
- Met with the Hobart Airport CEO and COO
- Participated in the Glenorchy Garden Club 40th Anniversary celebrations

Friday 3 February 2023

- Met with Michele Adair, Chairperson of Homes Tasmania
- Met with representatives from the Migrant Talent Connector and Techup
- Attended Robert Clifford's 80th birthday celebrations

Saturday 4 February 2023

- Attended the Community Pop Up at Northgate Shopping Centre

Monday 6 February 2023

- Participated in the Council Strategic Planning workshop

Tuesday 7 February 2023

- Participated in the Mondelez Partner Pledge signing at the Glenorchy Jobs Hub
- Attended the PCYC community engagement opportunity on the Council Lawns
- Participated in the Beacon Foundation Planning meeting
- Participated in the Southern Tasmanian Regional Waste Authority Board Induction session

Wednesday 8 February 2023

- Attended the Hobart Cup Reception held at Government House

Friday 10 February 2023

- Attended the Derby Day at Elwick racecourse

Sunday 12 February 2023

- Attended the Hobart Cup Day at Elwick racecourse

In addition to the above meetings and events, the Mayor attended numerous internal meetings and performed other administrative duties.

Consultations:

Nil.

Human Resource / Financial and Risk Management Implications:

Nil.

Community Consultation and Public Relations Implications:

Nil.

Recommendation:

That Council:

1. RECEIVE the report about the activities of Mayor Thomas during the period from Monday, 23 January to Sunday, 19 February 2023.

Attachments/Annexures

Nil.

9. FEEDBACK FROM INVESTIGATION INTO THE POTENTIAL DISPOSAL OF 23A NORMAN CIRCLE, GLENORCHY

Author: Property Sales and Administration Officer (Renee Kapitzke)
Manager Property Environment and Waste (Luke Chiu)

Qualified Person: Director Infrastructure and Works (Emilio Reale)

ECM File Reference: 23aNormanCircle

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.

The communities of Glenorchy will be confident that the Council manages the community's assets soundly for the long-term benefit of the community.

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

Action 1.1.2 Implement the Glenorchy Community Strategy

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

Objective 4.2 Prioritise resources to achieve our communities' goals

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

Reporting Brief:

To report back to Council on the outcomes of the community engagement process for the potential disposal of 23a Norman Circle, Glenorchy (the property), and recommend that Council proceeds with the public land disposal process under section 178 of the *Local Government Act 1993* (**the Act**).

Proposal in Detail:

At its meeting on 28 March 2022, Council made the following resolution:

That Council:

1. AUTHORISE a community engagement process to be undertaken to identify any community concerns about the potential disposal of the following properties:
 - a) 23A Norman Circle, Glenorchy (CT 212565/1)
 - ...
2. If there are no unresolved community concerns, AUTHORISE the General Manager to commence the statutory process for the disposal of the Properties under section 178 of the *Local Government Act 1993*; and
3. If there are unresolved community concerns, REQUIRE a report to a future Council meeting to enable Council to consider those concerns and decide whether or not to commence a process under section 178 of the *Local Government Act 1993*.

Following the Council resolution, a geotechnical report was prepared for 23a Norman Circle, which confirmed the land is potentially suitable for residential development.

Community consultation was subsequently undertaken with interested parties and residents of properties surrounding the property. This report summarises the feedback received during the consultation and recommends that Council commences the statutory process for the disposal of public land under section 178 of the Act.

This process will be in accordance with Council's Disposal of Council Land Policy and will provide another community feedback opportunity, this time enabling the community to raise objections under section 178 of the Act.

Feedback from Community Consultation

Community consultation was undertaken in-line with Council's Community Engagement Framework and consisted of:

- a survey for any interested parties to complete ([Attachment 1](#))
- a letter to 138 surrounding properties providing background information and how to access the survey
- social media advertising on 1 December, the date the consultation was active, and a reminder on 19 December, the week the consultation was closing
- promotion of the survey in Council Chambers
- email correspondence to the registered parties on our Engagement Platform

- answering any enquiries received by telephone, email or during face-to-face meetings.

There were 129 total visits to the project page with 25 visitors to the survey link. From the 25 visitors, there were a total of 18 engaged participants.

Ten participants completed the survey with their registration details, with nine new registrations and eight people completed the quick poll, anonymously.

A detailed assessment of the responses received in respect of each property is in Attachment 1 to this report.

In summary, the quick poll showed four people supporting the proposed disposal and four people did not. The full survey showed four people supporting the proposed disposal and six people did not.

Reasons given for not supporting the proposed disposal were mostly related to a desire to maintain green/open spaces. One participant raised concerns about privacy/potential building height and potential flooding risks.

Reasons for supporting the proposed disposal were mostly related to an appreciation of the need for infill housing and the housing shortage. One participant noted that the land is largely unused.

The relatively low numbers of objections suggests that the potential disposal of this property is unlikely to be controversial.

The property is zoned General Residential and has Open Space (Cairnduff Reserve) and a dedicated dog park (Chapel Street Reserve) within very close proximity (Attachment 2), as well as the very large Tolosa Park and Wellington Park nearby. This shows that the area is already well-served by green/open spaces.

Concerns raised by a participant about privacy/potential building height and potential flooding risks are matters that can be addressed through assessment under the Planning Scheme at the planning approval stage.

Should Council approve proceeding with the disposal process, those people who have responded, along with the general public, will be provided a further opportunity to object to the disposal of land through the statutory section 178 process, as well as potentially to appeal any decision by Council to dispose of the land.

Under the Act (S178A (3)) *an appeal may only be made on the grounds that the decision is not in the public interest in that –*

- (a) the community may suffer undue hardship due to the loss of access to, and the use of, the public land; or*
- (b) there is no similar facility available to the users of that facility.*

The risk of a successful appeal is considered low given the General Residential zoning of the land, and the close proximity of nearby reserves and parks as outlined above.

Process for Disposal and Requirements under Section 178

As part of the 'Future Glenorchy Project', Council Officers developed a 'Disposal of Council Land Workflow' ([Attachment 3](#)). The workflow outlines the process that Council officers will take when identifying, evaluating and recommending the disposal of Council land in accordance with the Act.

As noted above, there have not been any significant community concerns noted about the potential disposal of the property that are unable to be addressed.

Accordingly, this report recommends the commencement of the section 178 process for the disposal of public land for 23a Norman Circle, Glenorchy.

Process under section 178

Council's *Disposal of Council Land Policy (the Policy)* deems all land owned by Council to be 'public land' for the purposes of the Act.

A resolution of Council to dispose of public land is required to be passed by an absolute majority of Council. If such a resolution is passed:

- the intention must be advertised on two (2) occasions in a daily newspaper circulating in the municipal area, and
- a copy of the notice must be displayed on any boundary of the public land that abuts a highway and notifies the public that objection to the proposal may be made to the General Manager within 21 days of the date of the first publication.

The Policy also provides that, in addition to the notification requirements in section 178, Council is required to:

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

If Council resolves to commence the public notification and consultation process, officers will ensure that the requirements of section 178 and the Policy are complied with.

Following the completion of the notification, Council is required to consider any objections lodged with objectors having an opportunity to appeal a decision to dispose of the land on the grounds set out above. This will be provided in a future report to Council.

The land

23a Norman Circle was approved for investigation for potential disposal by Council at its meeting on 28 March 2022. The key reasons for this support included the General Residential zoning, the large size of the land (2.66 hectares), existing developer interest and the central location which is within walking distance of the CBD; all of which provide scope for potentially significant housing development.

The disposal of the land would directly support Council's Statement of Commitment on Housing, specifically Point 4: *As a landowner, release surplus Council owned land to increase residential land supply for housing.*

Consultations:

Director Infrastructure and Works
Manager Property Environment and Waste
Manager Community
Manger Infrastructure, Engineering and Design
Senior Civil Engineer
Operations and Maintenance Supervisor
Recreation and Environment Coordinator

Human Resource / Financial and Risk Management Implications:Financial

The cost of advertising the proposed new disposal investigations would be approximately \$1,680.

If Council decided to proceed with the section 178 process, a valuation report would be sought from an independent consultant following the 21-day consultation process, which would cost approximately \$2,500.

As part of the disposal process, Council would also incur costs associated with the marketing and Real Estate agency fees for the disposal of Norman Circle.

Council's finance system also identifies a value for Norman Circle and so the sale will result in a net reduction in Council's assets on its balance sheet but would record a significant net gain in cash received after any costs of sale were deducted.

A disposal would also assist Council's bottom-line in various ways. First, Council's ongoing maintenance of this asset would stop, providing savings that can be reinvested into meeting required maintenance service levels. Second, any construction of dwellings on these properties would both increase potential housing supply and Council's rate base.

Third, the net proceeds from the sale would be reinvested into the community as per Council's Proceeds of Property Disposals Policy. Funds held in the Property Disposals Reserves Fund are to be used solely for the acquisition, development and/or improvement of sites for public open space in the municipality, or purposes designed to increase the use of and access to open space by the community. Examples could include improving open space infrastructure including parks, reserves, playgrounds, and pathways.

Human resources

Council staff will facilitate the consultation and disposal process as part of their normal duties.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation				
Adverse public reaction to decision to advertise Council's intention to disposal.	Moderate	Possible	Medium	The rationale for the disposal the results of the consultation are explained as outlined in this report. Council will also consider any objections received during the statutory consultation process, as required under section 178 of the Act.
Council does not achieve best value for the community on disposal of the land.	Moderate	Possible	Medium	An independent valuation will be obtained by Council and will be considered following the completion of public notification and as part of any decision to proceed with a disposal
Do not adopt the recommendation				
Council will delay the opportunity to dispose of surplus land that has been identified to help meet Council's Statement of Commitment on Housing.	Moderate	Almost Certain	High	Council clearly outlines any issues with the proposed disposal and instructs officers to address these in a future report.

Community Consultation and Public Relations Implications:

Community engagement has been conducted, as detailed in this report.

If Council's decision is to commence the statutory process to dispose of the public land, then this will be communicated to any community members who responded to the initial community engagement process, as well as by public notice. Anyone who responded, as well as anyone else in the community, will have the opportunity to make formal submissions during the section 178 notification and objection process (which is additional to the initial community consultation process).

Public Relations

Currently there are no material public relations implications, given it doesn't appear there are any significant concerns about the potential disposal of the site that cannot be addressed. Any concerns raised during the section 178 process will be monitored to gauge whether further action is required to address them.

Recommendation:

That Council:

1. FORM an intention under section 178 of the *Local Government Act 1993* to dispose of 23a Norman Circle, Glenorchy
2. AUTHORISE the General Manager to take all actions necessary to complete the public notification of Council's intent to sell the land in accordance with section 178 of the Act and Council's *Disposal of Council Land Policy*, and
3. AUTHORISE the General Manager to consider and acknowledge any objection received pursuant to section 178(6) of the Act and report to a future Council meeting.

Attachments/Annexures

- 1 Survey Responses Report



- 2 Norman Circle Proximity Map to nearby Reserves



- 3 Disposal of Council Land Workflow



ENVIRONMENT

Community Goal – Open for Business

10. SUBMISSION ON THE REGIONAL PLANNING FRAMEWORK DISCUSSION PAPER

Author: Strategic Planner (Darshini Bangaru)
Qualified Person: Director Infrastructure and Works (Emilio Reale)
ECM File Reference: Planning Reform

Community Plan Reference:

Open for Business

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

Valuing our Environment

We will value and enhance our natural and built environment. Our CBD areas of Glenorchy, Moonah and Claremont will be revitalised, with a strong emphasis on great design, open spaces and public art.

Strategic or Annual Plan Reference:

Open for Business

Objective 2.1 Stimulate a prosperous economy.

Strategy 2.1.1 Foster an environment that encourages investment and jobs.

Valuing our Environment

Objective 3.2 Manage our natural environments now and for the future.

Strategy 3.2.1 Identify and protect areas of high natural values.

Reporting Brief:

To seek Council's endorsement of a submission to the State Planning Office on the Regional Planning Framework Discussion Paper.

Proposal in Detail:

The Regional Planning Framework Discussion Paper (the Discussion Paper) has been prepared by the State Planning Office (SPO) to seek feedback on the key elements to be incorporated into the improved regional planning framework - see [Attachment 1](#).

Background

The Regional Planning Framework and need for reform

The Regional Planning Framework refers to the legislative, regulatory or administrative arrangements that support Tasmania's Regional Land Use Strategies (RLUSs).

There are three RLUSs in Tasmania, Cradle Coast, Northern and Southern RLUSs, which promote a regional approach to strategic planning in their respective areas. The three RLUSs are currently very different in their form and content and are overdue for a review. The SPO considers a review of the RLUSs is required, along with the legislative and administrative framework in which the RLUSs operate, to ensure their consistency with the broader planning reform agenda.

The SPO reform agenda consists of:

- Phase 1 which is complete and introduced the Tasmanian Planning Scheme (TPS) consisting of the State Planning Provisions (SPPs) and the Local Provisions Schedules (LPS)
- Phase 2 which is currently underway and includes:
 - the preparation of the Tasmanian Planning Policies (TPPs)
 - review of regional planning framework (subject topic); and
 - comprehensive review of RLUSs once the regional framework has been developed).

The various components that are the subject of reform and how they apply and function together are shown in Figure 1 the Hierarchy of Tasmanian Planning Instruments.

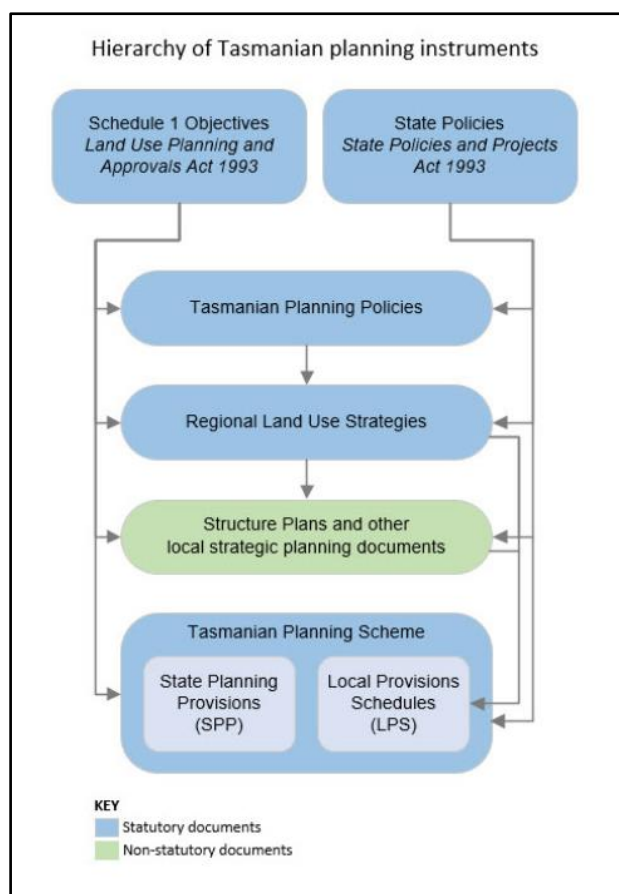


Figure 1: Hierarchy of Tasmanian Planning Instruments (Source: SPO)

The *Land Use Planning and Approvals Act 1993* (The LUPA Act) currently requires the RLUSs to be reviewed as soon as practicable after the making of the Tasmanian Planning Policies.

Regional Planning Framework Project

The LUPA Act sets out various requirements for the other components of the planning system including the TPPs, SPPs and the LPS, such as the purpose, content, processes for exhibition, hearings, approval, review and amendment and criteria for assessment. However, there are no such similar requirements for the RLUSs. The LUPA Act currently only provides for the making of and, to a limited extent, the review of RLUSs under section 5A of the LUPA Act.

The lack of such a framework for the three RLUSs, and the inconsistencies between them, has resulted in difficulties with interpretation, inconsistency and ambiguity around maintenance, review processes and responsibilities. Therefore, the SPO is undertaking the Regional Planning Framework project. This project aims to develop a framework for the structure and operation of the RLUSs, which will then be used to support the comprehensive review of the RLUSs once the TPPs are made.

The Regional Planning Framework Project Plan is shown in Figure 2. The project is at its initial stage with the release of the Discussion Paper. Feedback on the Discussion Paper is open from 28 November 2022 to 28 February 2023.

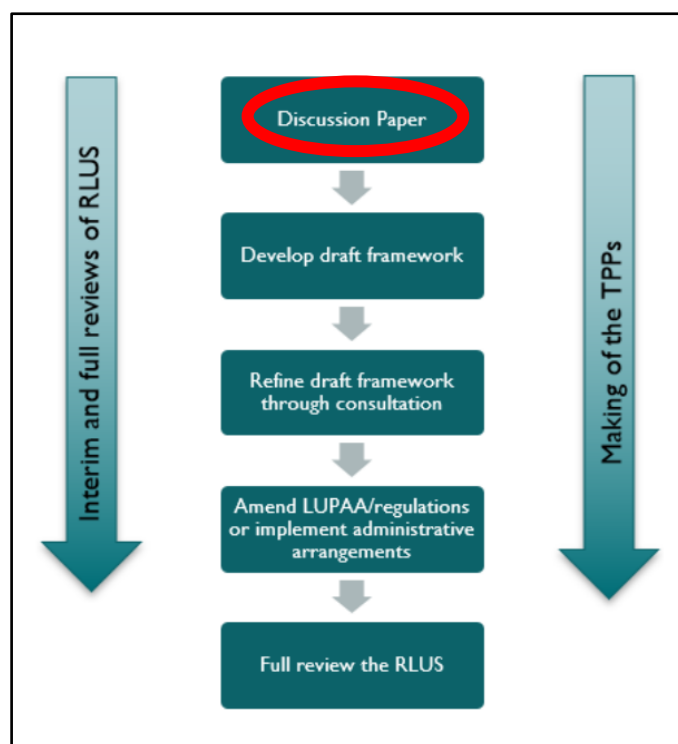


Figure 2: Regional Planning Framework Project Plan (Source: SPO)

Draft Structure Plan Guidelines

The Discussion Paper also seeks feedback on the draft Structure Plan Guidelines (The Guidelines).

Structure plans facilitate finer grain planning to manage settlements and play a key role in implementing the RLUSs at the local level, (see Figure 1, above). However, among developers, Councils and State agencies, there is inconsistency as to what a structure plan is, and how it differs from other strategic planning documents such as settlement strategies or master plans. The Guidelines set out the inputs, content and processes around the preparation of structure plans at the local level.

The Discussion Paper provides the background information on the need for the Regional Planning Framework and the development of the Guidelines, and seeks feedback on a range of questions including:

- should the general content and purposes of the RLUSs be outlined in the legislation or regulations similar to the TPPs and SPPs?
- should there be a template and standard terms to ensure consistency of the RLUSs?
- how should a revised RLUS be assessed, who should do the assessment, and how should it be declared?
- what time frames should be set for reviewing the RLUSs and what matters should trigger a review?

- should there be a legislative process for amending the RLUSs and what matters would enable an amendment?
- are the draft Structure Plan Guidelines fit for purpose, and are there other matters that need to be included?

Submission to the Regional Planning Framework Discussion Paper:

The Discussion paper was reviewed by Glenorchy City Council's Strategic Planning Team. Feedback was sought from elected members during the Council workshop held on 16 January 2023, and from the planning services team. Generally, the matters covered under the Discussion Paper were supported, and the following key comments are:

- it is agreed that the LUPA Act should stipulate requirements for the RLUSs regarding scope and purpose, processes for assessment and declaration, public exhibitions, hearings, review and amendments, similar to that stipulated for the TPPs, SPPs, and the LPS
- consistency between the three RLUSs is critical, therefore it would be valuable to have a template / guideline for the RLUSs to ensure consistent features, time horizons, terminology, definitions etc.
- the proposed five-year timeframe for a review of the RLUSs may be too frequent with limited 'on the ground data to consider' and may limit the ability to achieve longer-term strategies. It could also lead to a constant cycle of review given all other planning instruments such as the TPPs, SPPs and the LPS have a similar five-yearly review cycle
- a five-yearly review (audit) cycle for the RLUSs is supported where its purpose focuses on the effectiveness of the implementation plan. If the intent is for a comprehensive analysis of the RLUSs, then a 10-yearly review cycle may be more effective (relying on evidence gained from regular five-yearly audits)
- if a five-yearly review cycle is selected, then no other matters should trigger the review of the RLUSs or allow for requests for amending the RLUS to be considered within this timeframe. If a longer review cycle is selected, then 'intermittent' reviews based on significant policy changes or major economic or social events may be considered as directed by the Minister
- the making of requests to amend the RLUSs must be limited to State and Local Government authorities, and not private individuals / developers. Where a private request is sought, then this must be made via the Local Government authority
- the draft Structure Plan Guidelines has confusing language, very broad requirements, and needs further clarification as to the relationship between Structure Plans, local Strategic Plans and Masterplans

- the draft Structure Plan Guidelines provide explanations on what is required for the structure planning process and details on the background studies required but do not clearly define what a Structure Plan is or provide guidance on how it should be set out, and what type of topics would be identified under the Structure Plan. The structure planning process itself (or how to project plan the process) should be separated from the form and elements of the final Structure Plan document
- guidelines for consistent methodologies for studies that support the preparation of a Structure Plan would also be useful.

The full detailed submission is included in Attachment 2 and it is recommended that Attachment 2 be provided to the State Planning Office as Council's response to the Discussion Paper.

Consultations:

Elected members
General Manager
Director Infrastructure and Works
Manager Development
Planning Services Section

Human Resource / Financial and Risk Management Implications:Financial

Review of the Regional Planning Framework and the draft Structure Plan Guidelines and responses on the next steps of the project will be managed within the Planning Services budget.

Human resources

Council officers would prepare Council reports on future steps in the Regional Planning Framework project.

Risk management

It is considered that there is no material risk to Council if it does not provide a response to the Discussion Paper.

However, Council officers have identified a few matters for consideration by the SPO which will help formulate and adopt more robust processes. Participation in these processes, and provision of responses to the State Government ensures our community's views are represented.

Community Consultation and Public Relations Implications:

The Discussion Paper was released for community consultation by the State Government. Council officers also attended a Council workshop to seek Aldermen's views on the Regional Planning Framework and the draft Structure Plan Guidelines.

Recommendation:

That Council:

1. ENDORSE the feedback provided in Attachment 2 to this report on the Regional Planning Framework Discussion Paper, including the draft Structure Plan Guidelines, November 2022; and
2. APPROVE the submission of the feedback contained in Attachment 2 to this report to the State Planning Office.

Attachments/Annexures

- 1 Regional Planning Framework Discussion Paper, November 2022
[!\[\]\(e0bc90ac2ec6b66a33fc956bf18d54eb_img.jpg\)](#)
- 2 Feedback Response to the Regional Planning Framework Discussion
[!\[\]\(195611824391d7cfd95c9b6099530939_img.jpg\)](#) Paper

11. CAPITAL WORKS STATUS REPORT

Author: Director Infrastructure and Works (Emilio Reale)

Qualified Person: Director Infrastructure and Works (Emilio Reale)

ECM File Reference: Capital Works

Community Plan Reference:

Leading Our Community

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

The communities of Glenorchy will be confident that Council manages the community's assets soundly for the long-term benefit of the community.

Strategic or Annual Plan Reference:

Leading Our Community

Objective 4.1 Govern in the best interests of our community

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

Objective 4.2 Prioritise resources to achieve our communities' goals

Strategy 4.1.2 Manage the City's assets soundly for the long-term benefit of the community

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

Reporting Brief

To provide a quarterly capital works status update report to Council for the period ending 31 January 2023.

Proposal in Detail

This report is provided to update elected members and the community on the progress and delivery of Council's capital program for the 2022/23 financial year.

The capital works program and its expenditure are reviewed by an internal working group, the Infrastructure Management Group (IMG), at its monthly meetings based on monthly financial forecasting reports.

Delivery of an extensive capital work program requires various adjustments during the financial year as there are a large range of potential project-related variables and external market factors that come into play. Some examples of these potential variables include approval delays, latent conditions, unsuitable weather conditions, contractor availability, COVID 19 impacts, supply chain issues, scope changes, material

and labour cost escalation. Many of these have been experienced during the past financial year.

Any notable adjustments are reported to Council through the monthly financial performance reports or via this Quarterly Report.

Current market conditions

As mentioned in previous financial reports, Tasmania is still experiencing strong economic growth. Various stimulus measures are still causing increased demand on contractors, consultants, and suppliers across the nation for building, civil and recreation projects. This is impacting the availability of contractors and materials which, in turn, adds cost and time pressures for Council. There has been some cooling of the market which is becoming evident in the procurement of some recent projects.

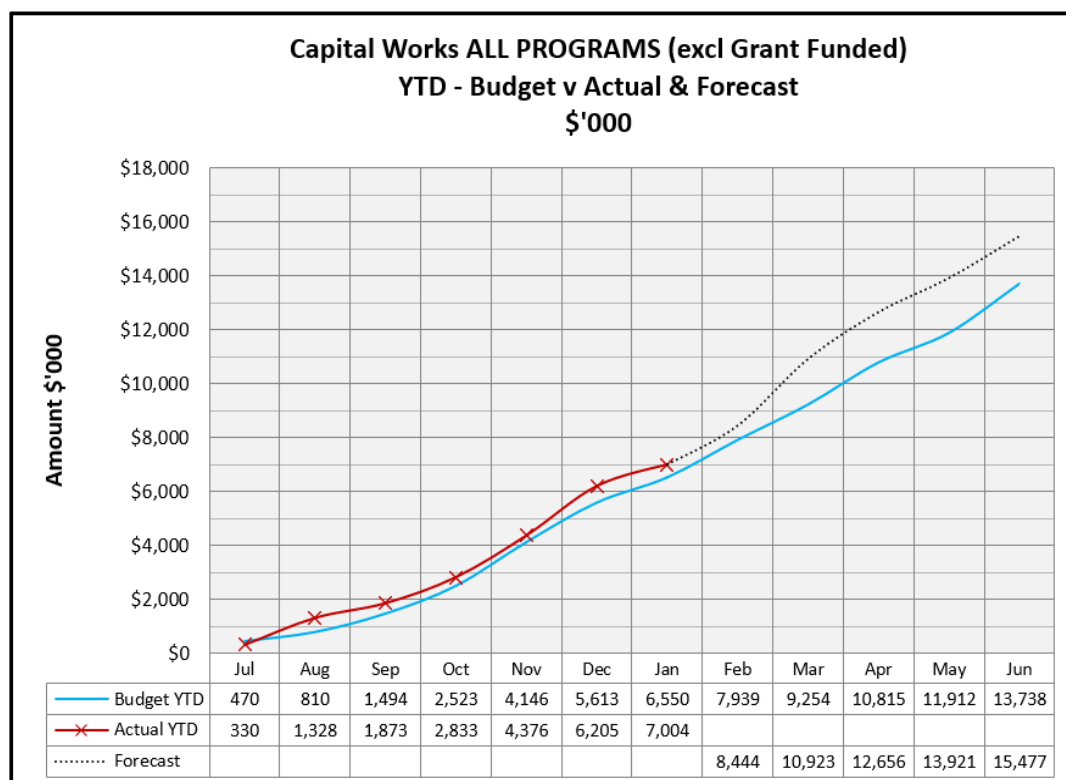
Year-to-date Capital Works expenditure is \$9.057m against a revised annual budget of \$30.512m and an annual forecast spend of \$23.584m (due to some grant funded projects spanning over multiple years).

Major grant funded projects make up close to half of the annual capital works program and delays to these can negatively impact reported overall expenditure.

Recurrent capital infrastructure renewal program

Recurrent renewal projects in the capital works program such as Roads, Stormwater and Property Management areas are progressing well. In fact, the recurrent capital works program is reporting ahead of budget at quarter end. Progress will continue to be monitored and reported on at each quarterly update. Forecasting will be adjusted in the coming months to ensure this program finishes on budget.

A year-to-date expenditure versus budget forecast graph for the renewal projects is provided below:



Capital works budget management

During the financial year, Council officers actively monitor project budgets, as some unexpected works arise that require immediate attention such as flooding issues. In some cases, projects exceed their original scope due to reasons that aren't able to be identified until after they commence. These funding variations/reallocations or additional projects are monitored and overseen by the IMG. The IMG keeps a watchful eye on the overall program to ensure the total works program does not exceed the available funding or to bring forward a future project in place of one that can't be delivered. This is done in accordance with IMG's Terms of Reference.

As well as Council's renewal projects, there are a number of major projects that Council is managing. Some are fully funded by grants, and some have co-contribution amounts from Council. A summary of these projects is detailed below.

Status of Major and Grant Funded Projects

Gibbins Reserve Playspace

Council decided at its 30 August 2021 meeting to proceed with a major playspace at Gibbins Reserve in Goodwood. This was a scope change to an earlier project scope which was for two playspaces. The Australian Government approved the variation of scope on 10 March 2022.

The project was originally put out for tender and closed on 1 June 2022. After a negotiation process a successful agreement could not be reached. Council has since advertised a number of standing tender items for services such as supply and installation of play equipment, fencing, landscaping and will manage this project

inhouse. These contracts are now in place, and it is expected that works will commence in March 2023.

Montrose Bay Foreshore Skatepark

This project is for the construction of a new skatepark at the Montrose Bay Foreshore Reserve. The skatepark has been designed based on a number of community engagement sessions and input from members of the skateboarding fraternity. The proposal has had wide-ranging community support.

As project planning has progressed, and following geotechnical assessments and site investigations, the skate park had to be re-sited to avoid conflict with an underground water trunk main. The geotechnical assessment indicated the need to remove unstable subsoil and import more stable fill. The updated cost estimate is now \$620,000, which is \$120,000 over the original budget estimate.

The proposed skatepark is funded through a grant of \$250,000 from the Department of Communities Tasmania and \$250,000 from a grant from the Department of Health and Human Services. The remaining \$120,000 is being funded from the Federal Government's Local Roads and Community Infrastructure Grant Program. Confirmation of this funding has been received from the Commonwealth.

A Planning Permit has been granted and the Tender process has now been completed. The successful contractor has been awarded the contract and works are to commence in March 2023 and programmed to be completed this financial year.

Council Chambers Solar Panel Installation and Roof Upgrades

Council Officers investigated the benefits of installing solar panels on high daytime use buildings such as the Council Chambers. A cost benefit analysis based on quotes received indicated the solar panels cost was \$95,000 but will save up to approximately \$25,000 per annum (depending on the time of year and weather conditions) in electricity costs, putting the payback time for the panels themselves at around five to six years.

Unfortunately, the tenderer that originally quoted this proposal has withdrawn from the project. Council has since procured a new supplier and costs are on par with the original quote.

All roof works required before progressing this project have been completed.

The Council Chambers switchboard needs to be upgraded before the solar panels are connected. This switchboard upgrade was already scheduled as an asset renewal project in two years' time. This has been moved forward to this financial year to facilitate the Solar Panel installation.

Prince of Wales Bay Sports Ground Drainage Works and Removal of Detention Pond

The sports grounds at Prince of Wales Bay are a shared facility between softball, baseball and soccer. The Glenorchy Knights Football Club was successful in gaining a \$155,000 election commitment grant through the Community Sports and Recreation program to improve the drainage on the western ground to prevent the pooling of water on the playing surface. Council was also consulted in making a co-contribution

to level out and resurface the playing surface. Council agreed that re-turfing of this sports ground was required and overdue.

In investigating the drainage options, Council determined that stormwater detention basin (formerly part of the Derwent Park Stormwater Reuse Scheme and known as Pond C) was totally redundant and no longer required and would vastly increase the available playing surface by accommodating two additional junior soccer fields.

As this ground is constructed on a former landfill site, a contamination report was commissioned for the excavated material that formed the basin. The report indicated that there were fragments of asbestos sheet in the excavated material that formed the walls of the basin. The presence of these fragments did not pose a safety hazard to the public or sports grounds users as the fragments were buried and in a fenced off area, not publicly accessible. However, the fragments were required to be removed by WorkSafe Tas and the soil material cleansed and certified by a qualified hygienist before capping it with the new playing surface. The discovery of the asbestos had increased the cost of this project by an additional \$280,000.

To fund the additional cost, a budget of \$200,000 from the property capital works program that was to be used to install lighting and upgrade changerooms at Cadbury Sports Ground can be reallocated. The lighting and changeroom projects are still occurring but are now being funded by a State Government Community Sport and Recreation Grant. Another \$80,000 of funding came from underspends or other savings within the capital works program.

Once this project commenced, friable fragments of asbestos were found which meant the site works had to be treated differently and the contaminated soil had to be removed from the site. This was also WorkSafe Tas requirement. This increased the cost of this project by an additional \$230,000.

To fund the additional cost, the Infrastructure Management Group recommended that the additional funding came from savings and adjustments to the capital works program.

Whilst the asbestos contamination has required additional funding and subsequent adjustments to the capital works program, it has resulted in a significant legacy asbestos issue being appropriately dealt with and the benefit of additional football playing surfaces that didn't exist prior to this project commencing. This project will be completed in March 2023.

Football Packages

Council received advice in 2018 of Football Tasmania's success in obtaining in-principle approval for a \$12.8M grant from the Australian Government to fund major upgrades to soccer facilities in the northern suburbs. A 70%/30% split of the funding was negotiated, which resulted in \$8.96 million allocated to North Chigwell Junior Soccer Hub and the balance \$3.84 million allocated to KGV Football Park for much-needed upgrades to the existing facilities. This included replacement synthetic pitch, lighting upgrades and refurbished and new change room facilities. Council received final approval from the Australian Government on 7 May 2022.

KGV

To date, the synthetic pitch replacement at KGV has been completed and certified to FIFA standards. The lighting upgrades are very close to completion and will be completed within the next month. A detailed architectural design has been completed for the KGV change room facilities and will be put out for Tender as soon as the Planning Permit is issued, which is expected in the next two-weeks.

North Chigwell

Ground works are nearing completion at the North Chigwell facility with grass seed sowing expected in the next week. A tender for the design components for the North Chigwell facility has been awarded to ARTAS architects who have completed some concept designs which have been used for consultation with the relevant football clubs and Football Tasmania. Feedback has been provided by the clubs and plans are being finalised accordingly ready to submit for a planning application.

BMX Track Relocation

The facility, currently used by the Southern City BMX Club, had previously been flagged for relocation from its current Berriedale home to Tolosa Park in Glenorchy, following the adoption of a new master plan for the Berriedale Peninsula which envisages the area being used for a mix of recreation and public amenities and the expansion of Mona's facilities.

Once a detailed investigation of the Tolosa Park site was completed, Council identified that significant works would be required to address underlying geotechnical issues at the site, making it unsuitable for a BMX facility.

To resolve the geotechnical issues the required works would increase the cost to approximately \$2.1 million, far exceeding the project's proposed original budget of \$750,000. As a result of the limitations of Tolosa Park as a site, a number of other potential sites within the Glenorchy municipality were subsequently evaluated. However, no other viable site was able to be found due to the required size of the track and the need to be in close proximity to toilets, power and parking (or develop their own).

Glenorchy City Council led investigations and negotiations to secure a new home for the facility, with Pembroke Park identified as a preferred option due to its size, location and existing cycling infrastructure.

Glenorchy and Sorell Councils have been in negotiations over many months to work through the details of the move, including the transfer of grant funding set aside for the facility, with both Councils also working closely with the Southern City BMX Club.

The proposed relocation of the BMX track to Pembroke Park will deliver a brand new, state of the art BMX facility to Southern Tasmania while allowing Glenorchy to progress its vision for the area under the Berriedale Peninsula Master Plan.

The new track will be partially funded by the Tasmanian Government through a \$250,000 grant from the Department of Community, Sport and Recreation.

Glenorchy City Council has also agreed to contribute to the relocation costs, with negotiations around the funding arrangements continuing.

Now that Sorell Council has resolved to construct the track at Pembroke Park, they have completed a tender process to confirm the cost of building the new facility. The construction time frame is estimated to be completed in the October/November 2023 period.

Tolosa Park Dam Reintegration Project

TasWater and Glenorchy City Council are jointly funding the first stage of works under the master plan for the former reservoir area to transform it into an open parkland. Under the agreement, TasWater will contribute \$3.2 million of the estimated \$6.2 million cost of the initial works, with the Council to fund the balance.

The initial dam decommissioning and remediation works, to be carried out by TasWater, will see the 20-metre-high dam wall partially demolished with the fill from the wall used to create an open parkland with completed earthworks, levelled, usable areas, water features, established grassed areas and the formation of future walking trails (to be completed in further stages). TasWater will then hand the area back to the Council to continue to develop as funding becomes available.

The initial works commenced during this quarter was the importation of a volume of clean fill, which is the first step towards completion of the full vision outlined in the master plan – which will rely on further future investment by Council and other levels of government.

Council officers are working with TasWater to complete the scope the works. The calling of tenders is programmed to commence in late February 2023, the project is expected to be completed by April 2024.

Playground Renewal Program

Works have recently been completed to replace the playground at Booth Avenue, Glenorchy. The works include the removal of old equipment and the installation of a swing set, multigame unit and softfall.

Works have also commenced on the replacement of playgrounds at Collinsvale and Cairnduff Reserve, with works at Cairnduff expected to be completed by April and Collinsvale by June 2023.

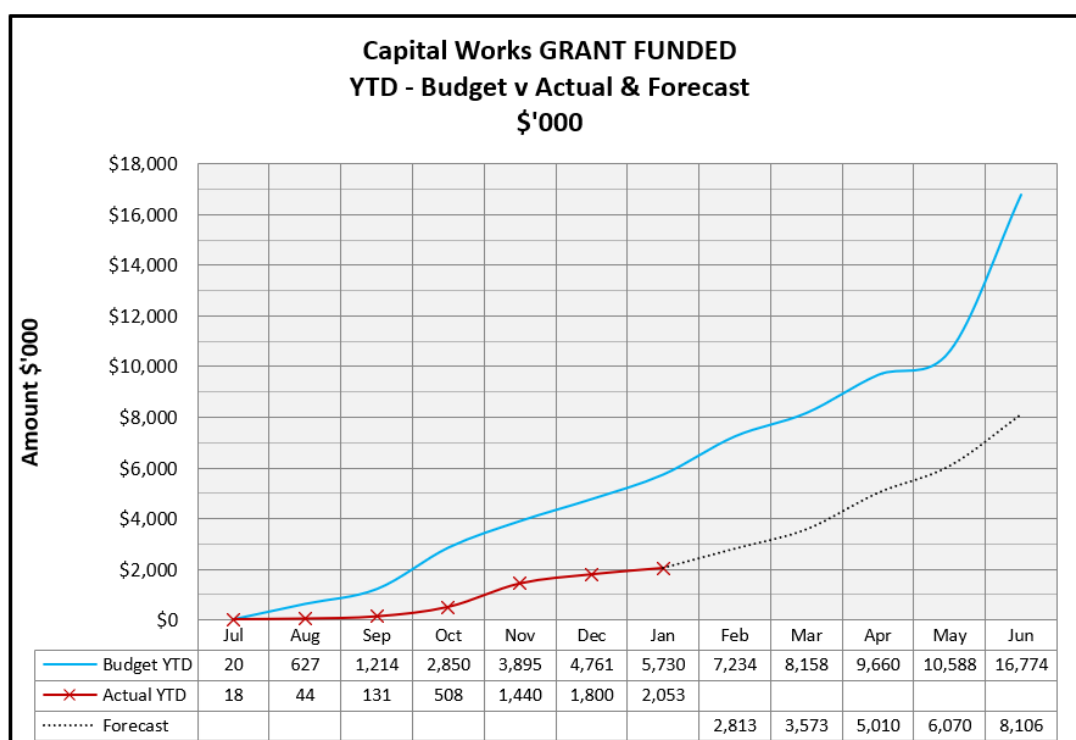
Council recently endorsed inclusion of an allocation of \$1M in funding from the Property Disposal Reserve for the 2023/24 financial year for the replacement of the Benjafield playground in Moonah. Officers have begun work on developing a community engagement process for this project as well as preliminary concept planning.

Council is still waiting on a grant deed from the Australian Government for a the \$1.5M commitment for playground renewals that was made at the last federal election. Once these funds are received there will be a further acceleration of the playground renewal program.

Summary of Grant Funded Capital Projects

Major grant funded projects make up close to half of the annual capital works program and delays to these can negatively impact reported overall expenditure.

A year-to-date expenditure versus budget forecast graph for the major/grant funded projects is provided below, which is reflecting that Council has experienced some delays in expenditure in projects such as the Giblins Reserve Playspace (contract negotiations), Montrose Bay Skate Park (contractor availability), and the Tolosa Dam Reintegration project. All of these projects are now underway however expenditure will trend behind the forecast for a period of time.



Consultations:

Consultation has been undertaken with Directors, Managers and Coordinators within the relevant Departments and external agencies such as TasWater, Community Sport and Recreation and numerous sporting clubs.

Human Resource / Financial and Risk Management Implications:

Financial

It is important to note that for every new asset created by Council there will be additional, ongoing operational costs. New assets should therefore be treated as a new service to the community which incurs additional cost. On current estimates and past experience, the cost of new assets to Council's ongoing operational budget over the life if the asset is around 2.5% for maintenance and 2.5% for depreciation. This could be equated to a percentage of rates that need to be allocated to keep new assets in a good state of repair and renewed when they reach the end of their useful life.

Delivery of a capital works program within budget is essential to ensure that Council is financially sustainable, and that Council's assets are being renewed, maintained and developed to meet the current and future needs of the Glenorchy community. Failing to maintain and renew assets can lead to environmental impacts and assets not delivering the required level of service to the community. Poorly maintained assets can also have impacts on energy and resource use. Communities expect assets such as recreational facilities, roads, bridges, and stormwater systems to be safe and maintained to necessary standards.

The financial sustainability of the Council would be at risk if capital works programs are not kept within budget or are not undertaken.

Human resources

The delivery of the capital works program (including project management of outsourced works) is managed within Council's existing resources.

Risk management

Council must plan and deliver a suitable capital works program to ensure that its assets are able to service the needs of the community. Council's reputation and the community's amenity would suffer if assets and service levels are not maintained at necessary standards. The consequence of inadequate maintenance and upgrade of capital assets will be increased costs in the future.

Risks associated with Council's financial expenditure and sustainability are managed through the process for developing Council's annual budget and are monitored through ongoing reporting on Council's Strategic and Key Operational risk register.

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation	Severe (C5)	Unlikely (L1)	Medium	Budget and LTFMP formally reviewed during the year. Prudent debt management and consistent monitoring of financial conditions enabling an appropriate response. LTFMP reviewed annually and adjustments made in future budgets to account for any unforeseen events. The current LTFMP forecasts ongoing modest rate increases.
Ongoing substantial budget deficits leading to depleted cash reserves as a result of changes to economic conditions or other unforeseen events, leads to a loss of financial sustainability or the need to borrow or increase rates above community expectations.				
Further economic changes result in estimates that are not materially accurate, leading to a need to revise estimates either up or down again during the year.	Minor (C2)	Possible (L3)	Medium	Continued prudent debt management and consistent monitoring and reporting of financial conditions, enabling an appropriate response.

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Suppliers, contractors and service providers are unable to provide goods and services or at competitive prices.	Minor (C2)	Possible (L3)	Medium	Robust procurements to engage with a broad range of potential suppliers and service providers to minimise dependencies.
Damage to Council infrastructure from unpredictable events resulting in significant costs to repair or replace.	Major (C4)	Unlikely (L2)	Medium	Limited insurance coverage in place for some events with Council accepting risk of a significant event where other financial support is not made available (e.g. State Government).
Do not adopt the recommendation	Major (C4)	Likely (L4)	High	A further report and revised recommendation is brought to Council as a priority, addressing any concerns raised by Aldermen.
Budget estimates for the 2022/23 year would not reflect the actual position, leading to less effective financial management and potential breaches of the Act or accounting standards				

Community Consultation and Public Relations Implications:

Community consultation

Community consultation is undertaken on specific projects as required. There are several projects included in this report where specific community engagements have been undertaken to determine the final outcomes to be achieved.

Recommendation:

That Council:

1. RECEIVE and NOTE the capital works status report to the end of the January 2023 quarter.
2. NOTE that \$230,000 is being allocated to the Prince of Wales Bay Football Pitches ground contamination remediation from savings and adjustments to the capital works program.

Attachments/Annexures

Nil.

GOVERNANCE

Community Goal – Leading our Community

12. GLENORCHY CITY COUNCIL STRATEGIC PLAN 2023-2032 DRAFT FOR COMMUNITY ENGAGEMENT

Author: General Manager (Tony McMullen)
Qualified Person: General Manager (Tony McMullen)
ECM File Reference: GCC Strategic Plan Review 2023-2032

Community Plan Reference:

City of Glenorchy Community Plan 2015-2040

Our community goals are:

- *Building Image and pride*
- *Making Lives Better*
- *Valuing Our Environment*
- *Open for Business*
- *Leading Our Community*

Strategic or Annual Plan Reference:

Glenorchy City Council Strategic Plan 2016-2025

Leading Our Community

Objective 4.1 Govern in the best interests of the community.

Objective 4.2 Prioritise resources to achieve our communities' goals.

Strategy 4.2.1 Build strong relationships to deliver our communities' goals.

Reporting Brief:

To seek Council's authorisation to place the draft Glenorchy City Council Strategic Plan (**the Plan**) 2023-2032 on public exhibition from 28 February to 19 March 2023.

Proposal in Detail:

Background

Council has reviewed its current Strategic Plan and prepared a new draft Strategic Plan 2023-2032.

The purpose of the draft Strategic Plan is to set Council's direction over the next 10 years. The draft Plan contains the purpose, values, community goals, objectives, strategies and measures of success to define that future direction.

The draft Strategic Plan would replace the current Glenorchy City Council Strategic Plan 2016-25 which was first adopted by Council on 19 December 2016 and readopted on 26 November 2018.

Before Council adopts the proposed Strategic Plan, it must invite feedback on the Plan and consider any submissions received.

This report explains:

- Requirements for a strategic plan
- Where a strategic plan fits into Council's strategic planning processes
- How the draft Strategic Plan was developed
- Strategic context for the draft Strategic Plan
- Contents of the draft Strategic Plan
- Feedback sought on the proposed Strategic Plan

Requirements for a strategic plan

Council must meet certain requirements under the *Local Government Act 1993* when preparing a strategic plan:

- to have a publicly available strategic plan for its municipal area, prepared for at least a 10-year period (s. 66, s. 69)
- to review its strategic plan at least every four-years and to notify the Director as soon as practicable after it is adopted (s. 70E)
- to consult with the community and authorities and bodies as part of preparing the plan (s. 66)
- to invite and consider submissions before adopting the plan (s. 68).

Where a strategic plan fits into Council's strategic planning processes

Figure 1 - Strategic Planning Architecture



As set out in Figure 1 (above), Council's strategic planning processes involve a number of plans - including the Community Plan, the Strategic Plan, the Annual Plan and the Budget.

Council uses these plans and planning processes to help turn the community goals in the Community Plan into action on the ground.

The Council develops a Strategic Plan that outlines the objectives and strategies needed to achieve the community's goals.

The Council's four-year rolling Annual Plan sets out the actions that Council will take for each of the strategies in the Strategic Plan. This is aligned to the annual budget process so that Annual Plan actions are funded.

How the draft Strategic Plan was developed

The development of the draft Strategic Plan to date has involved the following process:

Event	Date	Outcome
Survey of Management Team	December 2022	Identification of key challenges, risks and priorities facing Council
Survey of elected members	January 2023	Identification of key challenges, risks and priorities facing Council
Management Team workshop #1	1 February 2023	Reviewed the strategic context through an "environmental scan".
Council workshop #1	6 February 2023	Reviewed the "environmental scan" and considered /developed the purpose, values goals and objectives.
Management Team workshop #2	8 February 2023	Developed draft strategies for each objective.
Council workshop #2	14 February 2023	Refined previous outputs and reviewed the draft strategies.
Council workshop #3	20 February 2023	Review the draft Strategic Plan

Strategic context of the draft Strategic Plan

Environmental scan

The incoming Council held its first ordinary meeting on 28 November 2022 following the November 2022 local government elections. During the election campaign, candidates actively sought out the views of their constituents and brought these community aspirations into the review process.

Elected members and the Management Team, after surveys in December 2022 and January 2023 and facilitated workshops in February 2023, identified key issues facing Council and the community in the following environmental scan:

Figure 2 – Environmental Scan

P	E	S	T	E	L
Political	Economic	Social	Technological	Environmental	Legal
Local government reform Cost shifting	Cost of living pressures Economy buoyant but outlook uncertain Higher interest rates Financial sustainability challenges Funding asset renewal	Housing shortage Population growth Demographic change Increased demand for recreation facilities Demand for services Public safety Transport pressures	Cyber security challenges Digital transformation Changes to energy systems	Climate change mitigation and adaptation Biodiversity loss Protection of ambient environmental values Improving the quality of our built environment	Ongoing imperative to manage risk Increasing compliance associated with local government business

Some of the key issues to come out of the environmental scan were the increased rate of growth in Glenorchy's population and its diversity, the housing shortage, climate change and the current Future of Local Government Review.

Contents of the draft Strategic Plan

The proposed Glenorchy Strategic Plan 2023-2032 in draft format for consultation is [Attachment 1](#).

It contains the following sections:

- Acknowledgement of country
- Introduction
- About Glenorchy
- Council's Strategic Planning Processes
- Purpose
- Council Values
- Community goals
- Objectives
- Strategies
- Measuring our Success

Purpose

The Mission and Vision in the 2016 Strategic Plan is proposed to be replaced by a single Purpose statement:

We are a welcoming Council, representing our community and providing services to make Glenorchy a better place every day.

Key sentiments of this Purpose statement are a sense of welcome, a focus on Council's core roles as community representative and service provider and a recognition of Council's positive focus on improving our City.

Council Values

Council has had a longstanding statement of values dating back at least a quarter of a century.

These values have been robust and have, overall, stood the test of time. However, it was an appropriate time to review – and retain or update them, as required, to reflect emerging themes of opportunity, accountability and teamwork:

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

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

Opportunity: We value innovation, flexibility and imagination and strive to create social and economic choices and opportunities for all.

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

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

Community Goals

The *City of Glenorchy Community Plan 2015-2040* was adopted by Council on 19 January 2015 after a huge amount of listening to our community.

The community gave nearly 2000 comments and 7,500 ideas about the future of the City through 69 different consultation activities.

The Community Plan sets out the vision, goals and priorities for the City of Glenorchy over the period to 2040 as told to us by the Glenorchy community.

The community goals that are set out in the Community Plan have been a key input for the Aldermen and Council staff in preparing the draft Strategic Plan.

The proposed objectives and strategies in the Plan are aligned to each of the community goals and intended to further them.

The community goals have been re-ordered based their relative priority from elected member survey results and feedback.

They are:

- Making lives better
- Building image and pride
- Open for business
- Leading our community
- Valuing our environment

Objectives

In undertaking the review, Council identified that many of the existing objectives were abstract and expressed in jargon. A deliberate effort was made to simplify the wording of the objectives and make them more concrete.

In the draft Strategic Plan, there is a set of 10 objectives, with two (2) for each of the five (5) community goals.

Making lives better

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

The objectives for this community goal point to Council providing services that are relevant for our community and to address social challenges faced by our community.

Building image and pride

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

These objectives focus on two streams of action - doing what we can to strengthen the feeling of pride and belonging in the City and taking tangible steps to promote public safety and a clean and well-maintained City.

Open for business

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

The focus here was to be a Council that is “easy to do business with” while responsibly managing the growth of our City.

Leading our community

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

The objectives for “leading our community” are based around community leadership and organisational health and capability.

Valuing our environment

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

These objectives recognise that our City is made up of built-up and natural areas and the need for dedicated strategies to manage these different areas effectively.

Strategies

The process for reviewing the strategies was to look at the existing strategies in the 2016 Strategic Plan and map them back to the draft objectives to identify any mismatches or gaps.

Strategy wording was simplified where possible.

The environmental scan and feedback from the elected member survey was then considered to make sure that any emerging strategic issues were addressed in strategies.

The Strategies are set out in full in the draft Strategic Plan at [Attachment 1](#).

Key changes are:

- Under a 'Making lives better' objective, a focus on service provision - both by Council and with partners. A strategy was also developed to 'parent' the work undertaken under the Community Strategy to advocate for and facilitate a welcoming, inclusive, healthy and learning community.
- The development of new strategies around a clean, safe and well-maintained City and promoting a sense of belonging back to 'Building image and pride' objectives. There is a new strategy focussed on working proactively to improve public safety and a focus on maintenance and a clean city.
- Broadening the strategies around 'Open for business' objectives to pick up Council's own customer experience and the imperative to appropriately manage the growth of our City including in the housing and transport areas.
- Under the 'Leading our community' goal, two strategy sets were defined – one around the Council's community leadership (listening, championing, informed decisions, productive relationships etc.) and the other around the Council as an organisation (effectiveness, financial sustainability, asset management, risk management, proactivity, safety, skilled workforce etc.). A new strategy was also prepared to identify planning, preparedness, resilience, response and recovery from emergency events.
- Under 'Valuing our environment', new strategies were identified around waste minimisation; and resource-use and climate change as well as a stronger focus on parks and wellbeing and transport services.

Measures of success

The aim of the measures of success is to help Council answer the question: “Have our strategies been successful in furthering the community goals?”

The measures are based around each community goal and linked to each objective.

We will be looking at the measures over time to determine the effectiveness of our objectives and strategies in meeting the community goals.

The following measures of success have been developed:

Community goal and objective	Measure
<u>Building image and pride</u> We nurture and celebrate our proud City with its strong sense of belonging.	Net promoter score (community survey) Sense of belonging and pride in Glenorchy (community survey) Social media tags mentioning Glenorchy suburbs
We work for a safe, clean and vibrant City.	Community self-perception of safety (community survey) Incidence of crime, graffiti and anti-social behaviour Public spaces cleaned within level of service
<u>Open for business</u> We value our community by delivering positive experiences.	Customer service satisfaction score (CSAT) Percentage of planning permit applications determined within statutory timelines.
We encourage responsible growth for our City.	Increase in gross regional product Increase in local employment Increase in land supply for development
<u>Making lives better</u> We deliver services to meet our community's needs	Service request response feedback (customer survey) Council engagement with service organisations

Community goal and objective	Measure
We champion greater opportunities for our community	Improvements in Glenorchy's socio-economic indices for areas (SEIFA) index including income, unemployment etc.
<u>Leading our community</u> We are a leader and partner that acts with integrity and upholds our community's best interests.	Satisfaction with Council leadership (community survey)
We responsibly manage the community's resources to deliver what matters most.	Underlying financial result Capital works delivery Staff turnover rate
<u>Valuing our environment</u> We protect and manage our City's natural environment and special places now and for the future.	Environmental volunteering activities State of the Derwent River Urban tree canopy Biodiversity measures
We improve the quality of our urban and rural areas as places to live, work and play.	Community perception of parks, playspaces, sporting facilities, trails and bike paths.

Feedback sought on the draft Strategic Plan

Council must, under the *Local Government Act*, consult with the community and relevant bodies when preparing its Strategic Plan and consider those submissions before adopting it.

The purpose of the community engagement is to seek meaningful feedback particularly about the core elements of the Plan: purpose, values, goals, objectives, strategies, measures of success. Is the direction right? Have we missed anything?

The proposed period of consultation is from 28 February until 19 March 2023.

It is recognised that this window is shorter than ideal. However, it is necessary in order to fit in and line up with the Annual Plan and budget process which is already underway and will intensify in April and May before adoption in June 2023.

We will be seeking to engage with the following groups:

- Community
- Glenorchy Matters Panel
- Authorities and Bodies (Adjacent Councils, State Government, DST, LGAT, TasWater)
- Community Stakeholders (MRC, MCoT, Activity City Business Community, Aboriginal Community)
- GCC Staff

A Community Engagement Plan has been prepared for public notification of the Strategic Plan. The Community Engagement Plan will include a media release, social media posts, use of the Let's Talk Glenorchy platform and direct invitations to stakeholders as well as an all-staff email and meetings with co-ordinators.

Following the consultation period, any feedback will be compiled and considered at a Council workshop on 20 March 2023. The draft Strategic Plan, incorporating any changes required from the consultation process, will go to a Council workshop on 20 March for review before being recommended to Council for formal adoption at the ordinary Council meeting on 27 March 2023.

Internal Consultations:

There has been extensive elected member and Management Team involvement in the development of the draft Strategic Plan. Refer to "How the draft Strategic Plan was developed" (above).

The Director of Local Government has also been provided with a status update on the Strategic Plan Review.

Human Resource / Financial and Risk Management Implications:

Human Resource and Financial

The Strategic Plan sets out Council's objectives and strategies, informed by the community goals from the *City of Glenorchy Community Plan 2015-2040*.

The content has been developed by Council staff within existing resources with independent facilitation of workshops by WLF Accounting and Advisory.

Further operational planning will be carried out to identify the actions that Council will take for each of the strategies. These actions will be listed in the forthcoming 2023-24 to 2026-27 Annual Plan.

The Annual Plan, based on the Strategic Plan, when adopted, will be an integral part of the budget setting process for the 2023/24 financial year.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation The draft Strategic Plan fails to respond to community priorities.	Moderate (C3)	Unlikely (I2)	Medium	<ul style="list-style-type: none"> The Strategic Plan has been prepared by the incoming Council having regard to constituent feedback during the recent election period, past Community Plan consultation and an environmental scan to take account of the changing strategic context. Community engagement period on the draft Plan will test the Plan's relevance to current community priorities.
Do not adopt the recommendation Council delays reviewing its Strategic Plan further beyond the four-year review period required under the Act resulting in technical non-compliance. Review of the Plan was technically required to commence in November 2022. However, this was practically impossible due to the local government elections. The Review to date has been undertaken as soon as practicably following Council induction and Christmas holiday periods. However further delays would exacerbate the technical non-compliance. Further delay in completing the review would risk Council's operational planning (annual plan and budget) proceeding on out-of-date objectives and strategies that are not consistent with Council's forward agenda.				<ul style="list-style-type: none"> Communicate with the Director of Local Government and explain the reasons for protraction of the review period. Foreshorten Annual Plan preparation and finalise Strategic Plan in parallel.

Community Consultation and Public Relations Implications:

As set out in the section "Feedback sought on the draft Strategic Plan" (above), the draft Strategic Plan will be subject to a community engagement period from 28 February to 19 March 2023 involving members of the public, agencies and Council staff.

Recommendation:

That Council:

AUTHORISE the placement of the draft Glenorchy City Council Strategic Plan 2023-2032 on public exhibition from 28 February to 19 March 2023.

Attachments/Annexures

- 1 Draft Glenorchy City Council Strategic Plan 2023-2032 for
[⇒](#) consultation

13. FUTURE OF LOCAL GOVERNMENT REVIEW OPTIONS PAPER

Author: General Manager (Tony McMullen)

Qualified Person: General Manager (Tony McMullen)

ECM File Reference: Local Government Reform

Community Plan Reference:

Leading Our Community

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

The communities of Glenorchy will be confident that Council manages the community's assets soundly for the long-term benefit of the community.

Strategic or Annual Plan Reference:

Leading 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.

Reporting Brief:

For Council to consider making a submission to the Local Government Board about the Future of Local Government Review Options Paper - Review Stage 2 - December 2022 (Attachment 1).

Executive Summary:

The State Government has commissioned the Local Government Board to undertake a Future of Local Government Review with the aim of creating a more robust and capable system of local government, for the benefit of all Tasmanians.

The Review has been underway since early 2022 and is now in Stage 2.

Council has made two (2) submissions to the Review so far - in May and August 2022.

An **Options Paper** has been prepared, along with an Appendix on Reform Options and a Community Update. These were emailed to elected members on 15 December 2022.

A Workshop with elected members was held on 16 January 2023 and it was agreed that Council seek an extension to the submission deadline to enable a face-to-face meeting with the Local Government Minister, the Hon. Nic Street, which took place on 1 February 2023 and for Council to formally consider the matter at its ordinary meeting on 27 February 2023.

At the meeting with elected members, Minister Street had the following key points to make:

- the Review process being undertaken by the Local Government Board is happening at arm's length from government
- it is clear, though, from the work done to date that some councils cannot raise enough revenue to meet their statutory obligations or adequately service their communities
- maintaining the status quo is not going to deliver an acceptable outcome for Tasmania
- the Minister is expecting to receive the Options Paper and associated consultation report at the end of March 2023
- the recommendations are likely to be 'broad brush' at that point in time – and there will need to be another level of consultation with the local government sector beyond March, with the Minister fully expecting the Review process to extend beyond June 2023.

The purpose of this report is for Council to consider making a submission about the options paper.

The Options Paper proposes two main streams of reform - structural and specific.

The **structural reform** options are:

1. Significant (mandated) sharing and consolidation of services
2. Significant boundary consolidation to achieve fewer larger councils
3. A 'hybrid' model combining both service and boundary consolidation

The Board has expressed its preliminary support for the hybrid model.

It is proposed that Council makes six (6) key points about the structural reform pathways:

1. Council looks forward to continuing to engage constructively with the Review process as it proceeds.
2. Council intends to remain open to potential reform opportunities while honouring its duty to look after the best interests of its community.
3. As there is not yet enough specific detail about the structural reform pathways, it would be premature of Council to form a concluded view. However, Council looks forward to exploring options and moving towards informed consent.
4. We must make sure that, if services are externalised, this is done in a way which maximises benefit to the community.
5. The Review process presents an opportunity to realign roles and functions between levels of government and the associated resources so we can move beyond cost shifting arguments.

6. Effective change management will be critical to minimise the transitional cost and trauma of reform.

There are 30 **specific reform** options that relate to eight (8) review outcomes by the Board.

Overall, the reform options for each reform outcome are sound and proportionate responses to feedback. The Board has been listening closely to stakeholders.

Five comments are proposed:

1. The proposed renewed wellbeing focus for local government will need to be carefully co-ordinated with wellbeing services offered by other levels of government to ensure a well-resourced, joined up approach.
2. The review of elected member allowances and conditions is welcomed as a contemporary approach would serve to increase the pool of talent that is attracted to stand for local government office and more fairly compensate those elected for the demands of office.
3. Greater 'front desk' collaboration between State and local government can only be a good thing for the community. However, we want to understand the collaboration model and the associated resourcing to avoid a further cost shifting burden on councils.
4. A proposal for regular service reviews needs to be considered carefully because while it is good to consult the community regularly on services, there are potential adverse impacts on staff retention, corporate knowledge and service quality.
5. The proposal for more standardised approaches to asset management is strongly supported. However, it is important not to consider asset management software in isolation from other core technology relating to financial and customer aspects.

Proposal in Detail:

Future of Local Government Review

The State Government commissioned the Local Government Board ("the Board") under the Chairmanship of Sue Smith to undertake a Future of Local Government Review. The Review is expected to take about 18 months to complete.

There are three phases to the Review:



The Review is currently in Phase 2, with feedback being sought on an Options Paper through to February for provision to the Minister for Local Government in March 2023.

Council has authorised two submissions to the Review to date – at its meetings on 26 April 2022 and 29 August 2022.

First Council submission, April 2022

Council authorised an initial submission to Phase 1 of the review at its meeting on 26 April 2022. This was submitted on 2 May 2022 ([Attachment 2](#)).

In summary, that submission made the following key points:

- support for local government to remain an independent, accountable sphere of government to represent the interests of local communities
- current local government model does not provide for economies of scale and scope, maximise the efficient use of resources to provide an improved range and quality of services, and value for ratepayers on a sustainable basis
- difficult to balance increasing expectations of ratepayers and other community members and stakeholders for increased scope and quality of services against their capacity to pay to support that service offering
- while some service streams would benefit from delivery at scale, this must be balanced with maintaining a level of local control and member councils need to be compensated for loss of assets and revenue
- while Council embraces partnerships, they often entail a certain ceding of control and greater organisational and political complexity in seeking to achieve common objectives
- increases in the scope of local government's responsibilities need to be matched by additional revenue streams to enable financial sustainability to be maintained
- existing statutory planning arrangements can sometimes place elected members in a conflicted situation. An alternative would be to provide full delegation to suitably qualified Council employees

- benefit seen in reviewing the current roles and functions of Mayors, elected members and General Managers to ensure they are optimised for contemporary council operations
- benefit seen in more standardised approaches to a whole range of common local government matters, such as strategic planning, asset management, rate setting, employment conditions etc.
- potential to increase efficiency by considering pooling of procurement for common technologies and contracts, and pooling staff.

Second Council submission, August 2022

Council authorised a submission in response to the Stage 1 Interim Report at its meeting on 29 August 2022. This was submitted on 30 August 2022 ([Attachment 3](#)).

In summary, that submission made the following key points, including reinforcement of some elements of the first submission:

Delivery of services at scale

The potential for economies of scale is certainly worth exploring. On the face of it, the case for such larger service bodies is generally justified by:

1. improved economies of scale offering more efficient and effective services where local knowledge is not required
2. workforce benefits – addresses skill shortages, career opportunities, greater depth, etc
3. improved strategic planning outcomes.

However, the following questions and challenges need to be addressed before rushing to externalise services from councils in the pursuit of economies of scale:

- would a remnant council retain a sufficient critical mass?
- how would the funding model change to ensure sustainable resourcing of remnant councils?
- to what extent would a Council's self-determination powers remain in influencing the direction of the activities of an external service provider for the benefit of their constituents?
- how would the inevitable resource allocation priorities be determined in a scaled-up functional service provider delivering services across multiple Council areas?
- what would the service standards be? Would they be made uniform or would there continue to be differential service delivery depending on a council area's capacity to pay?

- how would the potential for loss of scope economies be managed? There would need to be a complex set of integrations created to compensate for the loss of the current scope economies
- would the chain of accountability to the community be compromised or severed?
- how would externalisation of services impact on net revenue and wealth transfers away from residents as a result of cross-subsidisation?
- to what extent would the need to retain capability to ensure effective “client supervision” of externalised services create a duplication in resources that frustrates any economies of scale?

This Council embraces partnerships. However, these partnerships often entail a certain ceding of control and greater organisational and political complexity in seeking to achieve common objectives.

Planning

It is important that the elected Council retains its role in strategic land use planning – as decisions made in this field affect the community’s development rights and require the political legitimacy of elected members to make those balancing decisions. However, conflicts of interest between elected members in their community representative and planning authority roles in statutory planning could be managed out by alternative models such as full delegation to officers, creation of a joint or statutory authority at local government or supra-local government level; or creation of development assessment panels.

Financial sustainability

Council’s daily reality is to confront the difficulty of balancing increasing expectations of ratepayers and other community members and stakeholders for increased scope and quality of services against their capacity to pay to support that service offering. Council is under pressure to further focus its service offerings in order to achieve financial sustainability.

Local government, as the closest tier of government to the community, is and has been a prime target for cost shifting from other levels of government. Any future increases in the scope of local government’s responsibilities need to be matched by additional revenue streams to ensure financial sustainability.

In the context of increased efficiency, there could be thought given to pooling procurement for common technologies and contracts, and pooling staff.

Community wellbeing

There is significant crossover in this area with many councils delivering services that are considered State Government responsibility. This is often done to fulfil a gap of need in the community and can be viewed as a form of cost shifting where taxpayers are paying for a service and ratepayers are also paying to provide this service.

Local government has an important role in identifying the needs of its communities through social planning and advocating for the fulfilment of those needs.

The role of local government in social service provision is less well settled.

It is considered that there needs to be a functional-mapping exercise undertaken - perhaps across all three tiers of government - to identify service gaps that exist, to determine the best deliverer of those services - and importantly for local government, to ensure that adequate recurrent funding is made available to enable delivery – regardless of the tier of government undertaking that delivery.

Governance

Council supports the principle that local government remain an independent, accountable and representative sphere of government, established under legislation to represent and serve the interests of local communities.

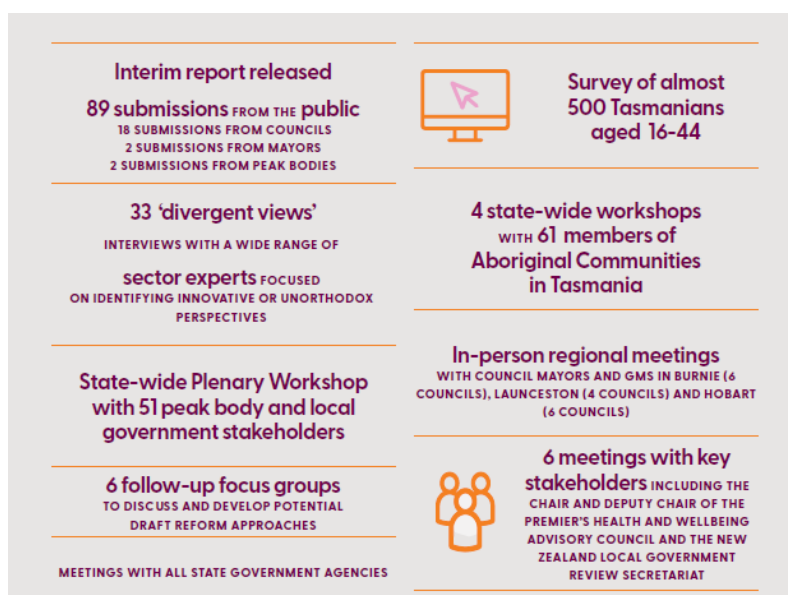
There would be benefit in reviewing the current roles and functions of Mayors, elected members and General Managers to ensure they are optimised for contemporary council operations – given it is two decades since the current arrangements were set up under the Act. In particular, there is a need to reconcile the tension between the roles of elected members as elected representatives of the community and their role as members of the “board” of multi-million-dollar enterprises making intergenerational decisions for the community’s benefit. Ultimately, it is the latter role which is most critical for council and community sustainability.

There should be access to the necessary training and development and the appropriate remuneration to compensate for elected members’ board responsibilities which would be more clearly defined in legislation.

There would also be benefit in more standardised approaches to a whole range of common local government matters, such as strategic planning, asset management, rate setting, employment conditions etc. This could be achieved without the need for wholesale structural change.

Future of Local Government Review Options Paper

In December 2022, the Board released an Options Paper ([Attachment 1](#)) after an engagement process described on p. 11 of the Options Paper:



A Community Update about the Options Paper is available at [Attachment 4](#).

The process going forward is for engagement to occur during February 2023. The Board will be hosting in-person and online meetings for members of the public, and council staff and elected representatives. These sessions have been held around the state to discuss the proposed suite of reform options.

The Board will provide feedback to the Minister for Local Government in March 2023.

The Board's recommendations to the Minister are currently due by 30 June 2023.

Summary of Options Paper (emphasis added by officer)

Future role of local government

There is currently a **lack of role clarity** for local government.

There is generally **broad support for councils continuing to deliver the core functions and services** they currently provide, while also expanding their offerings to further enhance the wellbeing of Tasmanians.

There is a **need to ensure that councils retain the flexibility to tailor services** (where appropriate) to meet the particular needs of their communities.

While councils need to maintain strong connections with their communities, they also need to have the ability to adapt as their **role continues to expand from 'services to properties,' through 'services to people' and, eventually, to 'services to support the wellbeing of communities.'**

Developing reform outcomes

The Board has identified eight (8) reform outcomes which it considers are essential if our local government system is to deliver the services and support the community needs:

1. Councils are clear on their role, focused on the wellbeing of their communities, and prioritise their statutory functions
2. Councillors are capable, conduct themselves in a professional manner, and reflect the diversity of their communities
3. The community is engaged in local decisions that affect them
4. Councils have a sustainable and skilled workforce
5. Regulatory frameworks, systems, and processes are streamlined, simple, and standardised
6. Councils collaborate with other councils and the State Government to deliver more effective and efficient services to their communities
7. The revenue and rating system funds council services efficiently and effectively
8. Councils plan for and provide sustainable public assets and services

In the body of the Options Paper, on pp. 25 and 26, there are a range of specific reform options given against each of the eight (8) reform outcomes. There are 30 options given in total.

The Board states that these options can only take us so far in preparing local government to meet future needs and that structure and design measures are required to build capability and capacity.

More detail on these specific reform options is set out in an Appendix on Reform Options ([Attachment 5](#)).

Enhancing capability and capacity for the future

The Board considers there is broad agreement from the sector that:

- **The status quo is not an optimal or sustainable model for the sector** as a whole, given growing demands, complexity, and sustainability challenges;
- **Some form of consolidation is necessary** to deliver greater economies of scale and scope, at least for some services; and
- The scale and extent of the **consolidation** needed to deliver significantly better services **will, unfortunately, not occur on a purely voluntary basis** within the current framework.

The Board will be revisiting council boundaries noting *the **competition, fragmentation, and duplication of effort across 29 councils can hinder collaborative effort and outcomes** when it comes to managing regional and state-wide challenges* ...

The Board considers it **cannot deliver a meaningful set of reform recommendations without an open, objective, and purposeful discussion** on how to access the capability benefits that greater economies of scale and scope can provide.

It is also the Board's view, and the majority view among experts and sector stakeholders, that the solution to addressing the issues of scale is unlikely to be found through minor modifications to the current model of local government. It is **almost certain that system-wide reform will be required**. This means redesigning Tasmania's system of local government **to ensure councils** in the future **have the requisite scale, resources, capability, and capacity to deliver on their critical functions**.

If this 'joining up' is well planned and properly supported by the State Government, we think the sector can improve the overall quality and range of services it provides to all Tasmanians and better support a range of important social, economic, and environmental outcomes. The Board also thinks this could make local government a better place to work and help attract and retain talented workers.

Pathways for structural reform

There are three broad "macro" approaches to 'scaling up' local government:

1. Significant (mandated) sharing and consolidation of services

Under this pathway, **certain local government functions and services would be consolidated and centralised at the sub-regional, regional, or state-wide scale**, where there are clear efficiency and effectiveness benefits in doing so. **Current local government areas** would be **largely** – if not entirely - **preserved**, but councils would be required to participate in formalised and consistent shared services arrangements for identified functions.

The advantages and disadvantages of this pathway are set out in Table 6 on p. 36 of the Options Paper.

2. Boundary consolidation to achieve fewer, larger councils

Under this pathway, the administrative **boundaries** of Tasmania's current 29 LGAs would be **'redrawn'**, and **a series of new, larger LGAs established**. New councils would be established to represent and deliver services to these LGAs.

The advantages and disadvantages of this pathway are set out in Table 7 on p. 38 of the Options Paper.

3. A 'hybrid model' combining both targeted sharing of services and targeted boundary consolidation

This would involve **some boundary changes** (though less than under option two), and **some service consolidation** where clear benefits can be identified.

The advantages and disadvantages of this pathway are set out in Table 8 on p. 40 of the Options Paper.

The Board finishes after framing the challenges of enhancing the capability of councils, sustainability of services and strengthening local representation, governance and democracy, by concluding:

“Reflecting these priorities, the Board’s provisional view is that structural reforms combining both service consolidation and boundary consolidation could allow for a more nuanced and place-based approach to enhancing what different councils do best.”

The Board appreciates that **larger urban councils – who are in a relatively strong position in terms of their current scale and organisational capability - may not see why they need to be part of a wholesale restructuring** of local government.

The Board’s view is **all stakeholders will need to elevate their thinking beyond the interests of individual councils** if Tasmania is to **have a system** of local government **which best meets the future needs of the overall Tasmanian community**.

As the Review nears its final stage, **the Board wants to hear your feedback – both on the specific reform options we have identified and on the ‘big picture’ structural reform pathways**. The Board does not think the status quo is an option and would like to better understand where the community sees the future of local government.

Submission

Council acknowledges the continuing work of the Local Government Board in stakeholder engagement and development of the reform pathways and options and thanks it for the opportunity to comment.

This submission is in two parts – structural reforms and specific reforms.

Structural reforms

In relation to the structural reform pathways, Council makes six (6) key points about the structural reform pathways:

1. Council looks forward to continuing to engage constructively with the Review process as it proceeds.
2. Council intends to remain open to potential reform opportunities while honouring its duty to look after the best interests of its community.
3. As there is not yet enough specific detail about the structural reform pathways, it would be premature of Council to form a concluded view. However, Council looks forward to exploring options and moving towards informed consent.
4. We must make sure that, if services are externalised, this is done in a way which maximises benefit to the community

5. The Review process presents an opportunity to realign roles and functions between levels of government and the associated resources so we can move beyond cost shifting arguments
6. Effective change management will be critical to minimise the transitional cost and trauma of reform

Each key point is set out in more detail below:

1. Council looks forward to continuing to engage constructively with the Review process as it proceeds.

It is clear that the Local Government Board is conducting a thorough and evidence-based Review and the Minister has confirmed that this work is being undertaken at arm's length from State government.

On this basis, Council has confidence that the Review has the best interests of the State at its heart – which enable us to engage constructively with the process as a stakeholder.

2. Council intends to remain open to potential reform opportunities while honouring its duty to look after the best interests of its community.

Council's perspective in its engagement with the Review process will be through the prism of its statutory duty to its community.

Council has been elected to perform the following functions under s. 20 of the *Local Government Act 1993*:

- (a) *to provide for the health, safety and welfare of the community;*
 - (b) *to represent and promote the interests of the community;*
 - (c) *to provide for the peace, order and good government of the municipal area.*
- (2) *In performing its functions, a council is to consult, involve and be accountable to the community.*

.....

Council's perspective on the Future of Local Government Review must necessarily be consistent with those functions and promote the best interests of the Glenorchy community.

Council will support any reform that demonstrably advances those best interests. However, where a reform is not in the best interests of a council's own community, Council will be duty-bound to engage with the process to seek to improve outcomes.

This stance is not dissimilar to the duty of a board in a takeover situation, which is to make recommendations in the best interests of existing shareholders.

3. As there is not yet enough specific detail about the structural reform pathways, it would be premature of Council to form a concluded view. However, Council looks forward to exploring options and moving towards informed consent.

Summarising the Options Paper, the Board has formed a view that future proofing local government in Tasmania requires major changes to enhance the capability and capacity of the sector; from which no council, regardless of size, will be exempted.

The Board anticipates the scale of change required will not occur on a purely voluntary basis.

The Board expresses its preliminary support for a hybrid model comprising the following major changes to the design of local government:

- i. local government boundaries redrawn to reflect contemporary demands, determined on a basis other than population, and
- ii. scaled up service delivery beyond individual council level

It is clear from Council's discussions with the Minister for Local Government that there is further iterative work to be done with the local government sector to tease out the detailed reform options within these bounds. As with many things, the devil really is in the detail - and the detail requires significant further work to develop.

Key questions will need to be resolved as part of the forward process such as:

- What are the proposed new boundaries?
- What are the parameters that define those new boundaries?
- What are the services to be externalised?
- At what scale? Sub-regional? Regional? State-wide?
- What will the model of delivery be? Joint authority? Statutory authority? Outsourcing to private sector?
- What is the change process to get to the desired end state?

Until the process is further defined, Council is not in a position to decide whether or not the proposed structural changes to local government are in the best interests of its community. However, we restate our commitment to participate constructively in the further work required to develop those detailed structural reform proposals to the point of informed consent.

4. We must make sure that, if services are externalised, this is done in a way which maximises benefit to the community

The reform proposal, whether progressed through boundary redefinition or shared services (or both) would result in the externalisation of service delivery when compared to the existing council geographies.

There are a number of questions to be answered in order to assess specific boundary and service delivery proposals as to their public benefit.

- *Will remnant council functions be at a sufficient critical mass after externalisation of services?*

In this Council's situation, if infrastructure and corporate services functions were fully externalised, that would mean nearly a two-thirds reduction in Council staff. The risk of going too far is that the viability of the remnant council is undermined - turning it into a glorified progress association.

- *What mechanisms will be put in place to ensure externalisation of services does not adversely impact on the net revenue and viability of the remnant councils?*

How would the funding model change? Much of Council's revenue comes from rates associated with the physical services provided to properties. If this is externalised, how is the remnant council to be sustainably resourced?

This Council's experience with past water and sewer reform was to see millions of dollars in lost net revenue, which is still not compensated for by current investment earnings.

- *Would community control over scope and level of services decisions remain?*

If the reform were to result in a reduction of the scope or level of service, it is difficult to see how a council could determine it to be in the best interests of its community. The Options Paper certainly does not point to any existing "gold plating" problem with council services across the State. To what extent would a Council's self-determination powers remain in influencing the direction of the activities of an external service provider for the benefit of their constituents?

- *Would the resource allocation priorities of the new larger entities result in fewer services or lower standard services overall to any of the former communities?*

The inevitable resource allocation priorities must be determined in a scaled-up functional service provider delivering services across multiple Council areas in such a way that none of the former communities is detrimentally affected. Perhaps a "better off overall" test or BOOT test could be applied – as used to test some industrial relations changes.

- *Would services be provided equitably across the new geographies?*

There would need to be clarity about whether services would be provided uniformly or whether there would continue to be differential service delivery depending on a (former) council area's capacity to pay. This is raised because, in a previously modelled amalgamation scenario, differential standards of service delivery were assumed to be maintained post-amalgamation. As the saying goes, "a rising tide floats all boats".

- *Would there be mechanisms to ensure new entities maintain scope economies?*

For example, assessment of a subdivision proposal typically requires planning assessment, development engineering assessment, open space assessment, environmental and natural values assessment, possibly heritage assessment, inspection of progress of works, asset pickup, accounting for bond and cash-in-lieu payments and the subdivisional layout affects community connection and health outcomes. These activities all take place within this Council currently. If, for instance, planning, infrastructure, corporate services and community wellbeing activities were to take place in different organisations, there would need to be a complex set of integrations created to compensate for the loss of the current scope economies.

- *What assurances will there be that the chain of accountability to the community is not compromised or severed by externalisation of services?*

The chain of accountability would likely be longer, more complex and at arm's length under a decentralised model. In the case of TasWater, for example, while there is an owners' representatives' group, ultimate responsibility rests with an independent board the first duty of which is to make decisions in the best interests of its own organisation - not of the individual council owners or their communities.

- *What safeguards would be put in place to ensure that externalisation of services does not result in wealth transfers away from communities through cross-subsidisation of others?*

The pooling of local government assets to enable investment in system-wide water and sewer improvements elsewhere in the State was a wealth transfer from our residents to residents elsewhere in the State.

- *Will maintaining a critical mass of "in-house" client capability be recognised as necessary to the effective externalisation of services?*

Effective externalisation of services requires maintenance of professional expertise on the client side to provide properly qualified oversight of strategic objective setting, procurement, contract management and service delivery.

5. The Review process presents an opportunity to realign roles and functions between levels of government and the associated resources so we can move beyond cost shifting arguments

The Options Paper in various places points to a stronger role for future councils in community well-being, a stronger role in climate change and stronger engagement capability. Taking stronger roles in particular areas generally costs more money.

How will this additional money be generated? Scale economies?

The reform is painted as a future proofing exercise for local government. The risk is that this process might be, rather, a once in a generation opportunity for cost-shifting to local government at a scale never seen before, increasing the burden of service provision on local government.

Particularly in the wellbeing and climate change spaces, there is significant activity at all three levels of government – and a need for strong co-operation, co-ordination and clear definition of relative roles and responsibilities and associated resource flows to mitigate this risk.

With the exception of mentions of sharing opportunities with Service Tasmania for which the direction of benefit flow is unclear, and perhaps some different planning arrangements, the Options Paper is starkly silent about any return of service responsibilities to the State government.

There is certainly an opportunity to explore the service mix between State and local government. Though, the current conversation seems to be one-sided. What is critical is that the matching resource streams are provided to fund any increases in the scope of services as a result of changes in this relative service mix.

6. Effective change management will be critical to minimise the transitional cost and trauma of reform

Given the scale of change anticipated by the Board, it is critical that effective change management measures are put in place to minimise transitional cost and trauma.

It is submitted that this requires a risk-based approach that incorporates:

- ongoing identification, assessment and management of risks relating to change management of the reform;
- documentation of those risks and treatments in a risk and issues register applicable to the reform, including responsibility and accountability for each risk; and
- reporting and escalation protocols in relation to identified risks.

Significant resources will be required to be devoted to change management including a dedicated change manager, a change management plan, development and implementation of a communications plan and training as needed to ensure a successful outcome.

Change managers must consider carefully and plan how best to take all impacted stakeholders on the change journey and engage with them at every stage.

Embedding the change is critical. Change management plans should clearly address how the changes will be embedded, how long this is likely to take, and who will do it.

Specific Reforms

The Board has identified eight (8) reform outcomes which it considers are essential if our local government system is to deliver the services and support the community needs:

1. Councils are clear on their role, focused on the wellbeing of their communities, and prioritise their statutory functions
2. Councillors are capable, conduct themselves in a professional manner, and reflect the diversity of their communities
3. The community is engaged in local decisions that affect them
4. Councils have a sustainable and skilled workforce
5. Regulatory frameworks, systems, and processes are streamlined, simple, and standardised
6. Councils collaborate with other councils and the State Government to deliver more effective and efficient services to their communities
7. The revenue and rating system funds council services efficiently and effectively
8. Councils plan for and provide sustainable public assets and services

Council agrees with the content and scope of these reform outcomes.

On pp. 25 and 26 of the Paper, there is a range of specific reform options given against each of the 8 reform outcomes - 30 options in total. These are more fully detailed in the Appendix.

Council considers that, on the whole, the reform options for each reform outcome are sound and proportionate responses to feedback that the Board has received to date. It shows that the Board has been listening closely to stakeholders.

However, we make the following comments:

Reform outcome	Option	Comment
1. Councils are clear on their role, focused on the wellbeing of their communities, and prioritise their statutory functions	1.1 Establish a Tasmanian Local Government Charter which summarises councils' role and obligations, and establishes a practical set of decision-making principles for councils	<p>The proposed renewed wellbeing focus for local government will need to be carefully co-ordinated with wellbeing services offered by other levels of government to ensure a well-resourced, joined up approach and to ensure wellbeing does not become the sole responsibility of local government.</p> <p>A Charter is supported on the basis of the Board's claim that it would better clarify the roles of State and local government in service areas where both have responsibilities;</p>

Reform outcome	Option	Comment
		It should also extend to identifying sources of funding for those respective responsibilities.
2. Councillors are capable, conduct themselves in a professional manner, and reflect the diversity of their communities	2.2 Review the number of councillors representing a council area and the remuneration provided	<p>The review of elected member allowances and conditions is welcomed as a contemporary approach would serve to increase the pool of talent that is attracted to stand for local government office and more fairly compensate those elected for the demands of office.</p> <p>A remuneration review should address salary, superannuation and taxation treatment.</p>
6. Councils collaborate with other councils and State Government to deliver more effective and efficient services to their communities	6.4 Support increased integration (including co-location) of 'front desk' services between local and state governments at the community level	<p>Greater 'front desk' collaboration between State and local government can only be a good thing for the community.</p> <p>However, from a local government perspective, we would want to understand the model of collaboration and the associated resourcing to ensure this does not simply create a further cost shifting burden on councils.</p>
8. Councils plan for and provide sustainable public assets and services	8.3 Introduce a requirement for councils to undertake regular service reviews for existing services	<p>It is agreed that the community ought to be regularly consulted on the scope and level of services it wants.</p> <p>Regardless of how well they are undertaken, service reviews create uncertainty for staff and can destroy morale, reduce employment security and exacerbate skill shortages as staff seek greater employment security elsewhere. This in turn flows through to a reduction in corporate knowledge and an impact on service continuity and quality.</p> <p>In short, service reviews are a mixed blessing.</p> <p>In light of this, there is a need to carefully think through the methodology and frequency of service reviews - and perhaps to create a sound,</p>

Reform outcome	Option	Comment
		widely accepted and industry-standard approach.
8. Councils plan for and provide sustainable public assets and services	8.4 Support councils to standardise core asset management systems, processes, and software across councils	<p>The general thrust of this option is strongly supported.</p> <p>However, it is important not to consider asset management software in isolation from other core technology.</p> <p>Following an intensive, 18-month procurement process, we have just entered into a multi-million dollar, multi-year contract to replace our core technology (including our asset management software) using a “software as a service” approach.</p> <p>Asset management software needs to be considered as part of a broader core technology offering that integrates e.g. with the finance system given the criticality of asset accounting for a council’s long term financial management and with the customer interface (e.g. to enable end to end workflow of service requests from customer to capital and maintenance staff and back again).</p>

Consultations:

Council workshops 16 January and 14 February 2023

ELT

Manager Infrastructure Engineering and Design

Human Resource / Financial and Risk Management Implications:Financial

The three reform pathways in the Options Paper are expressed at a general level. Without further detail, it is not possible to model the potential impact of the reforms.

Once reform proposals become more specific, financial scenario modelling at State, regional or local level is anticipated to be critical to inform decision-making.

Council officers have responded to a number of data requests from the Board which are informing its analysis.

Human resources

The three reform pathways in the Options Paper are expressed at a general level. Without further detail, it is not possible to model the potential impact of the reforms.

Once reform proposals become more specific, it will be necessary to model the human resource impacts of the reforms. It is expected that this would form part of the scenario modelling at State, regional or local level which would be critical to inform decision-making.

Risk management

Council's Enterprise Risk Identification, Assessment and Analysis Process has been used to inform the following risk assessment of the decision options in this report.

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation	Minor (C2)	Possible (L3)	Medium (6)	Redouble efforts to maximise influence in the process.
Submission is ineffectual.				
Do not adopt the recommendation	Minor (C2)	Possible (L3)	Medium (6)	Council makes a submission in different terms. Council participates in the Review later in the process.
Council fails to make a submission and loses the opportunity to provide its guidance to the Local Government Board on reform pathways in the Future of Local Government Review.				

Community Consultation and Public Relations Implications:Community consultation

The Local Government Board is engaging with the Tasmanian community and stakeholders as part of the Future of Local Government Review.

The Board scheduled face to face and on-line community engagement sessions for the first half of February.

Face to face and on-line community engagement sessions with elected members and council staff were also scheduled for a similar time.

Once reform proposals become more tangible, Council may wish to consider surveying its community on their appetite for the reforms to inform its own position on the reforms.

Public relations

While the Local Government Board is conducting the Future of Local Government Review, its focus is State-wide.

The grounds of Council's submission will be publicly available.

Recommendation:

That Council:

1. MAKE a submission to the Local Government Board about the Future of Local Government Review Options Paper - Review Stage 2 - December 2022 in the terms set out under the heading "Submission" in this report.
2. WRITE to both the Local Government Board and Minister for Local Government expressing Council's openness to continue to actively engage with the Future of Local Government Review process beyond this submission.

Attachments/Annexures

- 1 Future of Local Government Review Options Report Dec 2022
[!\[\]\(d2885660c67d0fb70a1b0e0c5f17e1dd_img.jpg\)](#)
- 2 Glenorchy City Council Submission to FOLGR May 2022
[!\[\]\(1532252263a6e27c8660caee38fdea79_img.jpg\)](#)
- 3 Glenorchy City Council Submission to FOLGR August 2022
[!\[\]\(c98762a82d9dcefa5c7956659d2d3c08_img.jpg\)](#)
- 4 Community Update Stage 2 FOLGR
[!\[\]\(11ef5bb6cf32dfc2e93fea1b0d7349c9_img.jpg\)](#)
- 5 Future of Local Government Review Appendix on Review Options
[!\[\]\(88b44bbd415e8d7334a59762f5e382ab_img.jpg\)](#)

14. QUARTERLY REPORT - QUARTER 2 2022/23

Author: Executive Manager Stakeholder Engagement (David Ronaldson)
Acting Chief Financial Officer (Allan Wise)

Qualified Person: General Manager (Tony McMullen)

ECM File Reference: Corporate Reporting

Community Plan Reference:

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:

Leading Our Community

Objective 4.1 Govern in the best interests of our community

Strategy 4.1.1 Manage Council for maximum efficiency, accountability and transparency

Action 4.1.1.02 Develop and monitor Council's Budget, Long-term Financial Plan, Annual Plan and Annual Report

Reporting Brief:

To present Council's Quarterly Report for the quarter ending 31 December 2022.

Proposal in Detail:

The Quarterly Report for the period ending 31 December 2022 details Council's key strategic projects, core business activities, financial performance and forecasting and monitoring of Council's Annual Plan.

The Quarterly Report comprises the following:

- Glenorchy City Council Quarterly Report ([Attachment 1](#)), and
- Quarterly Annual Plan Progress Report ([Attachments 2 and 3](#)).

The purpose of the report is to assist Council in its strategic oversight of Council operations and of progress on implementation of the Council's Annual Plan.

A further benefit of this reporting is that it helps to make Council's operations more transparent to the community.

Quarterly Report

The Quarterly Report ([Attachment 1](#)) contains a comprehensive summary of Council's performance over the first quarter of the financial year. The report consists of the:

- General Manager's summary of strategic and operational highlights
- Council's Quarterly Financial Performance Report
- Reporting against Key Performance Indicators, and
- Summary of Council's Risk Management profile.

Annual Plan Progress

The Annual Plan Progress Report ([Attachment 2 and 3](#)) currently records the status and commentary of the 17 priority actions with indicators for the remaining Annual Plan actions, including 'business as usual' items.

Financial Performance

Executive Summary

Council's operating result as at the end of December is \$2.244m better than the budgeted position. The favourable variance is the combined result of \$1.264m more revenue than budgeted and \$0.980m less in expenditure than budgeted.

A consistent favourable operating result continues to be reported at the half-way mark of the 2022/23 financial year. This is despite challenging economic conditions continuing to create uncertainty as we get closer to the 30 June year end date. This includes an upward trend in receivables affecting cash flow and increased cost of goods and services affecting the operating budget.

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.

All revenue categories record a favourable result, however as observed in last month's report there is a slowing trend in above-budget revenue growth.

Nevertheless, this month does record a small increase from last month and forecasts are for this to remain stable to 30 June.

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.

The primary contributor to the favourable result is the cumulative savings on temporary vacancies since 1 July 2022 and permanent position vacancies that commenced on 1 July. The tight employment market results in a longer lead-time in finding suitable applicants to fill the vacant positions.

Non-operating – Capital Grant Revenue

Capital grants revenue is \$3.111m against an annual budget of \$7.85m.

As at the reporting date, this result includes \$1.7m of unspent grants from the previous financial year carried over into the current financial year. It is important to note, the Commonwealth pays major project grants in arrears, so any delays to expenditure in those projects will also delay receipt of the grants.

Non-Operating – Net Gain/(Loss) on Disposal of Assets

Disposal of assets currently records a gain of \$0.591m against an annual budgeted loss of \$0.400m.

Activities in this area are disposal of obsolete computer equipment, minor plant and vehicle changeovers. In addition, land sales of 5A Taree Street and 3 Edgar Street have taken place. The sale price of all disposed assets is tempered by the expense in writing down the book value of those assets.

Non-Operating – Contributions Non-Monetary Assets

An amount of \$1.302m has been recognised against the annual budget of \$5.3m. Past practice has been to recognise these assets on 30 June. However the practice has been changed to recognise these on a monthly basis as part of the asset reconciliation.

Capital works

Year-to-date Capital Works expenditure is \$8.008m against a combined annual budget of \$31.512m and a combined annual forecast spend of \$26.273m.

The recurrent capital works program reports expenditure is ahead of budget at 31 December by \$0.595m indicating that program is progressing well towards its \$14.738m annual target.

Conversely, the grant funded program continues to encounter difficulties in making substantial progress towards its \$16.774m annual target. The complex nature of these projects and challenging economic conditions will inevitably lead to unavoidable delays.

An updated Capital Works Status Report is also on the agenda for this February 2023 Council meeting.

Summary

Further information on revenue, expenditure and capital works figures is provided in [Attachment 1](#) to this report.

Consultations:

General Manager
Executive Leadership Team
Management Team
Capital and Operational Budget Responsible Officers

Human Resource / Financial and Risk Management Implications:

The Quarterly Report assists in Council's active risk management by monitoring and reporting on the progress of Annual Plan actions, major projects, key activities of Council and financial performance.

This enables Council to have oversight of the performance of the organisation, enabling informed decision-making and appropriate risk mitigation.

Given the report is for receiving and noting, there are no material risks in adopting the recommendations.

Community Consultation and Public Relations Implications:

Community consultation

As this is a status report on the outputs and outcomes of Council services and activities, no community consultation was undertaken.

Public relations

There are no material public relations implications.

Recommendation:

That Council:

RECEIVE and NOTE Council's Quarterly Report and Quarterly Annual Plan Progress Report for the quarter ending 31 December 2022.

Attachments/Annexures

- 1** GCC Quarterly Report Q2
[!\[\]\(247b0b5c27c8077f71150ef32e65b0bf_img.jpg\)](#)
- 2** GCC Annual Plan Priority Actions Q2 Report
[!\[\]\(f64d876ac4980daa1c71be2e695fc536_img.jpg\)](#)
- 3** GCC Annual Plan All Action Q2 Report
[!\[\]\(bfc0e48e2da4d0ebdba036a8a02bbfd6_img.jpg\)](#)

15. DELEGATIONS FOR THE PUBLIC PLACES AND INFRASTRUCTURE BY-LAW 2022

Author: Legal and Procurement Support Officer (Hayden Waterlow)

Qualified Person: Director Corporate Services (Jenny Richardson)

ECM File Reference: Delegations

Community Plan Reference:

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:

Leading Our Community

Objective 4.1 Govern in the best interests of our communities.

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 resources to achieve our communities' goals.

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

Reporting Brief:

Recommendation that Council delegates its powers and functions under the *Public Places and Infrastructure By-Law 2022* ('PPIB') directly to the General Manager and permit the General Manager to further delegate these powers to responsible Council Officers.

Proposal in Detail:

Background

Council adopted the PPIB on 25 July 2022. The purpose of the by-law is to allow Council to regulate activities undertaken in public places and confer powers on Council officers to issue infringement notices on people who engage in these activities without a permit.

In short, the following activities are dealt with under the PPIB:

- interfering with a road or park such as obstructing for an event
- roadside vending

- busking
- organising of public events involving public speakers
- camping in restricted areas
- accessing restricted areas of a park
- possessing dangerous items such as hunting equipment in a park
- obstructing water in a riparian area.

The PPIB also deals with applications to Council for permits to undertake some of the above activities; cancellations and suspensions of these permits; and enforcement mechanisms (including the issuing of infringement notices).

Pursuant to section 22 of the *Local Government Act 1993* (**the Act**), Council can delegate these powers to the General Manager in writing.

The General Manager may then delegate these powers to responsible Council Officers, pursuant to section 64 of the Act, as long as the power to delegate the powers is also conferred by Council.

It would be more efficient for these functions to be delegated to relevant Council Officers.

The PPIB powers

The relevant powers required by Council Officers to do their duties are:

By-law 11(1)(b) – power to prescribe approved forms for permits

By-law 13(1) – powers to issue and impose restrictions on a permit; and

By-law 14 – powers to cancel, vary or suspend permits.

It is recommended these powers also be delegated to the General Manager with the power to delegate further, to provide for practical fluidity in decision-making regarding permits under the PPIB.

Consultations:

Senior Legal Counsel

Director Infrastructure and Works

Manager Property, Environment and Waste

Manager Infrastructure, Engineering and Design

Human Resource / Financial and Risk Management Implications:

There are no material financial or human resources implications.

Risk Management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
<u>Adopt the recommendation</u> No significant risks have been identified	Insignificant (C1)	Unlikely (L2)	Low	This is usual operational practice for many legislated powers
<u>Do not adopt the recommendation</u> Council Officers are not able to deal with permits under the PPIB which may hinder operational management of public places or result in unlawful permits being issued.	Moderate (C3)	Possible (L3)	Medium	Increased Council responsibility and workload for operational decision-making regarding permissions for using

Community Consultation and Public Relations Implications:

Operationally, this will improve our processes with quicker responses for our customers. Community consultation is not required as this is an existing Council operational process.

Recommendation:

That Council:

1. DELEGATE all Council's powers and obligations under by-laws 11, 13 and 14 of the *Public Places and Infrastructure By-Law 2022* to the General Manager pursuant to Council's powers under section 22(1) of the *Local Government Act 1993* (Tas);
2. AUTHORISE the General Manager to further delegate Council's powers under by-laws 11, 13 and 14 of the *Public Places and Infrastructure By-Law 2022* to Council Officers in accordance with the General Manager's powers in section 64(1)(b) of the *Local Government Act 1993* (Tas) pursuant to Council's powers under section 22(1)(b) of the *Local Government Act 1993* (Tas);
3. APPROVE the attached instrument as the formal written instrument delegating these powers; and
4. NOTE the delegations in recommendation 1 and 2 do not alter or affect any previous delegations given to the General Manager.

Attachments/Annexures

- 1 Instrument of Delegation to GM for PPIB



16. FINANCIAL PERFORMANCE REPORT TO 31 JANUARY 2023

Author: Acting Chief Financial Officer (Allan Wise)
Qualified Person: Director Corporate Services (Jenny Richardson)
ECM File Reference: Corporate and Financial Reporting

Community Plan Reference:

Leading Our Community

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

The communities of Glenorchy will be confident that Council manages the community's assets soundly for the long-term benefit of the community.

Strategic or Annual Plan Reference:

Leading Our Community

- Objective 4.1 Govern in the best interests of our community
- Strategy 4.1.1 Manage Council for maximum efficiency, accountability, and transparency
- Strategy 4.1.2 Manage the City's assets soundly for the long-term benefit of the community
- Objective 4.2 Prioritise resources to achieve our communities' goals
- Strategy 4.2.1 Deploy the Council's resources effectively to deliver value

Reporting Brief:

To provide the monthly Financial Performance Report to Council for the period ending 31 January 2023.

Proposal in Detail:

Council's Financial Performance Report (Report) for the year-to-date ending 31 January 2023 is Attachment 1.

The Report highlights that Council's operating result as at the end of January is \$2.547 million better than the budgeted position. The favourable variance is the combined result of \$1.441 million more revenue than budgeted and \$1.106 million less in expenditure than budgeted.

Executive Summary

A favourable operating result continues to be reported for the period 1 July to 31 January with indications the favourable result has plateaued. The current 30 June year end forecast indicates the favourable monthly operating result will hover in the favourable range of \$2.289m to \$2.404m.

Revenue

Year-to-date operational revenue is \$60.918m compared to budgeted operational revenue of \$59.477m. This represents a favourable result of \$1.441 million or 2.4% against budget.

Operating grants carried forward from last year contribute a fixed result of about one-third. Improved investment interest rates also contribute about one-third however this will continue to increase in value for the remainder of the year. The remaining one-third represent rates and user fees, both of which report variable results as they are reactive to the market.

Expenditure

Year-to-date operational expenditure is \$37.502m compared to budgeted expenditure of \$38.608m. This represents a favourable result of \$1.106m or 2.9% against budget.

Of particular note is the reduction in employee expenses compared to budget. This is the result of permanent savings achieved on 1 July and temporary savings generated by position vacancies from 1 July. It is clear the tight labour market is providing challenges in recruiting relevantly qualified staff in several areas.

Non-operating – Capital Grant Revenue

Capital grants revenue is \$3.111m against an annual budget of \$7.850m.

As at the reporting date, this result includes \$1.7m of unspent grants from the previous financial year carried over into the current financial year. It is important to note, the Commonwealth pays major project grants in arrears, so any delays to expenditure in those projects will also delay receipt of the grants.

Non-Operating – Net Gain/(Loss) on Disposal of Assets

Disposal of assets currently records a gain of \$0.430m against an annual budgeted loss of \$0.400m.

Activities in this area are disposal of obsolete computer equipment, minor plant and vehicle changeovers. Land sales also contribute to the monthly result. The sale price of all disposed assets is tempered by the expense in writing down the book value of those assets.

Non-Operating – Contributions Non-Monetary Assets

An amount of \$1.559m has been recognised against the annual budget of \$5.3m. Past practice has been to recognise these assets on 30 June. However, the practice has been changed to recognise these on a monthly basis as part of the asset reconciliation.

Capital Works

Year-to-date Capital Works expenditure is \$9.057m against a combined revised annual budget of \$30.512m and a combined annual forecast spend of \$23.584m.

A separate capital works status report is also included within this February Council agenda.

Summary

Further information on revenue, expenditure and capital works figures is provided in Attachment 1 to this report.

Consultations:

General Manager

Executive Leadership Team

Officers responsible for Capital and Operational Budget reporting

Human Resource / Financial and Risk Management Implications:

Financial implications are set out in the body of this report and in Attachment 1.

The Financial Performance Report is only for receiving and noting so no financial issues arise. The Budget Variation seeks approval to repurpose capital expenditure to operational expenditure and does not impose any additional cash expenditure obligations. Risks associated with Council's financial expenditure and sustainability were managed through the process for developing Council's annual budget and are monitored through ongoing monthly reporting and Council's Strategic and Key Operational risk register.

Community Consultation and Public Relations Implications:

Community consultation was not required due to the regular and operational nature of this report. There are no material public relations implications.

Recommendation:

That Council:

1. RECEIVE and NOTE the Financial Performance Report for the year-to-date ending 31 January 2023 as set out in Attachment 1.

Attachments/Annexures

- 1 Attachment 1 - Financial Performance Report to 31 January 2023



17. NOTICES OF MOTIONS – QUESTIONS ON NOTICE / WITHOUT NOTICE

Question without Notice - Alderman Jan Dunsby

Q: Can a review of the timing of the announcement of the Citizen and Young Citizen of the year, plus supporting categories, be implemented, with an intent to return them to January.

Rationale.

January 2023 in Glenorchy was missing an element, an acknowledgement of Australia Day.

For many years we have celebrated the announcement of our Citizen and Young Citizen of the Year, and more recently some other awards. With a trial of moving these awards to May, we have created a void.

Council has progressively reduced its engagement in Australia Day, at its peak there was a full community event at Tolosa Park, and a luncheon that members of the wider community loved to join in and celebrate all things Glenorchy. Upon the demise of those, the Claremont, Austins Ferry, Granton Precinct introduced celebrations on the Village Green, which was lost when the Precinct program was disbanded.

The Citizens of the Year group took up the mantle of providing a luncheon/dinner to welcome the new Citizen and Young Citizen of the year. The cost of lunch for the new inductees was even paid for by donations from each of them. In recent years, some external donations have helped with that.

The Citizens of the Year group, who have continued to meet regularly, feel a significant tradition has been lost in our community. There is something special about being announced in January, increased media coverage, utilisation of Australia Ambassadors to value add to any community event and a full year ahead for the Citizen/Young Citizen to engage in council events. As an example, the latest citizen each year lays a wreath on behalf of the group on Anzac Day, again self funded by the members.

I realise sometimes tradition and emotion can cloud a vision for change, but I think we may have got this one wrong. I can speak from my personal experience, as the 2005 Citizen of the Year, and proud parent to the Young Citizen of the same year.

The council run luncheon at which the annual announcements were previously made (usually on 25 January) was cause for me (and others) to have a day of annual leave (or flex time) and enjoy the company of the treasures that are our valued Citizen and Young Citizens. Each awardee is a significant volunteer within our community, and they continue that volunteering, providing valued impact right across our city.

These reflections sit outside whatever date Australia Day may be celebrated in the future, but a self funding lunch and returning the award announcements to January will not impact financially, and has strong capacity to instill a rejuvenated engagement within our community.

A: An answer is currently being prepared and will be tabled at the Council meeting.

Question on Notice – Alderman Russell Yaxley
(received 20 February 2023)

Background

For an extended period of time, the abandonment of local shopping trolleys has become a persistent and unacceptable issue. They are left stranded in large amounts over the entire day and sometimes overnight. I have seen this in Claremont and Moonah shopping precincts but the most concerning cases occur in the Glenorchy shopping district. Customers leave shopping trolleys on footpaths, the war memorial site, near the taxi rank, bus stop and other random areas. It's ugly. It's messy. It's avoidable.

They present a danger to pedestrians, particularly our older generations and those with disabilities obstructing the footpaths and they also pose a real danger of possibility ending up in traffic, causing significant damage to property. Some end up in waterways, which restricts water flow and accumulates rubbish and debris.

Although the customer is the user, the responsibility and onus falls solely upon the owner of the shopping trolleys to retrieve them in a timely manner. It's NO different to an abandoned vehicle, a lost dog or littering, it's the owner's responsibility and failure to do so, should result in consequences and fines.

I have brought this to the attention of the Mayor, who advises that in August last year she reached out to the Store Managers of Woolworths, Coles & Big W in Glenorchy, with a follow up letter sent, outlining and highlighting the unacceptable situation, reiterating the need for prompt collection or council will collect, impound and fees will apply. Sadly, this has fallen on deaf ears with no change in action.

After asking our council team some preliminary questions, I found that we have only impounded 40 trolleys over the past 12 months. Now, I have photos of more than 40 trolleys in just the Glenorchy shopping area in one morning! I believe the current state of play and attitude from shopping trolley owners is 'she'll be right mate' which not good enough is not viable moving forward.

As a community and council, we strive to Build Image & Pride and Valuing our Environment, which I believe is critically important of the council to enforce not only for our residents but also big business. To show pride in our city and suburbs, that they too contribute to these goals of our community. Leaving shopping trolleys scattered undermines these goals and objectives, devaluing our city, which is unacceptable.

The standard we accept, is the standard we live with.

Q1. Either using the current law or creating a new by-law, can we actively enforce the collection of shopping trolleys by council collecting the dangerous and discarded shopping trolleys and issuing heavy fines, perhaps \$250 per trolley or destroy and sell the scrap metal?

A: Council can collect the trolleys, impound them, and charge a release fee under Section 43 of the *Traffic Act 1925*. If the release fee is not paid and the trolleys

are not collected in the stipulated time frames Council can dispose of the trolleys.

To cover the cost of our crews collecting the trolleys, storing them and the administration cost of invoicing, the estimated cost is \$100.00 per trolley. Coles indicated that this is about the cost of their trolley, therefore they would not pay the fee and allow them to be disposed of, resulting in an unrecoverable cost to Council.

Woolworths and Big W use a third party to manage their trolleys and both said they would consider their options if they received an invoice. To date they have both made commitments to do regular collections and on this basis an invoice has not been issued.

Q2. What yearly cost/budget would be required to enforce this small yet important community issue?

A: The cost would be to recover the cost of collection by Council with two staff and a truck, \$150 per hour, excluding any overtime.

If Council spent three hours a business day collecting trolleys this would amount to \$94,950. This amount would increase if collection over the weekend was required.

Q3. Could this be considered promptly and bought back to council to discuss via a workshop or via a motion for council to make a decision on?

A: Yes this could be workshopped with Council.

CLOSED TO MEMBERS OF THE PUBLIC

18. CONFIRMATION OF MINUTES (CLOSED MEETING)

That the minutes of the Council meeting (closed meeting) held on 30 January 2023 be confirmed.

19. APPLICATIONS FOR LEAVE OF ABSENCE

GOVERNANCE

Community Goal – Leading our Community

20. GENERAL MANAGER'S MID-YEAR PERFORMANCE REVIEW 2022/23

This item is to be considered at a closed meeting of the Council by authority of the Local Government (Meeting Procedures) Regulations 2015 Regulation 15(2)(a) (Personnel matters, including complaints against an employee of the Council and industrial relations matters).

21. NOTICES OF MOTIONS – QUESTIONS ON NOTICE / WITHOUT NOTICE (CLOSED)
