

GLENORCHY CITY COUNCIL

ATTACHMENTS

MONDAY, 27 FEBRUARY 2023



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23a Norman Circle, Glenorchy Survey

SURVEY RESPONSE REPORT

23 November 2022 - 22 December 2022

PROJECT NAME:

Investigation into the potential disposal of 23a Norman Circle, Glenorchy



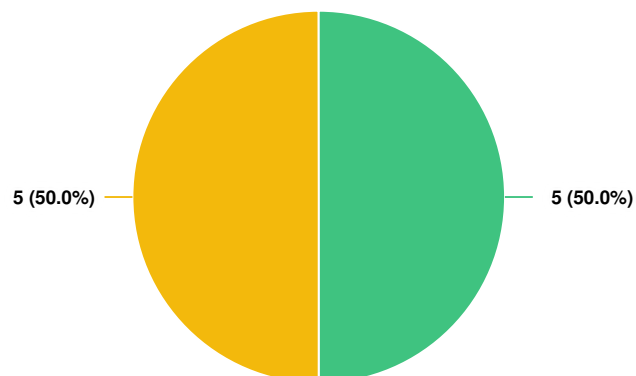
23a Norman Circle, Glenorchy Survey : Survey Report for 23 November 2022 to 22 December 2022



SURVEY QUESTIONS

23a Norman Circle, Glenorchy Survey : Survey Report for 23 November 2022 to 22 December 2022

Q1 Do you currently use this space?



Question options

☒ Yes ☐ No

Mandatory Question (10 response(s))
Question type: Radio Button Question

23a Norman Circle, Glenorchy Survey : Survey Report for 23 November 2022 to 22 December 2022

Q2 How do you use the space?



Walking

12/03/2022 07:57 AM



Walking and exercising

12/05/2022 09:00 PM



Dog exercise area, relaxation and picnic space. Watch the wildlife and river

12/06/2022 06:04 PM



Enjoy the native birds.

12/07/2022 09:31 AM



Walking and exercising my dog

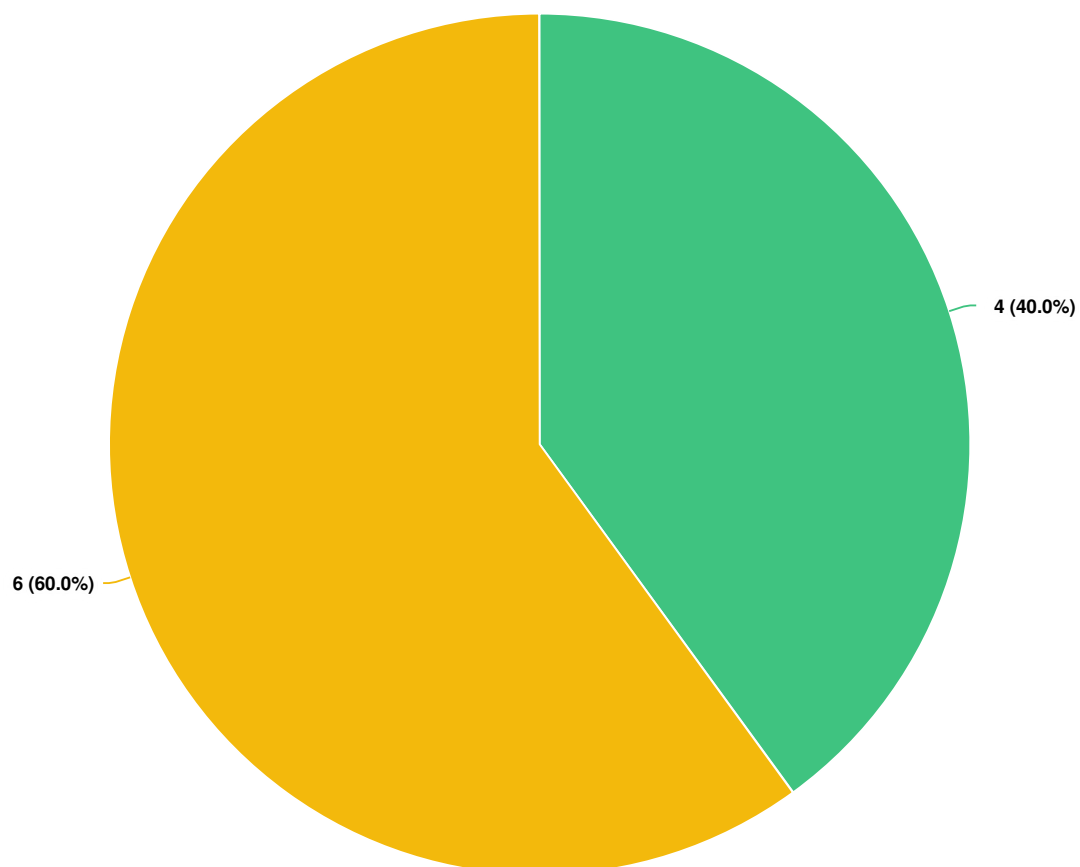
12/12/2022 04:57 PM

Optional question (5 response(s), 5 skipped)

Question type: Essay Question

23a Norman Circle, Glenorchy Survey : Survey Report for 23 November 2022 to 22 December 2022

Q3 Do you support the proposed disposal of General Residential zoned Council Land at 23a Norman Circle, Glenorchy?



Question options

☒ Yes, I support it ☐ No, I do not support it

Mandatory Question (10 response(s))

Question type: Radio Button Question

23a Norman Circle, Glenorchy Survey : Survey Report for 23 November 2022 to 22 December 2022

Q4 Please provide further information as to why you do not support this proposal.

12/03/2022 07:57 AM

As more units are built, more public housing, more residential blocks subdivided there is a greater need for public open space and green reserves. Social housing indicates providing homes for a less well off socio economic group and while I agree it is necessary, I believe it is vital to provide open spaces in neighbourhoods that are becoming more densely populated.



12/05/2022 09:57 PM

Part of the attractiveness of Glenorchy community/area are the "green" spaces. Many properties in the Glenorchy community have been subdivided from single to multiple dwellings. This has led to a significant increase in housing and increased demand on green areas and infrastructure in Glenorchy. In the past, many properties had access to large backyards. Again, due to subdivision of properties, the size of backyards and "green" areas has vastly reduced. This means "green" areas are even more essential for the community for health and wellbeing.



12/06/2022 06:04 PM

It is important for us to have green spaces in Glenorchy. If the land is cleared the local wildlife will be impacted. As climate change happens flood will become more frequent, having houses so close to the water will result in damage to the wetlands and also private property.



12/07/2022 09:31 AM

There are many dog walkers who use this space and selling it will take this recreational use away. There are many birds who roam the parkland and water birds that use Humphrey Rivulet that will be impacted by reducing accessibility to it. It is a natural wildlife habitat.



12/12/2022 04:57 PM

My unit currently looks over this land (aspect will be greatly affected). I am concerned for a few reasons. Firstly my house is insured as a 'moderate flood risk' and I would like guarantee that this proposal will not put my property at further risk/raise my insurance price. Secondly I would like reassurance that any development will not hinder my privacy- anything over one storey will look straight into my yard and bedroom. Finally, I need reassurance that any development will not impose a negative consequences to the current evaluation of my property due to privacy, and aspect.



12/22/2022 05:00 PM

There are undesirable residents causing issues in Norman circle. How would the sale and then presumed subdivision rectify that

23a Norman Circle, Glenorchy Survey : Survey Report for 23 November 2022 to 22 December 2022

situation?

Optional question (6 response(s), 4 skipped)

Question type: Essay Question

Q5 Please provide further information as to why you do support this proposal.

12/01/2022 04:22 PM

Infill urban housing is urgently needed

12/06/2022 08:46 AM

I only support it if the below questions are considered.

12/09/2022 10:31 AM

I believe that this site could be an ideal location for infill housing (given the housing shortage in Tasmania). Furthermore, consideration could be given to medium density housing that retains key native landscape elements and is sensitive to the adjacent Humphreys Rivulet.

12/19/2022 02:32 PM

From what I understand, the land is largely unused.

Optional question (4 response(s), 6 skipped)

Question type: Essay Question

Q6 Do you have any further information/comments you would like to provide?

12/03/2022 07:57 AM

With inflation and the cost of living increasing, more people are looking to cut costs. Not everyone can afford to own or operate a car. This makes it even more important to keep open spaces locally. It adds to the the physical and mental health of the community as well as adding amenity.

12/05/2022 09:00 PM

While I certainly appreciate and understand the need for more affordable social housing, I believe there need to be a balance for everyone's wellbeing. Cost of living pressures have added to the necessity of individuals/families looking for low cost or free activities. Reducing recreational "green" areas further only increases lifestyle pressures.

23a Norman Circle, Glenorchy Survey : Survey Report for 23 November 2022 to 22 December 2022

12/06/2022 08:46 AM

It depends on what would be done with the land. What would need to be done to make it safe and useable. What are the environmental consequences?

12/06/2022 06:04 PM

Please do not approve this sale of land.

12/07/2022 09:31 AM

Humphrey Rivulet in this area reaches capacity after heavy rainfall. How will council keep the northern property boundaries from potential impact from flooding water? I also have great concern the walkway along the rivulet could become a "problem area" if enclosed by fences from future properties . Presently walkers are in full view of all adjacent properties and are "safe" because of their visibility. I feel safe in my house that borders Humphrey Rivulet - I enjoy the natural view from my backyard and all that it brings.

12/09/2022 10:31 AM

would be interested to discuss this potential project further.

12/19/2022 02:32 PM

The land should not be sold as residential land, but instead rezoned to allow for community development, such as public gardens and activities.

12/22/2022 05:00 PM

This survey was not advertised broadly enough to glean a reasonable level of participants. (8 total) An email sent today at 12:48pm for a closing time of 5pm is unfortunate.

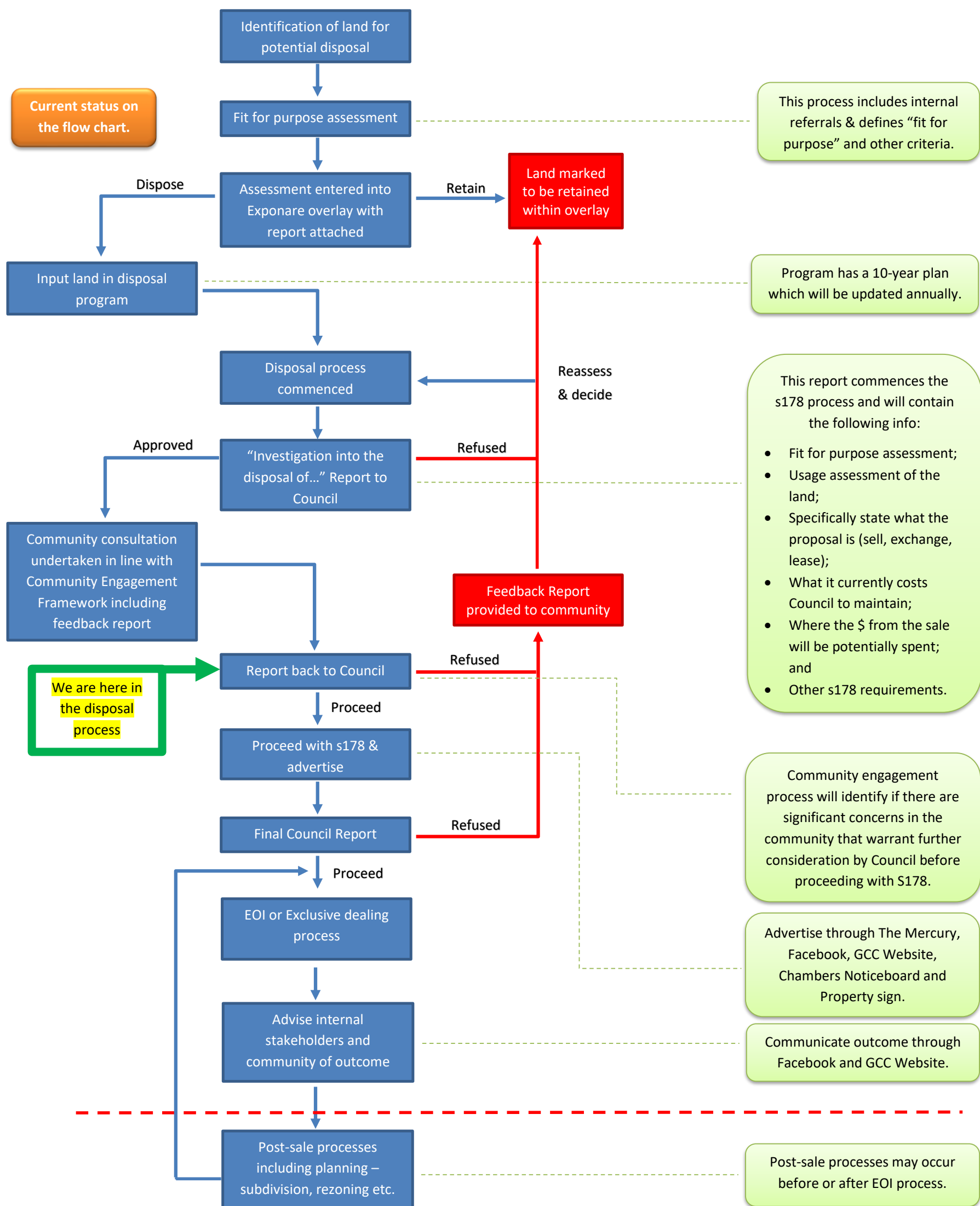
Optional question (8 response(s), 2 skipped)

Question type: Essay Question

Attachment 2 – Norman Circle Proximity Map to nearby Reserves



Disposal of Council Land Workflow



Regional Planning Framework

Discussion Paper



State Planning Office
Department of Premier and Cabinet



Author:
State Planning Office

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Department of Premier and Cabinet

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November 2022

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Glossary

The following acronyms and abbreviations are used in this report.

LUPA Act	–	<i>Land Use Planning and Approvals Act 1993</i>
LPS	–	Local Provisions Schedule
RLUS	–	Regional Land Use Strategy
TPC	–	Tasmanian Planning Commission
TPPs	–	Tasmanian Planning Policies
TPS	–	Tasmanian Planning Scheme
SPG	–	Structure Plan Guidelines
SPO	–	State Planning Office
SPPs	–	State Planning Provisions



I Introduction

This discussion paper has been prepared by the Department of Premier and Cabinet's State Planning Office (SPO) and commences the formal consultation on the regional planning framework project. The regional planning framework refers to the legislative, regulatory or administrative arrangements that support Tasmania's regional land use strategies (RLUSs).

The paper has been prepared to assist you in providing feedback on what key elements should be incorporated into the improved regional planning framework.

This discussion paper is informed by targeted consultation undertaken with the planner's reference groups in each of the Cradle Coast, Northern and Southern regions. The feedback received in response to the discussion paper will inform any legislative, regulatory, or administrative changes required, which will also be subject to further consultation.

The discussion paper also introduces the draft structure plan guidelines (SPGs) for comment. The guidelines are not intended to become a statutory instrument. The SPGs are the first step in the formulation of agreed processes and standards for structure plan preparation.

I.1 Background

The three regional land use strategies (RLUSs) in operation in Tasmania were declared in 2011 following the introduction of the Land Use Planning and Approvals Amendment (State and Regional Strategies) Act 2009. They were the first plans of their kind in Tasmania and were introduced to promote a regional approach to strategic planning in the State. A review of the RLUSs, along with the legislative and administrative framework in which the RLUSs operate, is necessary to ensure their consistency with the broader planning reform agenda.

The introduction of the State-wide Tasmanian Planning Scheme comprising the State Planning Provisions (SPPs) and the Local Provisions Schedules (LPSs) delivers Phase One of Tasmania's planning reform.

Phase Two of the planning reform agenda commenced in 2021 and includes the preparation and making of the Tasmanian Planning Policies (TPPs), the review of the regional planning framework, and the comprehensive review of the RLUSs, which will involve the preparation and making of the next iteration of the RLUSs.

This discussion paper will focus on the regional planning framework component of the Phase Two reforms. Improving the regional planning framework will better support the comprehensive review of the RLUSs, by defining their scope and purpose and providing processes around their preparation, assessment, declaration, governance, monitoring, review and amendment.



1.2 Role of regional strategic planning in Tasmania's planning system

The RLUSs set out the key agreed strategic directions for a region over the medium to longer-term. They aim to provide certainty and predictability for State government, councils, developers and the community on where, when and what type of development will proceed. In the context of the State's planning reform, the next iteration of the RLUSs will be a key instrument in the spatial implementation and further articulation of the TPPs, due to be made in 2023, in a regional context.

The RLUSs also allow for objectives and characteristics specific to the region to be recognised and strengthened, where their outcomes achieve consistency with the objectives of Schedule 1 of the *Land Use Planning and Approvals Act 1993* (LUPA Act), the State Policies and the TPPs.

The role of the RLUSs in decision-making will remain the same, with the preparation and amendments of each council's LPS required under the LUPA Act to be 'as far as practicable' consistent with the relevant RLUS.

The RLUSs also guides and is informed by local strategic planning documents, such as structure plans, so that finer grain planning can be undertaken where growth or land use change is identified by a RLUS.

Hierarchy of Tasmanian planning instruments

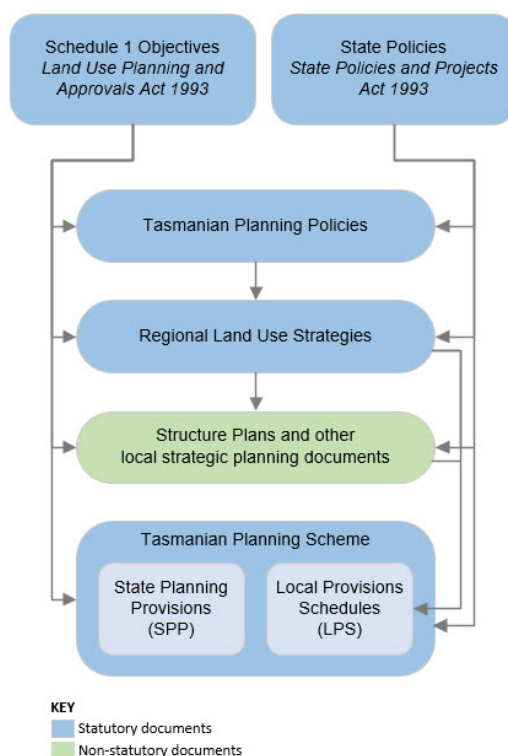


Figure 1: Hierarchy of Planning Instruments

1.3 Need for the regional planning framework review

The current framework and processes for the RLUSs is provided under [section 5A](#) of the LUPA Act. The Act provides for the making and, to a limited extent, the review of RLUSs. However, for other components of the planning system, including TPPs, SPPs, and LPSs, the LUPA Act specifies additional matters such as:

- purpose;
- content;
- processes for exhibition, hearings, approval, review and amendment; and
- criteria for assessment.

The lack of such a framework for and the inconsistencies between the RLUSs has resulted in difficulties with interpretation and ambiguity around maintenance, review processes and responsibilities. Effective review of the RLUSs following the making of the TPPs is dependent on such a framework.

The regional planning framework project will be undertaken over a number of stages:

Stage 1 (Figure 1) will provide the processes for the review of the RLUSs required after the making of the TPPs. In this phase it will be necessary to establish a framework that delivers:

- a clear scope and purpose for the RLUSs;
- improved processes for preparing, assessing, declaring, reviewing and amending the RLUSs; and
- a level of consistency between the three RLUSs.

Stage 2 involves:

- determining ongoing governance arrangements; and
- establishing data requirements for review and monitoring the RLUSs.

These components of Stage 2 will be informed by the current comprehensive review of the RLUSs and any relevant outcomes from the [Future of Local Government Review](#). It will also involve ongoing resourcing requirements to be considered and therefore it has been necessary to separate them out from the first stage of work.

1.4 Project overview

The LUPA Act currently requires the RLUSs be reviewed as soon as practicable after the making of the TPPs. Stage 1 of the regional planning framework project will, therefore, need to be in place to support the comprehensive review of the RLUSs once the TPPs are made.



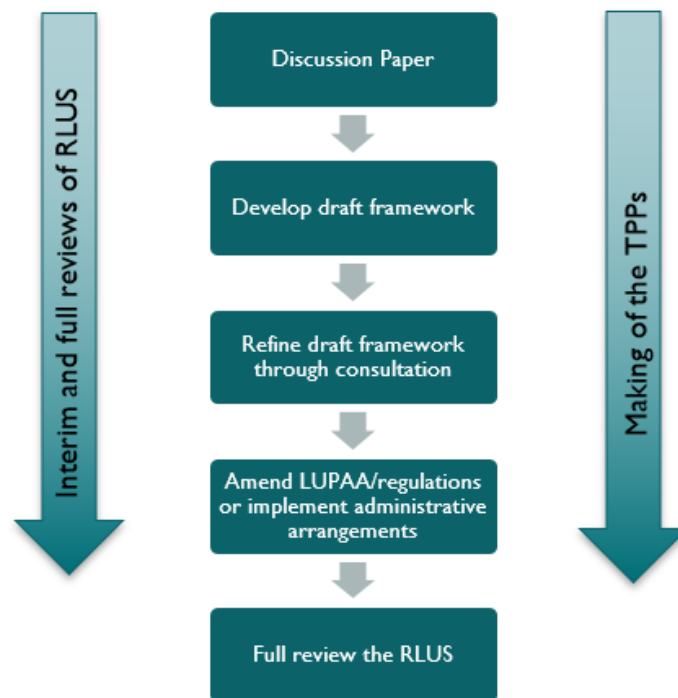


Figure 2: Stage I of Regional Planning Framework Project

2 Regional Planning Framework Project – Stage I

2.1 Scope and Purpose

The current legislative framework requires the RLUSs to be consistent with the TPPs and State Policies, and to further the objectives of Schedule 1 of the LUPA Act. The RLUSs, along with the Tasmanian Planning Scheme, will implement the TPPs.

Section 12B, particularly (1) and (2) of the LUPA Act set out the contents and purposes of the TPPs:

- (1) The purposes of the TPPs are to set out the aims, or principles, that are to be achieved or applied by –
 - (a) the Tasmanian Planning Scheme; and
 - (b) the regional land use strategies.
- (2) The TPPs may relate to the following:
 - (a) the sustainable use, development, protection or conservation of land;
 - (b) environmental protection;



- (c) liveability, health and wellbeing of the community;
- (d) any other matter that may be included in a planning scheme or a regional land use strategy...

Given the extent of issues covered by the TPPs, it is envisaged that much of the overarching policy currently contained in the RLUSs will now be captured by the TPPs.

The RLUSs will, therefore, need to spatially implement the TPPs, further articulate the TPPs in a regional context (e.g. through implementing settlement and activity centre hierarchies), and capture any regional planning issues consistent with the State Policies and objectives of Schedule 1 of the LUPA Act.

Since the scope of regional strategic planning will be changed by making the TPPs and introduction of the TPS, it may be appropriate that the legislative provisions for regional strategies are revised so general contents and purpose of RLUSs are set out in the legislation or regulations. These could be similar to [section 12B](#) of the LUPA Act for the content and purposes of the TPPs such as the following:

- (1) The purpose of a regional land use strategy is to set out the policies or strategies that are to be achieved or applied in that region by:
 - (a) a local provisions schedule; and
 - (b) any sub-regional or local land use planning strategies.
- (2) A regional land use strategy may relate to the following:
 - (a) the sustainable use, development, protection or conservation of land;
 - (b) environmental protection;
 - (c) liveability, health and wellbeing of the community;
 - (d) any other matter that may be included in a planning scheme or a regional land use strategy.

Some other matters that could be considered are:

- a consistent time horizon for the RLUSs;
- specifying that the RLUSs may include:
 - spatial application of the TPPs, regional or sub-regional policy;
 - regional policies and strategies to strengthen the social, economic and environmental attributes specific to the region; and
 - identification of any sub-regions or inter-regional relationships;
- that the RLUSs are to be accompanied by:
 - any relevant background reports and supporting studies;
 - a plan detailing how the RLUS will be implemented including:
 - prioritising or staging the release of land for settlement growth;
 - provision of key infrastructure;



- governance arrangements for implementation; and
- funding arrangements and prioritisation.

Whilst the contents and purposes of the TPPs and SPPs are provided for in the legislation, consideration can also be given to including these matters in the regulations to the LUPA Act, or as administrative arrangements for the purposes of the RLUSs. This allows their purpose and content to be more easily updated as the RLUSs evolve after the making of the TPPs.

Please provide your feedback on the purpose and scope:

Do you agree that the general content and purposes of the RLUSs should be outlined in the legislation or regulations similar to the TPPs and SPPs?

Do you agree with the suggested contents above? Are there other matters you think the RLUSs could capture?

2.2 Consistency

A key outcome of Tasmania's planning reform is to achieve a degree of consistency across planning instruments to improve the ease in which the planning system can be engaged with, and to deliver more certainty.

One of the aims of the regional planning reforms is to achieve some consistency between the three RLUSs.

In achieving the right level of consistency, the following should be considered:

- development of a template for RLUSs, which could be referred to in the legislation or regulation as an instrument prepared in a 'form approved by the Minister';
- consistent use of terminology and definitions; and
- consistent features such as categorisation of settlements and activity centres within hierarchies.

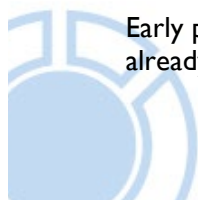
Please provide your feedback on the consistency:

What attributes should be consistent across regions (e.g., terminology, categorisation of settlement etc)?

Should there be a template for RLUSs?

2.3 Preparing regional land use strategies

Early preparation for the comprehensive review of the RLUSs after the making of the TPPs is already underway. Regional and local strategic work is being partly funded by the SPO and



has commenced in each of the regions. This work will provide data to feed into the review of the RLUSs. It will also assist in identifying the data required for ongoing monitoring and review of the RLUSs as part of Stage 2 of the regional planning framework project.

As part of the RLUSs review, each of the three regions has either appointed or is in the process of appointing a Regional Planning Coordinator. It may be that the work and preparation of the next iteration of the RLUSs is managed by the Regional Planning Coordinators, in collaboration between the councils in each of the regions and the SPO in consultation with the relevant State agencies, service and infrastructure providers and other relevant stakeholders.

Models for future reviews and preparing future iterations of the RLUS will comprise part of the consideration for the ongoing governance of the RLUSs under Stage 2 of the regional planning framework project. This will also be informed by any relevant outcomes from the Future of Local Government Review.

2.4 Assessing and declaring regional land use strategies

Under [section 5A \(3\)](#) of the LUPA Act an RLUS is currently declared by the Minister for Planning if satisfied that it meets the objectives of Schedule 1 of the LUPA Act and is consistent with the State Policies and TPPs.

The RLUSs have a public interest because landowner rights are impacted by a LPS or a LPS amendment required to be 'as far as practicable' consistent with the RLUSs. The LUPA Act, however, currently does not specify any process around public consultation or hearings for declaring or amending a RLUS.

Consideration should be given to whether the RLUSs should be assessed in a similar manner to the TPPs.

In assessing the draft TPPs, the TPC must consider:

- whether the draft TPPs meet the TPP Criteria by:
 - furthering the objectives of Schedule 1 of the Act;
 - being consistent with any relevant State Policy;
- all representations received during the public exhibition period;
- relevant matters raised at a hearing in relation to a representation;
- any matters of a technical nature in relation to the application of the TPPs into the SPPs or RLUSs.

The legislation provides that the Minister may make the TPPs if satisfied that, on the advice of the TPC, they meet the TPP Criteria.

An updated framework should consider whether the RLUSs are subject to consideration by the independent TPC, and whether this process should involve consideration of representations received and hearings into the RLUSs, with subsequent recommendations made to the Minister.



When assessing a RLUS, it may be that the TPC consider:

- whether the RLUSs:
 - further the objectives of Schedule 1 of the Act;
 - are consistent with the State Policies;
 - are consistent with the TPPs;
- all representations received during the public exhibition period;
- relevant matters raised at a hearing in relation to a representation;
- any matters of a technical nature in relation to the application of the
 - TPPs into a RLUS; and
 - RLUS into a LPS.

Please provide your feedback on assessing and declaring RLUS:

Should the RLUSs be subject to an assessment process by the TPC with recommendations made to the Minister? Should the assessment process include public hearings?

Should the matters be taken into consideration when assessing a RLUS be similar to the TPPs? Are there any different matters that should be included?

2.5 Reviewing regional land use strategies

Currently under the LUPA Act, the review cycles for each of the TPPs, SPPs and LPSs are every 5 years.

The review process for the TPPs, under [section 121](#) of the LUPA Act, requires the Minister to:

- review the TPPs; or
- direct the TPC to review the TPPs and make recommendations to the Minister; and
- table a report to Parliament on completion of the review by the Minister or the TPP.

The review process for the SPPs requires the Minister to:

- review the SPPs; or
- direct the TPC to review the SPPs and make recommendations to the Minister.

Under [section 5A \(6\)](#), the Minister is required to keep the RLUSs under periodic review, and under [section 5A \(8\)](#), review the RLUSs as soon as practicable after the making or amendment of the TPPs to ensure the strategies' consistency with the TPPs. However, no timeframes or processes are specified for the periodic reviews, such as with the TPPs or the SPPs.



Please provide your feedback on reviewing RLUS:

Should the timeframes for review of the RLUSs continue to reflect the 5 yearly cycle of the other instruments, triggered by the making or amendment of the TPPs?

Should any other matters trigger the review of the RLUSs?

Should the review process for the RLUSs be similar to that of the TPPs and SPPs?

2.6 Amending regional land use strategies

The LUPA Act does not provide a process for amending RLUSs, although allows for their amendment by requiring the Minister to keep the RLUSs under periodic review.

Currently amendments are managed through the declaration process provided for under the LUPA Act. Under [section 5A \(4\)](#) before declaring a RLUS, the Minister must consult with:

- the TPC;
- the planning authorities; and
- State service agencies and State authorities as the Minister thinks fit.

Under [section 5A \(3\)](#), having received advice from the TPC, the Minister may declare a land use strategy that:

- furthers the objectives of Schedule I of the LUPA Act;
- is consistent with the State Policies; and
- is consistent with the TPPs.

In comparison, specific criteria provide for amendment of the TPPs under the LUPA Act. [Section 12H](#) of the Act outlines the processes for an amendment of the TPPs, with a shortened process for minor amendments.

An amendment to the TPPs may consist of:

- a) an amendment of one or more of the provisions of the TPPs; or
- b) the insertion of one or more provisions into the TPPs; or
- c) a revocation of one or more of the provisions of the TPPs; or
- d) the substitution of one or more of the provisions of the TPPs.

[Part 2A](#) of the LUPA Act then applies to an amendment of a TPP as it would to the preparation of a new TPP, but with shortened timeframes in acknowledgement of the narrower scope (see [section 12H\(3\)](#) of the LUPA Act). An amendment of a TPP, therefore, requires a period of public exhibition, the receipt of representations and consideration by the TPC with a recommendation to the Minister.

An amendment of the TPPs may also be considered a minor amendment if:



- e) the Minister is of the opinion that the public interest will not be prejudiced if the draft amendment of the TPPs is not publicly exhibited; and
- f) the draft amendment of the TPPs is for one or more of the following purposes:
 - (i) correcting an error in the TPPs;
 - (ii) removing an anomaly in the TPPs;
 - (iii) clarifying or simplifying the TPPs;
 - (iv) amending a provision of the TPPs other than so as to change the intent of a policy expressed in the TPPs;
 - (v) bringing the TPPs into conformity with a State Policy;
 - (vi) a prescribed purpose in the Regulations.

The TPPs minor amendment process enables the amendments to be made without going through the full process of public exhibition and detailed review by the TPC.

For the RLUSs, there is an opportunity to consider a tiered approach similar to the TPPs. This could include processes:

- for declaring the next iteration of the RLUSs;
- for making amendments to the RLUS, which is the same as the original declaration, but with shortened timeframes; and
- for making minor amendments to the RLUS (e.g. correcting errors and making clarifications) in accordance with set criteria without having to go through the full amendment process.

The RLUSs have not been subject to a comprehensive review since their declaration in 2011. The absence of such review has created a need to amend some of the strategies to address immediate issues and growth pressures.

It is anticipated that with more regular reviews of the RLUSs undertaken as part of the improved regional planning framework, the need for amendments to the RLUSs outside the review cycles may be reduced. Furthermore, if adequate land supply is provided for after the next iteration of the RLUSs, and that supply is subject to more regular review, consideration should be given to what matters may trigger the need to amend the RLUSs outside the review cycle.

Please provide your feedback on amending RLUSs:

Should the LUPA Act provide a specific process for amending RLUSs? Should that process be similar to that of the TPPs?

Should different types of amendments be provided for, such as a minor amendment of the RLUSs?

What matters should qualify as triggers for amending a RLUS?

If more regular reviews are required of the RLUSs, should a request for amendments of a RLUS be provided for, and who should be able to make such a request?



3 Structure plan guidelines

2.3 Background

As part of the regional planning framework reforms, the SPO has been undertaking some targeted consultation for the development of structure plan guidelines (SPGs).

Structure plans strengthen communities by establishing a shared vision that guides the development or redevelopment of settlements by integrating and coordinating future land uses, development and infrastructure provision in a sustainable and orderly manner.

Structure plans include spatial representation of existing and proposed land use, social and physical infrastructure and services, natural hazards, natural values, physical and topographical features.

The SPGs, once finalised, are intended to represent agreed guidelines in relation to the input, contents and processes around the preparation of structure plans at the local level.

The SPGs are not intended to be statutory or regulatory instruments. As agreed guidelines, they can be updated when required to ensure they remain fit for purpose.

2.4 How do the structure plan guidelines relate to the regional planning framework project?

The preparation of the draft SPGs augments the regional planning framework project and the early stages of the comprehensive review of each of the RLUSs.

Whilst structure plans are not statutory instruments within Tasmania's planning system, they provide a strategic link between the RLUSs and LPSs. Structure plans also provide an important component in resolving regional and local issues where it comes to managing settlements and use and development changes.

The LUPA Act requires a LPS and a LPS amendment to be 'as far as practicable' consistent with the relevant RLUS. The RLUSs also often refer to structure plans to provide finer grain planning, particularly where use and development change is identified. The draft SPGs are, therefore, intended to assist planners, developers and councils in the preparation of a more robust structure planning process improving acceptance from decision makers, infrastructure and service providers and the community.

Strategic planning studies, data collection and analysis projects are underway as part of the preparation for the comprehensive review of the RLUSs following the making of the TPPs. This work is largely being undertaken at the regional and local level with the support of the SPO. Local strategic planning undertaken by councils in the three regions is a key aspect of this work, and the preparation of the draft SPGs will assist in informing the work at the local level.



Given the statutory RLUSs reviews are due after the TPPs are made, there is scope for the structure planning to inform the next iteration of the RLUS. The manner in which a structure plan may inform the review of RLUSs is provided in the guidelines below.

2.5 Targeted consultation

The draft SPGs in Appendix I have been prepared by the State Planning Office (SPO) following targeted consultation with regional planner's groups in each of Tasmania's three regions, key State agencies, infrastructure and service providers and the TPC.

The key issues arising from the targeted consultation indicates that structure planning should involve the following key features:

- engagement should be undertaken with State agencies, councils, infrastructure and service providers at the preliminary stages of structure plan preparation, as well as at other key stages in the structure planning process;
- early and ongoing consultation with the community;
- processes through which councils, planners or developers can more easily engage and consult with interested State agencies in planning matters;
- consideration should be given to all issues relevant to the structure plan area, and avoid ignoring issues in order to focus on a narrow set of objectives;
- consideration for issues more broadly (e.g. impacts on social and physical infrastructure and services beyond local matters; productive resources; natural values; natural hazards responded to adequately);
- justification for the any growth provided for by the structure plan in the context of broader sub-regional or regional growth;
- based on quality inputs and studies and up to date data and projections; and
- a suggested contents or list of matters/checklist that the structure plans should address (where relevant).

Please provide your feedback on the draft Structure Plan Guidelines.

Do you think the draft structure plan guidelines will assist councils, planners, developers and the community with an understanding of what should be contained in a structure plan and what the structure plans should achieve?

Are there any other additional matters or issues that should be considered for inclusion in the guidelines?



4 Next steps

Once the consultation period has concluded, the State Planning Office will carefully consider all comments received.

Feedback received from this consultation period will assist in informing any legislative, regulatory or administrative change required to improve the regional planning framework. A consultation report will be prepared in response to the feedback received.

Any legislative or regulatory changes will be subject to further consultation processes.

5 Feedback

Please provide feedback your feedback on the Regional Planning Framework Discussion Paper or the draft SPGs to yoursay.planning@dpac.tas.gov.au.

For any other queries regarding planning reform contact the State Planning Office on Ph: 1300 703 977 or stateplanning@dpac.tas.gov.au.



Appendix I – Draft Structure Plan Guidelines







Tasmanian
Government

Department of Premier and Cabinet
State Planning Office

Phone:
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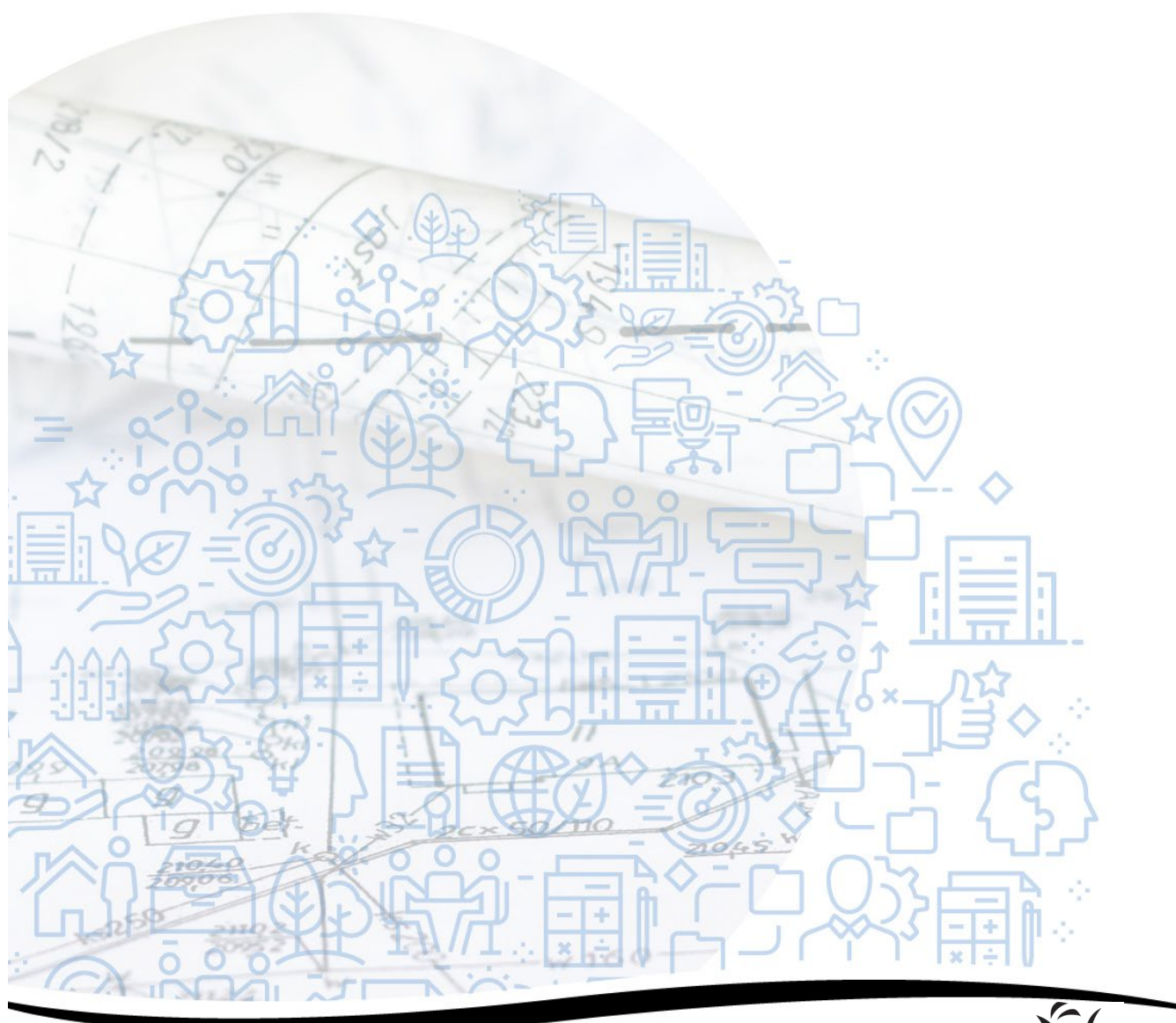
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Structure Plan Guidelines

Draft

November 2022



State Planning Office
Department of Premier and Cabinet



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State Planning Office

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Glossary

The following acronyms and abbreviations are used in this report.

LUPA Act	–	<i>Land Use Planning and Approvals Act 1993</i>
LPS	–	Local Provisions Schedule
RLUS	–	Regional Land Use Strategy
TPP	–	Tasmanian Planning Policy
TPS	–	Tasmanian Planning Scheme
SPG	–	Structure Plan Guidelines
SPO	-	State Planning Office
SPP	–	State Planning Provision



1. Introduction

The Structure Plan Guidelines (SPGs) are intended to provide agreed guidance for the preparation of structure plans at the local strategic planning level.

The SPGs provide for some core elements that are intended to deliver structure plans that involve appropriate stakeholder engagement and community consultation, and coordinate growth with the provision of services and infrastructure in a manner that integrates with the surrounding area.

It is not intended that the SPGs prescribe a methodology for the structure planning process, however, there has been an identified need across State government and councils to reach agreement on defining what structure planning is, as opposed to other forms of local strategic planning, such as settlement strategies or master plans, and what their purpose and content should be.

The SPGs may also be considered when preparing other types of local strategic planning documents, such as masterplans or residential settlement strategies, where guidance within the SPGs is relevant to the preparation of these plans.

1.1 Structure planning in Tasmania's land use planning system

Structure plans play an important role in local strategic planning in Tasmania. Structure plans are not one of the statutory instruments in the Tasmanian planning system (Figure 1), however, they have a key role in implementing and articulating the regional land use strategies (RLUSs) at the local level.

In Tasmania, structure plans provide finer grain planning to manage settlements. Preparation and review of RLUSs identifies at a regional level where use and development should occur, including for residential, commercial, industrial, or community-based uses. The RLUSs also establish a network of settlement and activity centre hierarchies to prioritise growth within settlements.

Structure plans prepared at the local level then inform the application of zoning and overlays in LPSs, and the preparation of specific area plans or particular purpose zones where a more unique integration of use and development is required, which are implemented through LPS amendments.



Hierarchy of Tasmanian planning instruments

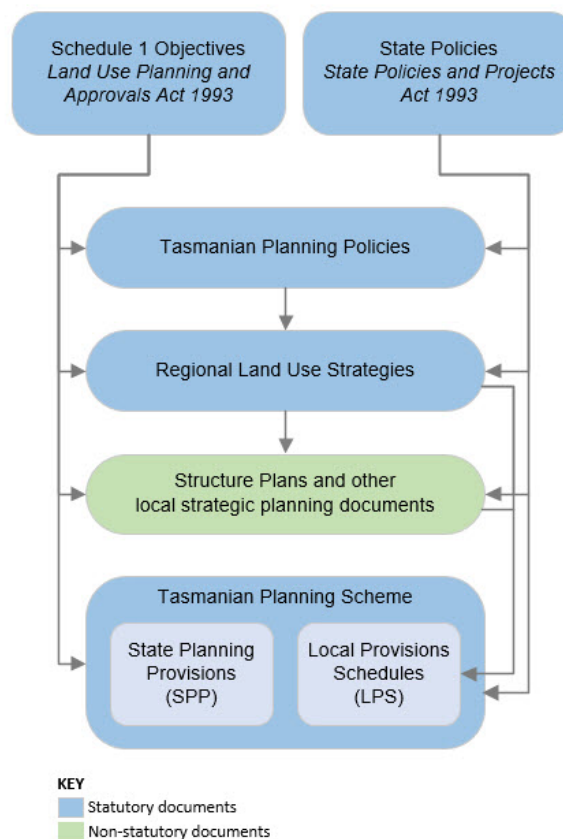


Figure 1: Tasmania's land use planning instruments

Structure plans, therefore, provide a strategic link between the RLUSs and local level planning within municipalities to resolve regional and local priorities where the RLUSs identify land use and development changes related to settlements.

Structure plans should also provide for outcomes that are consistent with the broader planning policy and legislative framework, including the RLUS, the Tasmanian Planning Policies (TPPs), the objectives of Schedule 1 of the LUPA Act or the State Policies.

Given the statutory RLUS reviews are due after the TPPs are made, there is scope for structure planning to inform the next iteration of the RLUSs. The manner in which a structure plan may inform the review of RLUSs is provided in the guidelines below.

Structure plans, however, need not be confined to objectives outlined in the RLUS or the broader planning policy framework. As a locally prepared plan, they can deliver community aspirations beyond the existing planning policy framework. For instance, a structure plan may introduce urban design objectives to strengthen the public realm, objectives for sustainable design or urban landscaping features, or identify a specific mix of uses to deliver a particular activity precinct.

Structure plans are usually prepared by a council to coordinate infrastructure and service provision with land use and development changes. However, they may also be prepared by a developer in support of a planning scheme amendment to accommodate a specific development, such as a residential subdivision, commercial or industrial precinct.

1.2 Defining structure plans

Broadly, structure plans guide the management of settlements and land use and development changes by integrating and coordinating future land uses, development and infrastructure provision at a local level in a sustainable and orderly manner.

Structure plans should strengthen communities by establishing a shared vision that builds on existing opportunities and strengths whilst managing the impacts of future use and development.

Structure plans include spatial representation of existing and proposed land use, social and physical infrastructure and services, natural hazards, natural values, physical and topographical features.

They must incorporate policy, objectives and actions that are consistent with the broader statutory and policy planning framework and support efficient infrastructure and service delivery.

1.3 What structure plans should achieve

Depending on the scale and purpose, a structure plan can achieve the following:

- manage and coordinate changes in use and development across a spatial area in an integrated manner that manages land use conflict;
- manage settlements and use and development changes in stages coordinated with the provision of necessary services and infrastructure to provide for orderly planning;
- manage settlements and land use and development changes in a way that considers the need to protect natural values, avoid or manage use and development in areas subject to natural hazards and respond to topographical features;
- plan for elements required to deliver sustainable communities by capturing community aspirations and incorporating components such as active and sustainable transport options, integration of natural and open space features, compact and integrated activity centres and a range of housing densities;
- improve liveability through the provision of land for opportunities for economic growth and access to employment, education, community services, entertainment cultural activities; and
- strengthening the public realm through urban design and built form outcomes that activate activity centres or specialised precincts.



1.4 Types of structure plans

In Tasmania, structure plans may be prepared at a variety of scales and for different purposes appropriate to the required planning outcome. An example of some of the structure plans prepared include:

- Township or settlement structure plan – these structure plans are usually prepared for a whole settlement or town, including a rural town or village outside the metropolitan areas. Their vision may address the strengthening or renewal of existing urban areas, areas of new growth, or provision of specific uses such as commercial, industrial, community, open space and recreation.
- Greenfield structure plans – provide for new growth areas on an identified greenfield site within an urban growth boundary or on an urban fringe. They may vary in scale providing for a small residential subdivision to relatively large areas of growth involving an integration of different land uses.
- Precinct structure plans – guide use and development for the creation of various precincts that are individually distinguishable through their mix of uses, character, urban form or a particular public realm outcome. Precinct structure plans can be prepared for the renewal of existing urban and metropolitan areas or the creation of new precincts in greenfield areas. They involve a comprehensive degree of planning inherent in structure planning, such as coordinating transport, physical and social infrastructure.

In practice, the scope of structure plans and their role in the planning system can vary considerably. Components of structure plans may also be found in various other plans, such as a development plan, settlement plan or a masterplan. Similarly, various terminology may be used to describe what is essentially a structure plan.

1.5 Maintenance of the guidelines

The SPGs are not a statutory or regulatory instrument and may be modified as and when necessary.

Any feedback on the operation of the SPGs may be provided to the SPO to inform maintenance of the guidelines.

1.6 How the guidelines should be used

The SPGs have been prepared to assist planners, councils and developers in preparing structure plans. They are intended to represent an agreed understanding around some key inputs into the structure planning process, and what a structure plan document should include.

As outlined, structure plans can vary significantly in scale and scope. It is intended that the SPGs be used for the preparation of a structure plan as appropriate to the particular scale and purpose of the plan. It is not intended to draw in any matters that are not relevant to the structure plan or process.

Similarly, the types of structure plans discussed, or the suggestions made in the SPGs should not limit the scope of a structure plan being prepared. The examples given in the SPGs provide context around how they should be applied, but are not an exhaustive list of considerations.

The SPGs do not seek to downgrade or invalidate structure plans previously prepared. Rather, they represent the agreed guidelines and objectives for the preparation of future structure plans should achieve going forward. The SPGs can also be used to inform future reviews of existing structure plans.

The document should be read as a whole, with Section 1 providing context and general guidance to structure plan preparation. The key components and processes in Section 2.1 below, outline what a structure plan should achieve, its key components, or processes around structure planning that are critical their success.

The Guidelines for Structure Plan Contents under Section 2.2 outline the information that should appear in a structure plan document.

2. Structure Plan Guidelines

The SPGs provide for the preparation of structure plans that can be accepted for implementation of the RLUSs and other planning objectives consistent with the policy framework to support the preparation of or amendment to an LPS.

The guidelines should be able to provide for strategic planning work that is broad in its delivery. Outlined below are some of the key processes and inputs of successful structure planning and should be utilised as relevant to the scale and scope of the structure plan being prepared.

2.1 Key components and processes

2.1.1 Definition and purpose

The purpose of the structure plan will be determined by the high-level objectives to be achieved that led to the need for preparing a structure plan. Some examples of a structure plan's purpose include:

- additional residential, commercial or industrial areas at various locations across an existing township;
- new greenfield residential areas and associated activity centre; or
- redevelopment and renewal of an existing urban area to achieve particular urban design or public realm outcomes.

The objectives for the structure plan may arise from other strategic planning work, such as a RLUS or a municipal settlement strategy, that identifies a need for finer grain planning to manage settlements at the local level.



In determining the purpose of a structure plan, it is also important to define the area to which the structure plan will relate. The spatial area will inform what issues the structure plan will need to consider and who should be engaged and consulted throughout the structure planning process. In establishing the structure plan area, the following matters should be considered, where appropriate:

- whether there is adequate space to accommodate the new areas of residential, commercial, industrial or other use and development within the time horizon anticipated by the structure plan and at the densities required;
- whether servicing and infrastructure networks necessary to provide for the anticipated use and development changes can be accommodated, such as for road, public transport, active transport;
- the need to buffer any impacts generated by activity proposed within the structure plan;
- the integration of public open space networks, and additional recreation or community facilities required; and
- the need to exclude land subject to natural hazards or requiring protection for natural values.

Throughout the structure planning process the purpose and the spatial boundaries of the structure plan may be refined as a result of outcomes from stakeholder engagement, community consultation or research and analysis undertaken.

2.1.2 Timeframes

An overall timeframe should be established that the structure plan is to provide for.

In preparing structure plans, particularly those providing for settlements, it is beneficial to consider the timeframes provided for by the relevant RLUS and its review period. This allows any growth identified by the RLUS to be further articulated by strategic planning at the local level in a coordinated manner.

2.1.3 Background research and data collection

Preparation of a structure plan should be informed by key inputs, data and studies underpinned by rigorous and tested methodologies. Specialists may be needed to advise on selecting the appropriate data to match the analysis and achieve the aims of the structure plan.

The inputs informing the structure plan preparation should include:

- statutory planning policy and legislative framework;
- any relevant infrastructure or service delivery strategy or plan;
- any existing information or study that may inform the context and analysis of the structure plan or the development of its strategies and actions;
- the preparation of new studies or investigations to address any gaps, or provide for more up-to-date inputs, to inform the context and analysis of the structure plan or the development of its strategies and actions;



- any relevant regional or sub-regional strategic planning work, including settlement or population strategies, that may impact or be impacted by the structure plan;
- other relevant policies or strategies developed by local, State or Federal government that may be relevant to the objectives of the structure plan;
- the most up-to-date available population, demographic, economic and employment data and projections, as appropriate; and
- issues arising from stakeholder engagement and community consultation.

The background research and data collection should inform the need for the structure plan, and its context, vision and any methodology used to develop the strategies and actions required to achieve the structure plan's objectives.

Additional research or studies may be required as the structure plan process progresses, and in response to issues raised during stakeholder engagement and community consultation.

The scale and purpose of the structure plan will determine the types of studies and extent of research required to inform the structure plan. The range of issues that might require specialised studies and research are outlined in the Guidelines for Structure Plan Content under Section 2.2.

2.1.4 Stakeholder engagement and community consultation

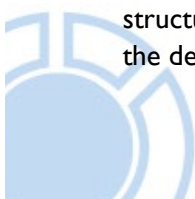
Stakeholders should be identified, and stakeholder engagement plans developed early in the structure plan process. This will allow key contributors, such as State agencies, service and infrastructure providers, and other relevant bodies, to be engaged early in the scoping stage, as well as at other key stages of the process.

Consultation with infrastructure and service providers should occur before community consultation so that critical issues are identified prior to public involvement. This ensures community participation and the structure plan vision are based on achievable parameters and options.

Earlier engagement of stakeholders allows for a holistic and coordinated approach to integrating service and infrastructure provision with use and development changes. Early input from stakeholders can assist in identifying constraints and opportunities to evolve a structure plan that incorporates a broader set of concerns and aspirations. This can result in developing more achievable strategies and actions.

Early engagement can also achieve 'buy in' to the structure plan from important stakeholders and allow for adequate planning or prioritising of resources or funding within a stakeholder's organisation.

There will be other key stages at which stakeholders should be engaged throughout the process. These might be prior to the release of a document, such as a discussion paper, draft structure plan, final structure plan, or at any stage where input is required into analysis; or for the development of strategies and actions for the structure plan.



The nature of the stakeholder engagement plan will be defined by the structure plan's scale and scope, and by the methodology preferred by those responsible for undertaking the engagement process. The more robust the stakeholder engagement process, however, the more efficient and achievable implementation of the structure plan is likely to be.

Stakeholder engagement should not be limited to physical service and infrastructure providers. Depending on the issues the structure plan raises, there may be a broad range of considerations, including:

- physical services and infrastructure, such as roads, public transport, electricity, stormwater, water and sewerage networks;
- delivery of social infrastructure such as aged care, health and education services;
- emergency management;
- the protection of natural or cultural values;
- management of risks associated with natural hazards risk;
- agricultural land; and
- productive resources.

An example of some of the key stakeholders that may be engaged include:

- | | |
|--|---|
| • Council; | • Department of Health and Human Services; |
| • business and landowners; | • Department of Communities; |
| • property developers; | • Homes Tasmania; |
| • TasWater; | • Aboriginal Heritage Tasmania; |
| • TasNetworks; | • Heritage Tasmania; |
| • TasRail; | • Department of Primary Industries, Parks, Water and Environment; |
| • Department of State Growth (including roads and infrastructure, passenger transport, mineral resources); | • Public transport operators; |
| • Department of Education; | • regional NRM bodies. |

The SPO is putting a framework in place to assist councils, planners and developers to more easily engage with key personnel across State government agencies to assist with the stakeholder engagement process.

Community consultation should also be undertaken in the early stages of the process to allow for a shared vision to evolve that captures community aspirations and concerns. Consultation may be broad to capture a range of issues, and it may need to involve targeted consultation to resolve specific issues that are of concern to a particular segment of the community. Early consultation with the community can also help to identify missing cohorts in the community and inform adjustments to the stakeholder engagement plan.



As with stakeholder engagement, community consultation should be undertaken at key points throughout the structure planning process, including the stages after finalisation of the structure plan. The outcomes of consultation should inform the structure plan as it evolves, as well as its monitoring and review phases.

The objectives of the structure plan should be clearly communicated during community consultation. To achieve wide acceptance of the structure plan, it is important that members of the community have a thorough understanding about what aspects of the structure plan they may influence and the extent to which the process can address their aspirations and concerns.

Community consultation can seek to achieve a range of purposes throughout the structure planning process. These may include:

- informing the community that a structure plan will be prepared;
- seeking the community's input to influence the vision;
- collaborating with community representatives or community groups to resolve defined issues, such as the provision of or impacts to community facilities;
- receiving community feedback on draft structure plan strategies or actions;
- informing the community of works associated with implementation of the structure plan; or
- receiving input and feedback from the community for the purposes monitoring the success of the structure plan.

Any consultation plan developed should employ methods and tools most appropriate to the purpose of consultation and the stage the structure planning process is at.

Consideration can be given to engaging community consultation and stakeholder engagement specialists to assist with the preparation and undertaking of the consultation plan.

2.1.6 Analysis and options evaluation

The background research, data collection and studies should be analysed to determine how the objectives of the structure plan can be best achieved.

Analysis and evaluation need not occur at a single point during the structure plan preparation. The background research and studies, stakeholder engagement and community consultation will inform various stages of the analysis process, and likewise, the process of options evaluation can inform requirements for further research, consultation or engagement.

The analysis and evaluation should be informed by:

- all inputs comprising the background research, data collection and studies;
- outcomes of stakeholder engagement and community consultation including aspirations and concerns;



- rigorous and tested methodologies that identify constraints and opportunities (such as SWOT (strengths, weaknesses, opportunities, threats));

Options developed from the above points should form the basis for the formulation of strategies and actions that best meet the objectives of the structure plan.

2.1.7 Vision

A shared vision for structure plan should develop from the stages above. The vision should comprise a set of statements or goals that summarise what the combined strategies and actions set out in the structure plan will achieve.

The visions should:

- articulate the objectives that guide future changes to land use and development over the identified time horizon; and
- outline the overall priorities for the structure plan area.

2.1.8 The Structure Plan

The structure plan articulates how the vision will be achieved through a range of strategies (goals) with associated actions that are spatially represented in maps or plans. The structure plan should be informed by the:

- background research, studies and data,
- analysis and options evaluation; and
- stakeholder engagement and community consultation;

that has been undertaken as part of the structure planning process.

The structure plan should:

- be consistent with the relevant statutory planning policy framework, and manage settlements and use and development changes consistent with that identified in the relevant RLUS;
- identify and prioritise changes to future land use and development;
- integrate land uses in a manner that considers the impacts of future use and associated development and provide for sustainable and orderly growth;
- coordinate physical and social infrastructure and service delivery with the use and development required to achieve the vision in a sustainable and orderly manner;
- consider relevant impacts beyond the structure plan area, such as impacts on the broader services and infrastructure network and surrounding land use and development; and
- provide strategies and actions that are informed by a broad set of attributes and constraints relevant to delivery of the to the structure plan vision and avoid focussing on a narrow set of objectives.



Prior to the RLUS review after the making of the TPPs, the outcomes of the structure plan process may inform of the review of the relevant RLUS. The structure plan should identify and provide discussion around any changes that may inform the review of the RLUS. It should, however, remain consistent with the broader policy intent in the current RLUS, including the role of settlements in the existing settlement and activity centre hierarchy.

2.1.9 Acceptance

The structure plan should be endorsed by the relevant council once finalised, which should be evidenced in the structure plan. Where a structure plan has been prepared by or on behalf of a developer, the structure plan should be included in the documentation to support any planning scheme amendments for initiation and certification by the planning authority (council).

2.1.10 Implementation

An implementation plan should be included with, or accompany, the structure plan that outlines the steps and processes required to implement the structure plan's strategies and actions. Structure plans will usually require implementation through both statutory and non-statutory actions to provide for matters that reach beyond the planning policy framework.

Statutory implementation will usually involve an LPS amendment to provide for a rezoning, overlay or inserting a specific area plan or particular purpose zone.

Non-statutory implementation may include actions such as providing land for public purposes, land acquisition or consolidation, establishment of partnership arrangements or works required to improve public spaces.

Depending on the scope and scale of the structure plan, its implementation will likely occur over a significant timeframe and involve a variety of stages. Expectations amongst the community and stakeholders should be managed by communicating likely timeframes for delivery of the structure plan's actions.

Some key components comprising the implementation plan include:

Implementation framework

An implementation framework is necessary to support the implantation program. It should include:

- | | |
|-----------------------|---|
| Adoption: | <ul style="list-style-type: none">• If the structure plan is prepared by or on behalf of a council its implementation plan should be adopted by council to ensure integration with its broader programs and strategies. |
| Governance structure: | <ul style="list-style-type: none">• Roles and responsibilities need to be established for:<ul style="list-style-type: none">○ overall management and coordination of the implementation plan, such as governance group, council |



management or project manager for developers or consultants;

- delivery of the individual projects or tasks identified in the implementation program;
- team members necessary to support delivery of the projects or tasks.

Stakeholder agreement	<ul style="list-style-type: none"> • Stakeholders should be engaged to agree timing and priority for delivery of components necessary to the structure plan, including the provision of services and infrastructure; • Ongoing engagement will be required as key services, infrastructure and works are delivered.
Partnerships	<ul style="list-style-type: none"> • Establish any partnership arrangements required for delivery of agreed actions;
Budget allocation and funding	<ul style="list-style-type: none"> • Costs should be allocated for the delivery of each project or task, including allocating funds as part of any capital works program; • Any other funding arrangements, such as with State government should be arranged and allocated.

Implementation program

The implementation program should outline the individual projects or tasks necessary to implement the structure plan. These should align with the priorities identified by the structure plan's strategies and actions.

The implementation program should outline:

- each structure plan action;
- who is responsible for management of its implementation;
- the timeframes involved for delivery, including commencement and duration;
- budget allocated for the implementation;
- its priority in the context of the implementation plan; and
- identification of any stakeholder engagement and community consultation required as part of the implementation program.

2.1.11 Monitoring and review

The structure plan should be monitored over time to assess the outcomes of its implementation against its vision.



Regular monitoring of the structure plan allows:

- delivery of projects to be assessed against the structure plan's priorities;
- funding allocation and resources to be adjusted as necessary; and
- adjust the implementation arrangements where necessary.

The methods to be used to monitor the structure plan should be outlined in the document.

Reviews of the structure plan should also be undertaken. Once the TPPs and the regional planning framework are in place it may be beneficial to schedule the review of structure plans to align with the review timeframes for the RLUS and the LPS.

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2.2 Guidelines for Structure Plan Content

Depending on the scope and purpose of the structure plan, provided below is an outline of content that should typically comprise a structure plan document, including relevant detail as outlined in section 2.1.

2.2.1 Title cover page

The structure plan should include a title with the relevant date or time horizon. It should be clear who has prepared the structure plan and which council it has been prepared on behalf of where relevant.

2.2.2 Council endorsement

The structure plan should be endorsed by the relevant council. A copy of the council endorsement and date should be included in the structure plan.

Where the structure plan has been prepared to support a LPS amendment on behalf of a developer, it should be provided in the documentation to support the amendment for initiation and certification by the planning authority (council).

2.2.3 Purpose

The purpose of the structure plan should be clearly explained.

The purpose of the structure plan should also include justification as to why the structure plan is needed, why the land use change or growth is provided for in the area identified by the structure plan.

Is it to achieve various goals across an existing settlement, such as revitalising an activity centre and consolidating residential areas, or is it to provide for new residential areas or industrial precincts in an identified growth areas?

2.2.4 Timeframe

The timeframe that the structure plan provides for should be communicated in the document.

In preparing structure plans, particularly those providing for settlements, it is beneficial to consider the timeframes provided for by the relevant RLUS and its review period. This allows the growth identified by the RLUS to be further articulated by strategic planning at the local level in a coordinated manner.

2.2.5 Policy framework

An overview of the relevant legislative and policy framework should be provided in the structure plan document including an overview of the objectives of Schedule 1 of the LUPA Act, the State policies, the relevant RLUS, and the TPPs when made.

The structure plan should achieve strategies and actions consistent with the planning policy framework.

Land use and development changes, where relevant, should be consistent with those identified in the RLUS, including with the settlement and activity centre hierarchies.

Where the structure plan's strategies may inform the review of the RLUS, these should be outlined in the structure plan with discussion provided. Where growth is provided for in the structure plan, it should be consistent with any available regional or sub-regional supply and demand study or provide sound justification for the use and development changes identified.



2.2.6 Define the structure plan area

The area to which the structure plan applies should be defined. All future use and development changes should be able to be accommodated in the structure plan area.

The structure plan area should be indicated through the use of maps and plans.

2.2.7 Stakeholder engagement

Engagement with relevant stakeholders should be undertaken early in the structure planning process and well before the first consultation draft is released.

The scale and purpose of the structure plans will determine who will need to be engaged.

The outcomes of stakeholder engagement, such as a consultation report, should be provided with the structure plan document.

2.2.8 Community consultation

Community consultation should commence early in the structure planning process and be undertaken at other key points throughout the preparation of the plan.

The nature and timing of community consultation will need to be tailored around the scope and scale of the structure plan being prepared.

The outcomes of community consultation, including how the consultation has informed the outcomes of the structure plan, should be outlined. Consultation reports can be provided with the structure plan.

2.2.9 Context

Profile and existing conditions

An overview and discussion summarising the profile of the structure plan area, including the social, economic, environmental and physical attributes that influence the existing structure plan area.

A description of the existing conditions should be provided as relevant to the consideration of the structure plan area and its objectives.

Constraints and opportunities analysis and options evaluation

The evolution of the structure plan's vision and the development of its strategies and actions will be informed by the background research, data and supporting studies. The methodologies and rationale for the research tools and data should be explained in the document.

The range of matters that may inform the profile and existing conditions, constraints and opportunities assessment, analysis and evaluation may include, but not be limited to, the following:

- main activities and patterns of land uses; and
- land use zoning

Social, cultural and economic attributes:

- population and projected growth; demographics and projected demographic change;
- economic activity – commercial, industrial, productive resources;
- employment profile and projections;
- housing supply, typology and affordability;
- function and role of an activity centre;
- tourism;
- health and wellbeing;



- special precincts, character or heritage;

physical attributes:

- topography and natural features
- natural values and landscape;
- land capability;
- managing risks associated with natural hazards;
- land contamination;
- attenuation areas;
- open space network and recreation;
- Aboriginal heritage;
- historic cultural heritage;
- community facilities and social infrastructure;
- residential densities;
- active transport networks;
- traffic volumes and road safety;
- strategic infrastructure considerations including impacts on broader freight and passenger transport and networks;
- infrastructure and services including electricity networks, water, sewer and stormwater;
- urban form; and
- urban design.

2.2.10 Structure plan – Vision

The vision should comprise a set of statements or goals that summarise what the combined strategies and actions set out in the structure plan will achieve

2.2.11 The Structure Plan

The structure plan should contain maps and plans that spatially represent the strategies that are to be implemented to achieve the structure plan vision.

Future LPS controls such as zoning and overlays can be identified spatially in the structure plan.

Outcomes of the structure plan should be consistent with the broader policy framework.

Any strategies that could inform review of the RLUS should be identified and discussed.

2.2.12 Implementation

An implementation plan should be provided in or accompany the structure plan describing how the structure plan will be implemented, including priorities and timeframes for implementation.

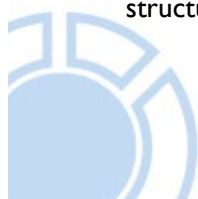
2.2.13 Monitoring and review

Details of how the structure plan will be monitored and its timelines for review should be outlined.

2.2.14 Supporting studies

Any supporting studies such as natural values, natural hazards, heritage, urban design guidelines that have informed the structure plan's strategies should be considered for inclusion in the structure plan or as background studies as appropriate.

Key recommendations in the supporting studies should be identifiable in the structure plan's analysis and options evaluation or strategies.



2.3 Further information and feedback

For further information or to provide feedback on the maintenance of the Structure Plan Guidelines please contact the State Planning Office on 1300 703 977 or stateplanning@dpac.tas.gov.au .

DRAFT





Tasmanian
Government

Department of Premier and Cabinet
State Planning Office

Phone:
1300 703 977

Email:
Stateplanning@dpac.tas.gov.au

www.planningreform.tas.gov.au

Glenorchy City Council response on Regional Planning Framework Discussion Paper – 27 February 2023

Thank you for the opportunity to provide a response on the Regional Planning Framework Discussion Paper and draft Structure Plan Guidelines. The following submission was endorsed at the 27 February 2023 Council meeting.

Review of Regional Land Use Strategies (RLUSs)

It is apparent the three Tasmanian Regional Land Use Strategies are outdated in a fast-changing environment, inconsistent and well overdue for a comprehensive review. The work involved with the review of the RLUSs needs to be prioritised, properly resourced and commence soon. The review process will require a strong engagement strategy around the challenges and options in managing growth. Without an early and robust consultation process, community trust and confidence on planning decisions later in the process will be undermined. Whilst the Regional Planning Framework (RPF) Project sets up the legislative framework required for the review of RLUSs, which will subsequently inform the necessary amendments to the *Land Use Planning and Approvals Act 1993* (the LUPA Act), this project adds another layer to the planning reform agenda where there are already a number of layers. This further pushes back timeframes in which the review of the RLUSs can occur. Therefore, it is critical that the early preparation work for the review process of the RLUSs (particularly elements such as establishing and gathering data requirements and general analysis work) also be commenced in parallel. This will enable the final review of the RLUSs to be on track for when the legislation is in place, which is the outcome of the RPF project.

Response to the questions posed by the State Planning Office in the Regional Planning Framework Discussion Paper is discussed in detail below.

Feedback

Regional Planning Framework

Purpose and scope

- *Do you agree that the general content and purposes of the RLUSs should be outlined in the legislation or regulations similar to the TPPs and SPPs?*

Comment:

Yes, it is agreed that stipulating the general content and purposes of the RLUSs in the LUPA Act would be appropriate. Example wording provided in the Discussion Paper is supported.

However, the more specific requirements (such as those listed on p.9 of the Discussion Paper under 'other matters that could be considered'), should not be included in legislation. The elements listed under 'other matters that could be considered' would be more appropriately identified via a guideline for drafting the RLUSs. It would also be very useful if the guideline included details on approaches and methodologies for preparing supporting studies required for the local implementation of the strategies. For example, a consistent methodology for assessing land use supply and demand would be beneficial for developers, Councils and the Tasmanian Planning Commission in order to assess consistency with the RLUSs.

- *Do you agree with the suggested contents (as outlined in the Discussion Paper)? Are there other matters you think the RLUSs could capture?*

Comment:

In general, it is considered that the suggested elements listed on Page 9 under 'other matters that could be considered' should be included. However as noted above, they should not be listed in legislation, but rather form part of a guideline or background report associated with a template for drafting the RLUS.

While the list of elements is generally supported, the role and operation of the Tasmanian Planning Policies (TPPs) need to be clear before specific elements for the RLUSs are 'locked in'. Council officers, in their 28 October 2022 submission on the draft TPPs identified concerns with the draft TPPs potentially duplicating the role of the RLUSs and/or planning scheme. Careful consideration on how a RLUSs is to include a 'spatial application of the TPPs' will need to be undertaken to ensure a RLUS does not pre-empt approval of a Local Provisions Schedule (LPS).

Guidelines for preparing the RLUS must ensure that the strategies are properly evidenced and grounded. Broad, visionary themes listed as strategies would leave a gap between the strategy itself and the planning schemes, leading to open interpretation and therefore inconsistent approaches.

Consistency

- *What attributes should be consistent across regions (e.g., terminology, categorisation of settlement etc)?*

Comment:

As detailed in the Discussion Paper, the RLUSs should have consistent:

- Methodologies for background research/studies.
- Time horizons.
- Terminology & definitions.
- Categorization of settlements, activity centres and hierarchies.
- Where feasible, consistent headings for strategies should also be required. For example this may include, but not be limited to, housing, settlement strategies, liveability, infrastructure, transport, economic and industrial activities, biodiversity and natural values, open space opportunities, coastal protection and heritage protection.

Broadly, similar to the state-wide Tasmanian Planning Scheme, it is considered a consistently structured RLUS for the three regions would fit in well in the Tasmanian Planning System.

- *Should there be a template for RLUSs?*

Comment:

As discussed above, it is considered the three RLUSs should be consistent, similarly structured with consistent language, definitions and planning principles. The only differences between the RLUSs would ideally be the strategies themselves, that are the result of the various studies and background work that characterise the specific region they apply to. Therefore, a template for the RLUSs would be very useful. To support the template, a background document identifying the necessary background information on approaches, methodologies and supporting studies required etc, should be included.

Assessing and declaring RLUSs

- *Should the RLUSs be subject to an assessment process by the TPC with recommendations made to the Minister? Should the assessment process include public hearings?*

Feedback on Regional Planning Framework & draft Structure Plan Guidelines

Comment:

The assessment and declaration of the RLUSs must be:

- An open and transparent assessment process that includes community consultation and public hearings, similar to the assessment and declaration processes that are applicable for the Tasmanian Planning Policies (TPPs);
- The assessment should be undertaken by the independent Tasmanian Planning Commission (TPC) and include the consideration of representations received during public exhibition, and any information gathered at associated hearings. The TPC would then make recommendations to the Minister for Planning to declare the RLUS.

Clarification required:

The Discussion Paper does not provide details on who / how the public exhibition will be undertaken and the associated costs and resources involved with this. As the Discussion Paper rightly points out, public interest in the RLUSs is evident as private landowner rights are impacted by a LPS or LPS amendment which are required by the LUPA Act to be 'as far as practicable' consistent with the RLUSs. As widely known, local Councils are understaffed and do not have budgets for the cost implications posed by advertising of the RLUSs. Advertising and consideration of representations would also require co-ordination among a number of Councils. Therefore, the draft framework, and subsequent amendments to the LUPA Act, should clarify who is responsible for undertaking the public exhibition, including the associated costs, and this should be undertaken by the State government.

- *Should the matters be taken into consideration when assessing a RLUS be similar to the TPPs? Are there any different matters that should be included?*

Comment:

Yes, subject to the clarification point below, similar matters as stipulated for the TPP criteria may be taken into consideration for the assessment of the RLUS.

Clarification required:

At page 12 of the Discussion Paper, reference is made for the TPC to consider any matters of a technical nature that relate to the application of the 'RLUS into a LPS'. It should not be for the TPC to pre-empt the outcomes of a LPS, nor should the assessment of the RLUS be broadened to consider rezoning or planning scheme amendment requests. Further clarification as to the intent of this assessment requirement is requested.

Reviewing the RLUSs

- *Should the timeframes for review of the RLUSs continue to reflect the 5 yearly cycle of the other instruments, triggered by the making or amendment of the TPPs?*

Comment:

The RLUSs generally seek to implement land use goals that facilitate and manage change, growth and development over the long term [the *Southern Tasmania Regional Land Use Strategy* 2010-2035 (STRLUS) has a 25-year time frame]. Delivering these strategies on the ground takes time, hence a regular review or audit to ensure strategies are being achieved is essential and are generally incorporated as part of a long-term land use strategy's implementation and monitoring and review plans.

The purpose and extent of any review needs to be clear, as constant changes to a long-term strategy may defeat the overall purpose of the strategy itself. For example, a review that was intended to facilitate extension of the Urban Growth Boundary (UGB) every 5-years, may not enable other long-

Feedback on Regional Planning Framework & draft Structure Plan Guidelines

term strategies to effectively achieve higher density residential development within the UGB. A regular review or audit analysing how effective the strategies have been in delivering a range of housing densities within the UGB should form part of the RLUSs' implementation plan. If this audit identifies significant underperformance, that might identify the need for changes/updates to the RLUS, but the intent to modify the RLUS every 5-years should not be the focus of the review.

[Noting the above, it is acknowledged that the STRLUS has not had the benefit of any audits in line with an implementation plan and is urgently in need of a comprehensive review.]

Clarification required:

What is the purpose of the review, is it to audit the effectiveness and outcomes of the various strategies, or is it comprehensive review that anticipates changes being made to the RLUS?

A proposed 5-yearly review (audit) cycle for the RLUSs is supported where its purpose focuses on the effectiveness of the implementation plan to deliver on various strategies within the document.

Care should be taken in considering a 5-year time frame for a comprehensive review of the RLUS as this timeframe:

- May be too frequent and have limited 'on the ground data to consider'.
- May limit the ability to achieve other longer-term strategies that may not be fully realised if the review timeframe is too short.
- May lead to a constant cycle of reviewing planning instruments, and inefficient use of resources especially given the other planning instruments, including the Tasmanian Planning Policies (TPPs), State Planning Provisions (SPPs) and the Local Provisions Schedule (LPS) all have a similar 5-yearly review cycles.
- Will require significant resources and support from both State and local government.

It is also noted that, as the RLUSs seek to implement policy, they perform a different role to the TPPs and SPPs which identify what the policy is, so adopting similar review times to these instruments for the RLUS may not be appropriate.

If the intent of the review is for a comprehensive analysis, a 10-year time frame may be more effective, (relying on evidence gained from regular 5-yearly audits).

An amendment to the TPPs would not need to trigger the requirement to review the RLUSs, especially if a 5-yearly comprehensive review cycle is selected. If the comprehensive review cycle is longer, such as a 10 yearly cycle, then significant amendments to the TPPs may trigger a review of the RLUSs, as directed by the Minister, within the review period.

The legislation should explicitly exclude any minor amendments as a trigger for a comprehensive review the RLUSs. For example, currently for the review of SPPs in the LUPA Act, s30T Review of the SPPs provides:

(4B) A review of the SPPs that is, in accordance with subsection (1), conducted after the TPPs, or an amendment of the TPPs, is or are made is to consist of a review as to whether the SPPs are consistent with the TPPs, or the amendment of the TPPs, respectively.

This implies any amendments to the TPPs, including minor amendments, trigger the review of the SPPs. Therefore, the legislation should explicitly exclude minor amendments.

Feedback on Regional Planning Framework & draft Structure Plan Guidelines

- *Should any other matters trigger the review of the RLUSs?*

Comment: As noted above, the intent of the review needs to be fully understood to consider what triggers are appropriate.

- If the review period is selected to be 5-yearly comprehensive review, then it is considered it is unnecessary for any other matters to trigger the review of the RLUSs within the review period.
- However, if the review is intended to be a comprehensive review and is on a 10-yearly cycle, then the potential to consider major social or economic events (for example disruptions in economy/ society due to a pandemic or major economic event), as directed by the Minister, may trigger an early review of RLUS. This could be legislated, with the requirement for the Minister to publish any reasons for such a review.

- *Should the review process for the RLUSs be similar to that of the TPPs and SPPs?*

Comment:

The need for a comprehensive review process for the RLUSs should be stipulated in the LUPA Act, at a similar level of detail to the wording of the review processes of the TPPs or SPPs, and the details of work required for a comprehensive review should form part of the guidelines or template on the preparation of the RLUSs.

However, it would not be appropriate for the TPC to undertake a review and then assess any amendment of the RLUS. A comprehensive review should be undertaken by the SPO and local government with appropriate State funding allocated for the work required. Should any changes be recommended from the review, they should be prepared by the SPO, in consultation with local government and relevant state agencies. The changes should then be considered through an appropriate consultation process, unless the changes are minor, before being submitted to the TPC for public hearings and assessment.

Amending the RLUSs

- *Should the LUPA Act provide a specific process for amending RLUSs? Should that process be similar to that of the TPPs?*

Comment:

Yes, processes for amendments to the RLUSs must be stipulated by the LUPA Act specifying who can make a request for amendment, what an amendment can consist of, the assessment process for an amendment, details of required public exhibition and determination of the amendment.

- *Should different types of amendments be provided for, such as a minor amendment of the RLUSs?*

Comment:

Yes, processes for minor amendments to the RLUSs must also be stipulated by the LUPA Act. However, the TPC should determine if an amendment to the RLUS is a minor amendment, and that it would not require public exhibition. The LUPA Act should specify what can be categorised as a minor amendment, similar to that specified for the TPPs. This will ensure minor amendment processes for the RLUSs are streamlined, and consistent.

- *What matters should qualify as triggers for amending a RLUS?*

Feedback on Regional Planning Framework & draft Structure Plan Guidelines

Comment:

If the RLUSs are comprehensively reviewed periodically, and especially if the review cycle is a 5-yearly cycle, then no other matters should trigger the need for amending a RLUS. However, if a longer comprehensive review cycle is selected, for example a 10-yearly cycle, then there is a potential to consider requests for amending a RLUSs. If the review cycle is longer than a 5-yearly cycle, then other matters that may potentially trigger the amending of a RLUS may be significant policy amendments made to the TPPs.

- *If more regular reviews are required for the RLUSs, should a request for amendments of a RLUS be provided for, and who should be able to make such a request?*

Comment:

Similar to the comment above, if the RLUSs are reviewed periodically, and especially if the review cycle is a 5-yearly cycle, then the making of requests for amendments of a RLUS outside that review period should not be provided for. For example requests to expand the Urban Growth Boundary, should be considered as part of a holistic assessment of the impacts on achieving **all** of the RLUSs strategies and should be assessed as part of the next review scheduled for the RLUS. However, if the review period is longer, such as a 10-yearly cycle, then the making of requests to amend a RLUS within the review period should be limited to State and Local Government authorities and not by private individuals/ developers. Any such private requests must first be put to the Local Government authority, who will then determine if the request to amend a RLUS is reasonable and make this request as per the requirements that will be set out in the LUPA Act.

Draft Structure Plan Guidelines

- *Do you think the draft structure plan guidelines will assist councils, planners, developers and the community with an understanding of what should be contained in a structure plan and what the structure plans should achieve?*

Comment:

The following comments are made regarding the draft Structure Plan Guidelines:

- It is important to understand what a structure plan is to enable local Councils to prepare consistent structure plans. Therefore, it is very useful to have guidelines and the preparation of the draft Structure Plan Guidelines (SPG) is to be commended.
- However, some of the language is confusing. The differences between a Structure Plan and a Strategic Plan / Master Plan is unclear, and how a structure plan would fit into a Local Strategic Plan / Masterplans (Figure 1 Tasmanian's land use planning instruments on page 7 of the Structure Plan Guidelines – Draft November 2022) needs to be clarified.
- The work needed to be undertaken for the various requirements identified under the SPG is also very broad. This could be advantageous, as less well-resourced Councils may find it difficult to meet the specific requirements outlined in the SPG, potentially hindering their opportunities to plan for growth. Therefore, it must be clear that, provided consistent terms and formats for structure plans are used, the SPG are to be used as a guide relevant to the scale of the work being undertaken.
- The draft SPG 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 (perhaps some images or examples would be useful).
- The draft SPG consists of several components which are currently scattered through the SPG. Separating these out into distinct sections would reduce repetition and improve clarity, such as:
 - Background to structure planning and types of structure plans;

Feedback on Regional Planning Framework & draft Structure Plan Guidelines

- Developing a project scope / project plan (i.e. background research, governance structure, stakeholder engagement and consultation and SWOT analysis);
- Development of Discussion Papers and supporting documents; and
- The Structure Plan (which includes the structure plan itself, vision, implementation program and monitoring and review). This document should be concise (say 20-30 pages), with relevant maps and diagrams to ensure it is accessible to its audience. Elements such as stakeholder engagement and community consultation, and work undertaken to analyse existing conditions and constraints and opportunities development should form part of the background or supporting documents.
- The SPG should be clear that the endorsed structure plan must be capable of being implemented into the statutory framework via amendments to the planning scheme, acknowledging that the implementation plan would potentially contain details of the necessary statutory and non-statutory actions to be undertaken to achieve the objectives and goals of the structure plan.
- *Are there any other additional matters or issues that should be considered for inclusion in the guidelines?*

Comment:

Guidelines on methodology and rationales for background studies would be useful so consistent techniques can be applied for analysing specific data which will then inform the final structure plan. For example, analysing population projections/ demographic changes should provide guidance as to the appropriate time horizon (a period of 10 years vs 20 years); measures to be used in determining if land is appropriate for development (sample sizes and typical constraints such as slope, vegetation cover, hazards, values); how to determine potential yield estimates using consistent percentages for roads and open space; assumptions to be used when assessing potential for infill etc.

DRAFT 2023 – 2032 Glenorchy City Council **Strategic Plan**

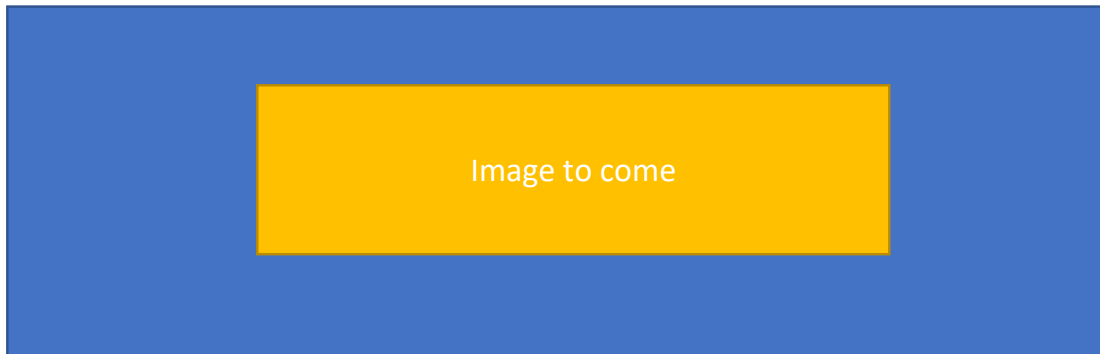
Consultation Period – 28 February – 19 March 2023



Draft Glenorchy City Council Strategic Plan 2023-32

This document is
available from
Council in alternative
formats

Draft Glenorchy City Council Strategic Plan 2023-32



Guiding Legislation.

The Glenorchy City Council is governed by the *Local Government Act 1993*. The Act requires a council to prepare a 10-year strategic plan for its municipal area, which it must review every 4 years.

Acknowledgement of Country

The City of Glenorchy acknowledges the palawa people who are the original and current inhabitants, the traditional owners and the custodians of this land. We recognise and cherish the value of continuing Aboriginal knowledge and cultural practice, and what it can teach us about history, culture, the environment and the arts. We acknowledge and respect the contemporary Tasmanian Aboriginal community who continue (and must be supported) to maintain their Indigenous rights, identity and their ancient and irreplaceable culture.

Contact Us

This Strategic Plan covers the period from 2023 to 2032. If you would like further assistance or information on a service or Council facility, please contact us via one of the following:

Phone - (03) 6216 6800

Mail - Glenorchy City Council PO Box 103 Glenorchy Tasmania 7010

In person - Main Office 374 Main Road Glenorchy

Email: gccmail@gcc.tas.gov.au

Website: www.gcc.tas.gov.au

Draft Glenorchy City Council Strategic Plan 2023-32

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Draft Glenorchy City Council Strategic Plan 2023-32

Introduction

Welcome to the Glenorchy City Council Strategic Plan 2023 – 2032.

Council uses a Strategic Plan to explain its future direction and how it will carry out its activities to meet community goals.

Council adopts the goals for the Glenorchy community that are set out in the City of Glenorchy Community Plan 2015 – 2040, a 25 year plan that was developed in 2014 by asking all parts of the Glenorchy community what they liked about Glenorchy and what they wanted to see changed for a better future.

The Community Goals are:

- Making Lives Better
- Building Image and Pride
- Open for Business
- Leading our Community, and
- Valuing our Environment

At the local government elections in November 2022, the Glenorchy community elected a new Council to represent it. During the election period, candidates listened to and spoke with community members about their needs and priorities.

The incoming Council gave serious thought to what it had heard from the people of Glenorchy and created a forward agenda for its term in office. This is reflected in the Strategic Plan.

Council is required to regularly review its strategic Plan – and this Strategic Plan 2023- 2032 is the result of Council reflecting carefully about what has changed. In order for Council to serve the best interests of the Glenorchy community, it needs to respond to current and anticipated opportunities and concerns.

As part of the review process, Council has also carefully considered some of the recent trends that are shaping the future of our City:

- The changes in our daily lives, work and economy as a result of the COVID-19 pandemic
- Increased growth in Glenorchy's population over the last five years
- A more multicultural community
- A housing crisis
- Rises in the cost of living
- The future of local government review that is currently underway
- Climate change

Draft Glenorchy City Council Strategic Plan 2023-32

Our Strategic Plan shapes our Council's direction in addressing these issues through a set of objectives and strategies for each of the Community Goals.

The Strategic Plan has been developed through the combined efforts of the elected members and management team through a series of facilitated workshops in February 2023.

The draft Strategic Plan will be put out for public comment in March 2023 and will be considered for adoption at the March 2023 Council meeting.

The strategies in the Strategic Plan will then be used to shape the actions that Council will take each year which will be described in the Annual Plan and funded through the budget.



Image to come

Draft Glenorchy City Council Strategic Plan 2023-32

About Glenorchy

Located on the western shore of the Derwent River, the City of Glenorchy is Tasmania's fourth largest local government area with a population of just over 51,000 people distributed over an area of 121km.

The Muwinina Aboriginal people inhabited the area for some thousands of years. Europeans began settling Glenorchy in 1804.

In 1864, Glenorchy was proclaimed a municipality and in 1964 it was granted City status.

Glenorchy is a vibrant, progressive City with unique physical, built and community assets that has experienced significant growth in the last few years. From 2016 to 2021, the City's population increased by 4,167 people (9.0%). This represents an average annual population change of 1.74% per year over the period. The largest change in age over this time was an increase of nearly 3,500 people in the 25–34-year age group. With a median age of 37, the local government area has the equal second youngest demographic in Tasmania.

Glenorchy is culturally diverse, with 21.6% of people living in the City born overseas. Of the people born overseas, 33% arrived from 2016 onwards. Our residents come from 72 different countries and nearly 19% speak a language other than English at home.

5.4% of the City's population identify as Aboriginal or Torres Strait Islanders, which is higher than Greater Hobart area.

Glenorchy City's Gross Regional Product – the amount of wealth generated by businesses, organisations and individuals working in the area – was \$2,608m in 2021, approximately 7.5% of Tasmania's Gross Regional Product.

There are more jobs in Greater Glenorchy than resident workers. This means the City not only provides work for its residents, but it also employs and attracts people from across the region. Healthcare and social assistance is the largest employer in the City of Glenorchy, making up 15.1% of total employment. This sector also employs more of the City's resident workforce than any other industry sector. Other large employment areas are the manufacturing industry making up 13.1% of total employment and construction and retail trade each making up 10.8% of total employment.



Image to come

Draft Glenorchy City Council Strategic Plan 2023-32

Council's Strategic Planning Processes

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



As set out 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.

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

The Council's 4 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 which funds the Annual Plan actions.

Image to come

Draft Glenorchy City Council Strategic Plan 2023-32

Purpose and Values

Purpose

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

Council Values

- People:** We value our diverse and welcoming community. We believe that each person is equal and has a positive contribution to make, with their rights respected and their opinions heard and valued.
- Place:** We work together to future proof our City so we can enjoy a good quality of life and a safe, sustainable and healthy environment. We respect our heritage and have pride in our City.
- 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.



Image to come

Draft Glenorchy City Council Strategic Plan 2023-32

Community Goals

The *City of Glenorchy Community Plan 2015-2040* was adopted by Council on 19th 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.



Draft Glenorchy City Council Strategic Plan 2023-32

Objectives

The following objectives have been developed to deliver on the community goals:

Making lives better

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

Open for business

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

Leading our community

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

Valuing our environment

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



Image to come

Draft Glenorchy City Council Strategic Plan 2023-32

Strategies

Strategies define the way that Council will meet each objective:

Community Goal	Making lives better
Objective	We deliver services to meet our community's needs
	Deliver services to our community at defined service levels.
Strategies	Identify and engage in partnerships that provide services effectively to our community.
Objective	We champion greater opportunities for our community.
Strategy	In partnership with others, advocate for and facilitate a welcoming, inclusive, healthy and learning community.
Community Goal	Building image and pride
Objective	We deliver services to meet our community's needs
	Work proactively with other governments, service providers and the community to improve public safety in our City.
Strategies	Maintain our roads, footpaths, trails, parks, playgrounds, open spaces, stormwater and building assets so they are functional, safe and clean.
Objective	We work for a safe, clean and vibrant City
	Encourage creative expression and participation in our community.
Strategies	<p>Welcome diversity and inclusion in our community, creating connections that enable a sense of belonging and acceptance.</p> <p>Deliver or facilitate events to strengthen our community's sense of pride and belonging.</p>
Community Goal	Open for business
Objective	We value our community by delivering positive experiences
	Build and maintain relationships with government and the private sector that create job opportunities and help our City to prosper.
Strategies	<p>Work constructively with the development sector and the community to enable acceptable development opportunities.</p> <p>Provide a high standard of customer service and continuous improvement by investing in our people, systems and processes.</p>

Draft Glenorchy City Council Strategic Plan 2023-32

Objective	We encourage responsible growth for our City
Strategies	<p>Maintain a progressive approach that encourages investment and jobs.</p> <p>Plan for the orderly future growth of our City, including opportunities for more housing and improvements in transport.</p>
Community Goal	Leading our community
Objective	We are a leader and partner that acts with integrity and upholds our community's best interests
Strategies	<p>Listen to our community to understand their needs and priorities.</p> <p>Champion and work together to address our community's needs and priorities.</p> <p>Make informed decisions that are open and transparent and in the best interests of our community.</p> <p>Build and maintain productive relationships with all levels of government, other councils and peak bodies to achieve community outcomes.</p> <p>Ensure our City is well planned and prepared to minimise the impact of emergency events and is resilient in responding to and recovering from them.</p>
Objective	We responsibly manage our community's resources to deliver what matters most
Strategies	<p>Manage the City's assets responsibly for the long-term benefit and growth of the community.</p> <p>Deploy the Council's resources effectively to deliver value while being financially responsible.</p> <p>Manage compliance and risk in Council and the community through effective systems and processes.</p> <p>Be a healthy, proactive and forward-looking organisation with a strong safety culture and a skilled and adaptable workforce.</p>
Community Goal	Valuing our environment
Objective	We protect and manage our City's natural environment and special places now and for the future

Draft Glenorchy City Council Strategic Plan 2023-32

Strategies	Identify and protect our natural values and special places including Wellington Park and the River Derwent foreshore.
	Encourage access to and appreciation of natural areas.
	Manage waste responsibly and innovate to reduce waste to landfill.
Objective	Work to reduce our resource use and carbon emissions and prepare the City for the impacts of a changing climate.
	We improve the quality of our urban and rural areas as places to live, work and play.
	Deliver new and existing services and infrastructure to improve the City's liveability.
Strategies	Improve our parks and public spaces for the wellbeing and enjoyment of our community.
	Manage the City's transport infrastructure sustainably in collaboration with transport infrastructure owners.
	Engage proactively with transport service providers to secure accessible, safe and reliable transport options for everyone.



Image to come

Draft Glenorchy City Council Strategic Plan 2023-32

Measures of success

Council will use the following strategic performance measures to help it track how it is going in meeting its strategic objectives.

The aim of the measures is to help Council to check how it is going in progressing the community's goals.

We will review the measures regularly and report on them to a Council meeting.

By watching how the measures change over time, we will know where Council needs to put its efforts to make life better in Glenorchy.

The measures are grouped around the five community goals in the Community Plan:

- Making Lives Better
- Building Image and Pride
- Open for Business
- Leading our Community
- Valuing our Environment



Image to come

Draft Glenorchy City Council Strategic Plan 2023-32

Community goal and objective	Measure
Making lives better	
We deliver services to meet our community's needs	Service request response feedback (customer survey) Council engagement with service organisations
We champion greater opportunities for our community	Improvements in Glenorchy's Socio-economic indices for areas (SEIFA) index including income, unemployment etc
Building image and pride	
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, grafitti and anti-social behaviour Public spaces cleaned within level of service
Open for business	
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

Draft Glenorchy City Council Strategic Plan 2023-32

Community goal and objective	Measure
Leading our community	
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
Valuing our environment	
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



Image to come



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The future of local government review

Options Paper


Review Stage 2 – December 2022



**Let's All Shape the Future
of Local Government.**

Department of Premier and Cabinet





All images courtesy of Brand Tasmania

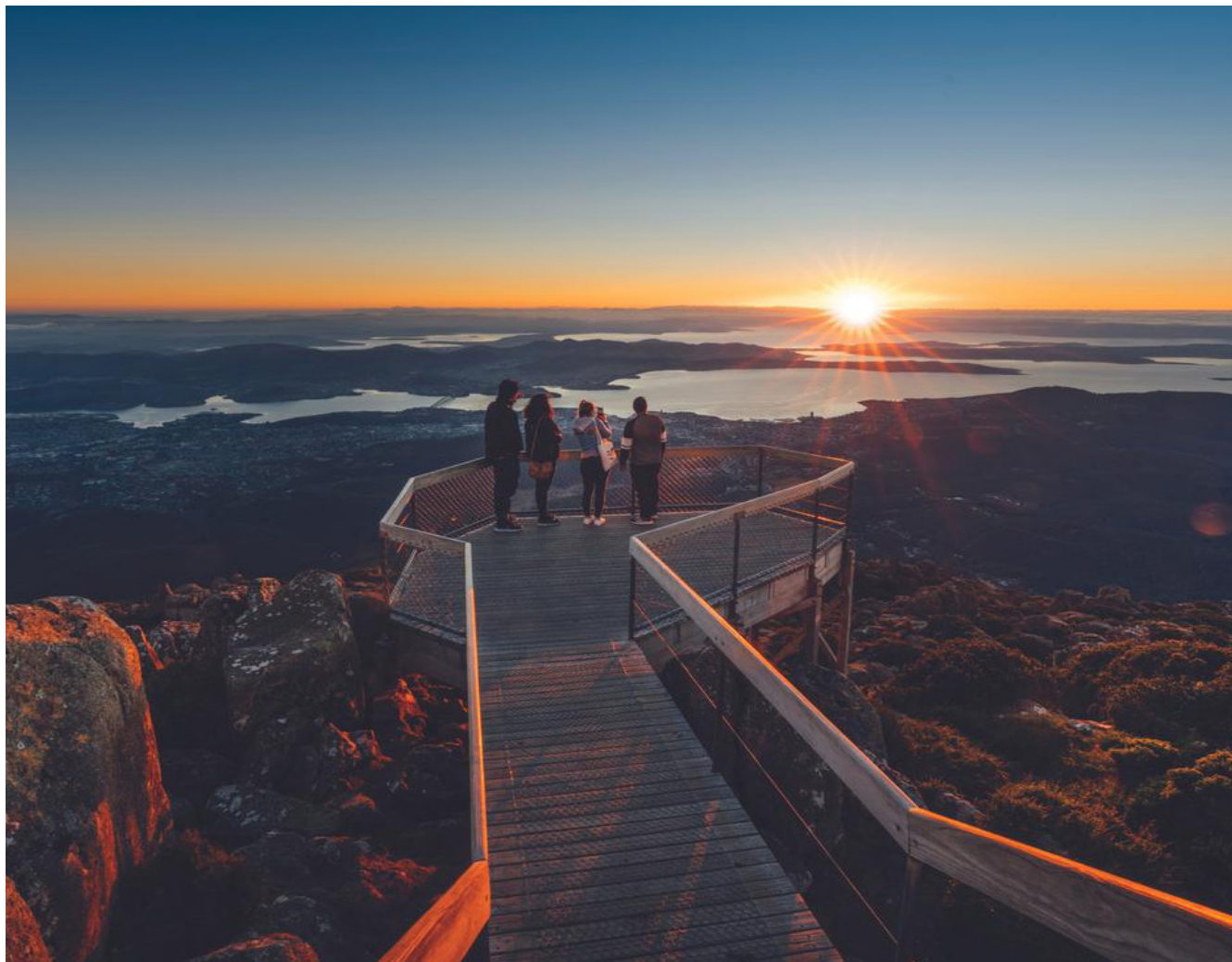
The Local Government Board is seeking feedback on the Consultation Questions in the Options Paper until 19 February 2023.

Please visit www.engage.futurelocal.tas.gov.au to respond to the questions online.

Alternatively, you can provide a written submission to:

Submissions.LGBoard@dpac.tas.gov.au or
Future of Local Government Review
GPO Box 123, HOBART, TASMANIA 7001

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Executive summary

Over the past 11 months, the Board has heard from Tasmanians how important strong, sustainable, local communities are for the future wellbeing and prosperity of our State.

Local government – alongside our other levels of government, volunteers, community organisations, and local businesses – will play an increasingly important role in shaping and supporting our communities. To do this well, local government needs to have both the capacity and capability to provide the high-quality representation, services, and infrastructure that Tasmanians need and deserve.

This Review is a once-in-a-generation opportunity to design a local government system that can respond to the growing demands and changing needs of our communities, now and in the decades ahead. Tasmania is a small state, and while we must celebrate and support our diverse local communities, we should also harness the collective strength that comes from working together to address the big challenges on the horizon. These challenges include tackling entrenched intergenerational disadvantage, managing the impacts of climate change, and supporting communities through any number of other technological, economic, and demographic transitions the 21st century will bring.

The future role of local government

Understanding the role of local government in the 21st century is at the core of this Review. We know that a lack of clarity regarding the current role of local government has created uncertainty about what councils can or should be doing. This can result in some councils feeling pressure to provide services they might not be well placed to deliver. Sometimes this expansion can be detrimental to some of local government's traditional core services, infrastructure, and functions.

During the Review, we have heard 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. We have also heard there is a need to ensure that councils retain the flexibility to tailor services (where appropriate) to meet the particular needs of their communities.

There appears to be broad agreement that the Tasmanian local government sector needs to have the capacity, capability, and frameworks if it is to evolve and adequately meet the future needs of Tasmanian 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

Through its broad inquiry in Stage 2 of the Review, the Board has identified eight reform outcomes which the Review aims to deliver for the local government sector. These are the things we believe are essential if Tasmania's system of local government is to deliver the services and support the community needs.

There is significant scope for improvement in local government across each of these outcomes. Capability and capacity are highly uneven from council to council. The sector itself agrees with us on these points. In many ways, the sector's capability challenges are unsurprising given councils' workforce constraints. In 2018, 69 per cent of Tasmanian councils were experiencing a skill shortage and 50 per cent were experiencing skills gaps. In 2022 this had deteriorated, with [86 per cent of the responding Tasmanian councils experiencing a skill shortage](#).

The purpose of this Options Paper is to set out a range of specific ideas the Board believes have the potential to get the sector where it needs to be in terms of addressing these challenges and delivering reform outcomes.

The Future of Local Government Review reform outcomes

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

Enhancing capability and capacity for the future

In exploring how we deliver these Outcomes, we have concluded that specific reform initiatives can only achieve so much in delivering a local government sector that is in the best possible position to meet Tasmania's future needs and challenges. We must address the fundamental problems with the current structure and design of Tasmania's existing local government system.

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 accepts, through its engagement with the sector and the information it has considered, that a critical part of the solution for local government reform is finding scale in key areas. We know enough to conclude that having 29 organisational boundaries can be detrimental on, for example, the ability of councils to attract and retain key skills, to uniformly manage assets well, and to deliver important regulatory functions.

We also know that 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 which inevitably transcend our current LGA (local government area) boundaries.

We do not know everything about how scale is impacting on the operations of councils, or what the exact solutions should be in terms of future structural models. Further work will need to be done as we move towards framing final reform recommendations in Stage 3 of the Review. It is clear, however, that we 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.

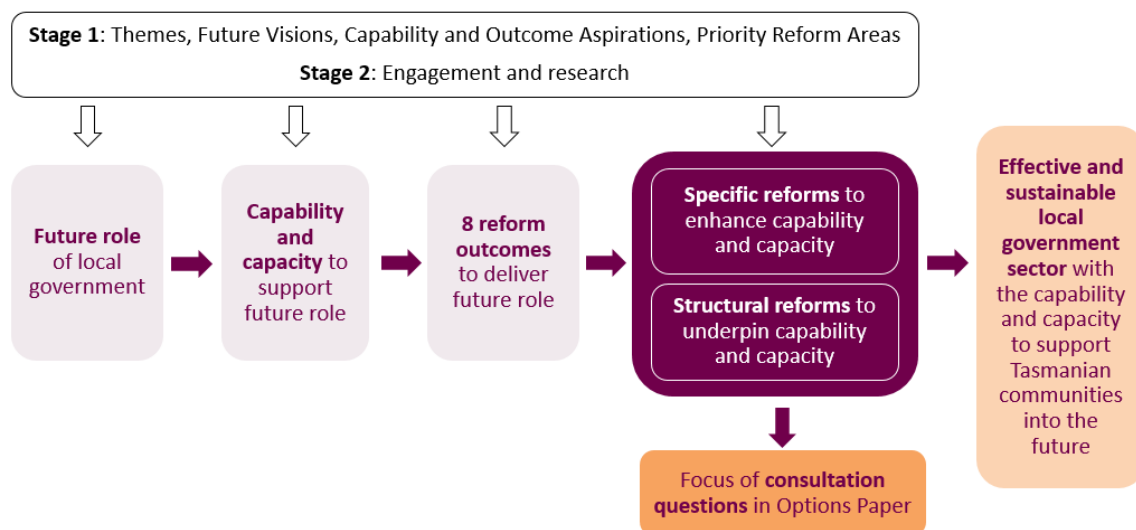
If this 'joining up' is well planned and properly supported by the State Government, we think the sector can improve the overall quality and range of services it provides to all Tasmanians and better support a range of important social, economic, and environmental outcomes. We also think this could

make local government a better place to work and help attract and retain talented workers.

If the status quo continues, and there is no meaningful reform of the sector, it is our view that significant challenges will continue to emerge. Without substantive and well-planned reform, we think there will, inevitably, come a 'tipping point' at which services suffer, and some of our 29 existing councils will not be able to afford to function effectively. When we put it in these terms, the Board believes the opportunity cost of inaction is too great to ignore.

We cannot deliver a meaningful set of reform recommendations without an open, objective, and purposeful discussion

Developing the reforms



Pathways for structural reform

Some form of 'scaling up' is critical to delivering the capability that is needed for 21st century local government service delivery. The broad approaches to achieving consolidation being considered are:

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.

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.

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.

There are already many good examples of councils working together to provide services in different ways, including by sharing staff and other resources. In some cases, councils have created joint authorities to manage specific functions or facilities, like Dulverton Waste and Southern Waste Solutions. There is further potential for this way of working, but it is likely the State Government will need to provide leadership and support to the sector to make it happen at the required scale. There are simply too many barriers right now to expect councils to 'go it alone.'

The Board understands that Tasmania's system of local government is complex, and that reform is challenging. We also appreciate 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.

Bearing in mind the current council boundaries were drawn 30 years ago, and these were adapted from boundaries which were set in the early 20th century, it is hard to argue they will be relevant today, let alone in 30 years' time. No doubt, ideas of place and connection to community remain central to the Tasmanian way of life. With the technological innovations of the past 20 years, people are living more flexible and mobile lives. Many Tasmanians can now work remotely online for at least part of their week, while others are happy to commute from outlying areas into urban centres because they value the lifestyle benefits of smaller communities.

In other words, our perception of 'local' has changed and is more complex and nuanced than it was 30 years ago. Our local government boundaries need to better reflect these realities, so there is a strength, fairness, and logic in how communities collectively help shape, pay for, and access crucial services and infrastructure. We must all remember that ultimately, councils exist to play a vital role in serving communities, but they do not necessarily define them.

The Board wants to know how people feel about the way councils work and to understand their views about which ideas and options we are putting forward that could make the most practical and positive difference for local communities.

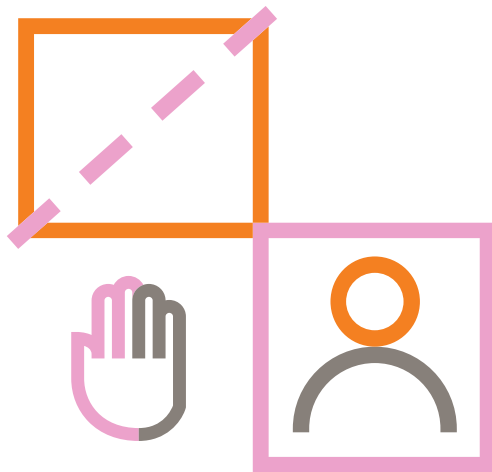
The Future of Local Government Review is at a critical juncture, and Tasmania has an opportunity to be bold. We should not rule out big ideas because we think they will be hard to implement. As the Review nears its final stage, the Board wants to hear your feedback – both on the specific reform options 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.

Finally, the options and models discussed in this paper do not reflect the Board's final views on any preferred reform pathway – they reflect the information and evidence received and considered to date.



Section 1: The journey so far

At the end of 2021, the State Government established the Local Government Board and asked us to review the way Tasmanian councils work. Importantly we have been asked to make recommendations about how the current system needs to change so that councils are ready and able to meet the challenges and opportunities the community will face over the next 30-40 years.



The Board's [Terms of Reference](#) provide broad scope to review all aspects of local government, including its role, functions, and design. We are looking at the effectiveness of services and support councils currently provide Tasmanian communities as well as changes that may have to be considered to ensure local government can continue to support communities in the years ahead.

The future role, size, structure, and funding of councils, as well as how they work with other levels of government, are all part of this important conversation.

The Review commenced in January 2022 and is structured in three main stages:

1. **Stage 1** involved community consultation and evidence-gathering. It concluded in June, when the Board provided an [Interim Report](#) to the Minister for Local Government. This engagement highlighted the key role played by local government in Tasmania as well as current and emerging challenges, opportunities, and priorities for reform.
2. **Stage 2** (the current stage) is concerned with developing and testing a broad range of possible reform options to address the issues, challenges and opportunities identified in Stage 1. The Board is to provide a further interim report to the Minister with a refined set of options by the end of March 2023.

3. **Stage 3** will see the delivery of a specific set of reform recommendations to the State Government, supported by a clear and practical implementation plan. The *Final Report* is scheduled to be delivered to the Minister by 30 June 2023.

At the end of the formal Review process, the Government will consider the Board's recommendations and decide how it wants to respond. It will be up to the Government to decide whether it agrees with all, some, or none of what the Board recommends.

Stage 2 – Developing reform ideas and options

Since the release of the Stage 1 [Interim Report](#) in July 2022, the Board has undertaken a comprehensive program of stakeholder consultation and has commissioned and conducted research and analysis on local government in Tasmania. We have also received detailed submissions which we have used to further develop and refine our current thinking.

This *Options Paper* outlines what we have identified so far from research, talking to the sector, and engaging with the community and other stakeholders. Focus groups were established which allowed the Board to test a range of ideas and options that we think have the potential to improve how local government in Tasmania works.

As a result, the Board believes we now have a strong sense of the core outcomes we should focus on for the remainder of the Review. We are now at the stage where we want to understand what the broader community views are about those options.

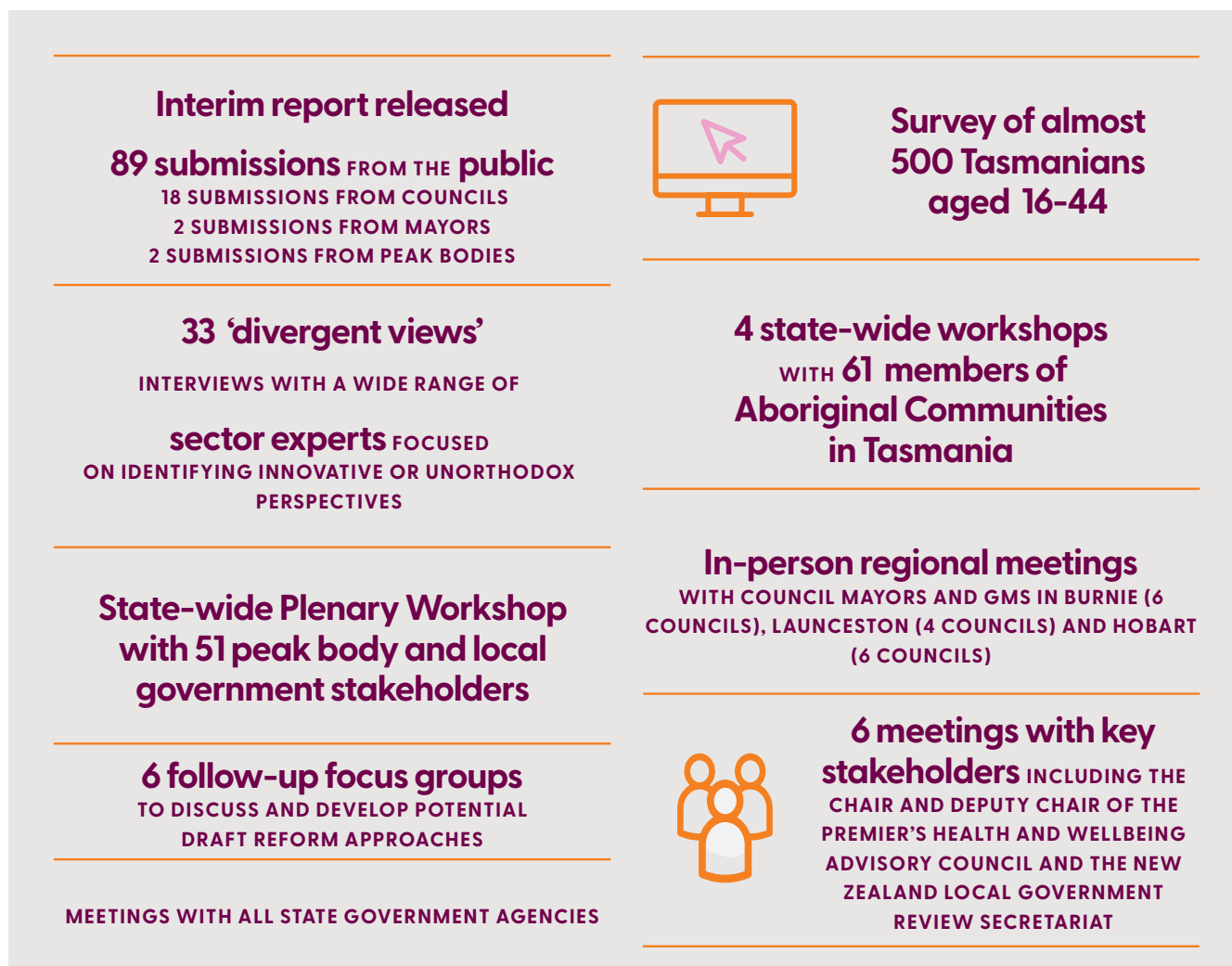


Figure 1 – Summary of Stage 2 engagement

Options Paper structure

This Paper is divided into seven sections.

The next section, **Section two**, focusses on the enduring importance of place-shaping and local communities. We identify the existing and emerging challenges Tasmanians are facing and briefly explore how councils – through their proximity to local communities and local knowledge – will have a growing leadership role in addressing these issues and promoting broader community prosperity and wellbeing.

Section three explores the role of local government, including how it has naturally evolved and expanded over time, and – through what we have heard throughout our research and engagement – what we think this role should look like into the future. We have heard that the gradual expansion and evolution of councils’ role is broadly accepted by communities and the sector. However,

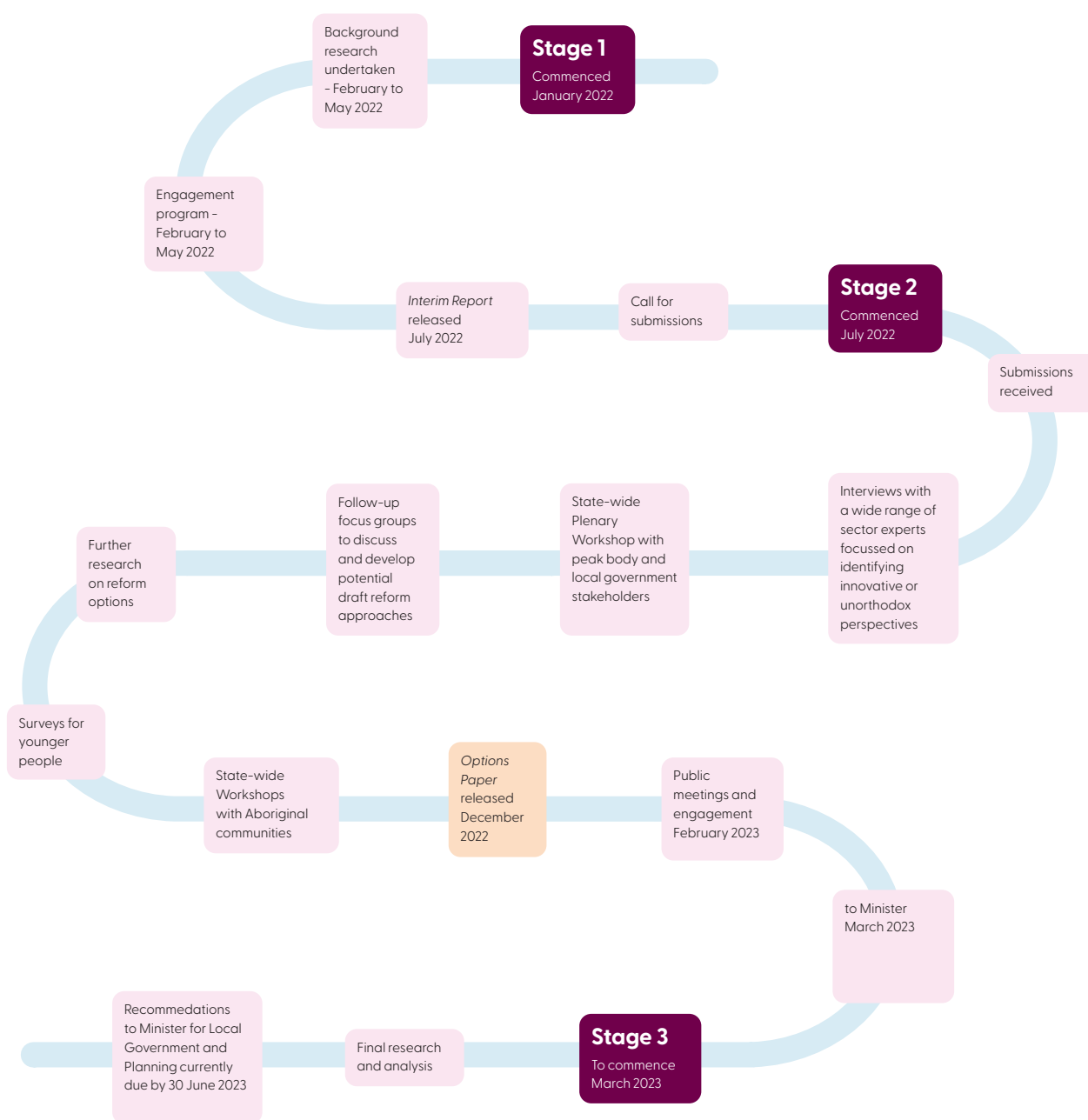
councils’ capacity, as well as broader supporting mechanisms, have not kept pace. We look at how establishing a clearer and more formal role for local government can support councils and ensure they have the capacity to deliver high quality services and functions to communities.

In **Section four** we identify eight reform outcomes and the related options for delivering a local government sector that can successfully fulfil its future role. We have developed these outcomes through our research and consultation undertaken during Stage 2 of the Review. Further details on reform outcomes and specific reform options can be found in [Appendix A](#).

Section five explores current and emerging capability gaps within the local government sector, and the risks and challenges they pose to communities. We examine future challenges, such as demographic shifts, health, housing, and climate change and how these challenges will exacerbate existing capability gaps within the sector. We also consider the discussion surrounding the benefits of scale, and how some form of consolidation will help councils to build the capability and capacity to meet the future needs of communities.

In **Section six**, we outline the high-level reform pathways that we believe have the potential to build the capability and capacity of our local government system to provide better quality services and representation and enable councils to be more responsive to future community needs.

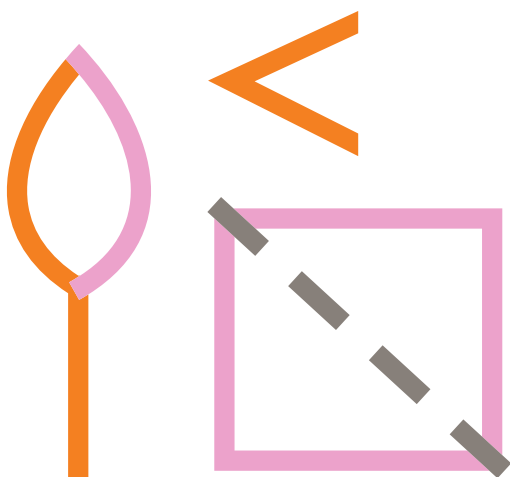
Finally, **Section seven** provides details on how you can contribute to the Review process and have your say on the future shape and direction of our system of local government.





Section 2: The enduring importance of local communities

The future prosperity of Tasmania relies on the strength and resilience of its local communities and, by extension, its councils. Despite the growing use of technology and the emergence of ‘virtual communities’, Tasmanians retain strong local networks and value their local sense of place. Evidence shows that people’s personal wellbeing is strongly related to the strength of their local community. High satisfaction and engagement with neighbourhoods has been linked to better health outcomes, higher subjective wellbeing, and lower levels of anxiety.



Strong social connections empower individuals, benefit communities, and reduce the need for some public services. Local community infrastructure, services, cultural institutions, and other place-based assets are key drivers of economic development and resilience and are central to a community's sense of belonging and identity.

Tasmanian communities, like many around the world, are facing a range of challenges now and into the future – from ageing populations, climate change, and associated natural disasters to increased cost of living pressures, growing social inequality, and unexpected crises such as the COVID-19 pandemic. These challenges can provide opportunities to strengthen local communities so they can respond more effectively. They can also put extra pressure on community wellbeing and amenity. For example, levels of volunteering decline as communities age, and population growth can result in unplanned urban sprawl.

The importance of local government has long been recognised, and its role has evolved over time. An increasingly uncertain future also highlights the need for a flexible and responsive system of local government that can address changing community needs. Councils can and should play a vital role within their local communities and Tasmania's broader system of government.

Our current council boundaries were drawn almost 30 years ago and were adapted from boundaries set in the early 20th century. The technological and digital revolution of the past 20 years has led to people living more flexible and mobile lives. Many Tasmanians can now work remotely online for at least part of their week, while others are happy to commute into urban centres because they value

the lifestyle benefits and connectedness of smaller communities.

Contemporary local government boundaries need to be informed by a clear understanding of how communities shape, pay for, and access crucial services and infrastructure. We must remember that, ultimately, councils exist to serve communities, but they do not define them. The adaptation and evolution of local government to meet changing community needs is not just desirable, it is essential.

The Board recognises that effective and capable local government is a key enabler of community prosperity and wellbeing. Indeed, based on the evidence collected and consultation conducted during the Review process, the Board believes that if councils lack the capability to support their local communities then the State's future prosperity will be compromised.

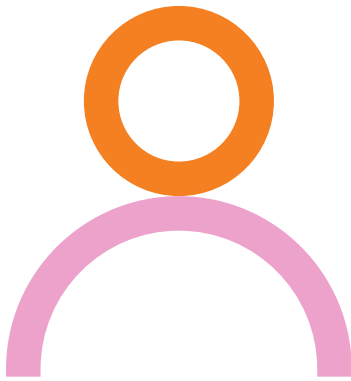
The adaptation of local government to meet changing community needs is not just desirable, it is essential.

The Board has developed its understanding of the growing challenges and capability gaps across the local government sector. In the absence of reform, these challenges will only increase over time. Therefore, a critical objective of the Board's approach is to develop a model for the future of local government in Tasmania and reforms which will enable councils to support and empower their communities in a more sustainable and effective way.



Section 3: The future role for local government

The Review has been considering the future role of local government so it can best meet the changing needs of the Tasmanian community into the future. In its Stage 1 Interim Report, the Board published a draft role statement to promote discussion, which proposed a core focus on supporting and improving the social, economic, and environmental wellbeing of Tasmanian communities.



Through its extensive engagement, the Board has heard that a lack of clarity surrounding the current role of local government can result in unrealistic or confused expectations from communities – and at times from elected representatives – about what councils can or should be doing. This has created gradual ‘scope creep’ in the range of functions some councils perform. This Options Paper presents an opportunity to clarify the future role of local government, so we can move forward on the best ways of supporting it through practical reform.

We also recognise that local government has changed considerably in recent decades and will continue to do so as community needs evolve. In furthering our understanding of role, the Board’s engagement and research suggests:

- There is support for local government to play a carefully defined ‘place-shaping’ role. This includes providing high quality and increasingly sophisticated representation, engagement, and community advocacy, as well as facilitating and coordinating programs and projects at a community level. Place-shaping also includes vital economic and community development functions, strategic land-use planning, and targeted place-based wellbeing initiatives in response to distinctive community needs or preferences.

We have heard support for councils continuing to deliver the core functions and services they currently provide, and we do not think there is a convincing case to radically change local government’s role in these areas.

- There is support for the idea that councils should have flexibility to provide ‘optional’ services (in addition to those statutory functions they should be prioritising) in response to clear community needs or demands. When councils do this, however, it should be with the support of their communities via a transparent and accountable process. Councils should explain why they are proposing to provide a new service and how much it will cost ratepayers.
- There is a clear need to develop robust and properly supported frameworks and processes for more effective strategic partnerships between local, state, and federal governments, enabling better coordination of effort between neighbouring councils and among spheres of government.

We discuss some of the reform options the Board is considering to address these issues in Section 4 below.

Our engagement has also revealed growing concerns about councils’ variable – and in some cases, highly constrained – capacity and capability to deliver key functions and services to a high standard. There are clear examples of where councils are not able to support local communities because they lack capability in key areas, or where their capability is vulnerable due to staffing challenges or funding changes. We discuss these capability and capacity challenges in Section 5 below.



A proposed role statement for local government in Tasmania

To support and improve the social, economic, and environmental wellbeing of Tasmanian communities by:

1. Harnessing and building on the unique strengths and capabilities of local communities

This means local government is a crucial 'grassroots' democratic space where – through discussion, debate, and agreed collective action – local communities are empowered to draw on networks, build social capital, and forge cultural identities.

2. Providing infrastructure and services that, to be effective, require local approaches

This means local government directs its resources to delivering those things that are

shown to work best when designed and delivered at the 'sub-regional' scale. It also means that infrastructure and services should be delivered at a regional or statewide level if it is more effective and efficient to do so.

3. Representing and advocating for the specific needs and interests of local communities in regional, statewide, and national decision-making

This means local government is an effective local advocate in those areas where it does not have direct service delivery responsibility and works with other levels of government to facilitate and deliver the things their communities need most. Local government becomes a broker and delivery partner in a range of areas, in varying capacities.

What we heard: Further community engagement with Tasmanians under 45 and Aboriginal communities

During Stage 2 of the Review, the Board got in touch with two groups we had not heard much from in Stage 1: Tasmanians under 45 and Aboriginal communities.

Tasmanians under 45

We surveyed almost 500 Tasmanians aged 16 – 44, to hear their greatest concerns for the future of their local area, as well as the role they think local government should play in addressing those issues.

What we heard: Further community engagement with Tasmanians under 45 and Aboriginal communities (continued)

A core set of concerns for the future kept appearing in submissions from across the state. These issues were:

- Climate change and other environmental issues
- Cost of living
- Housing and homelessness
- Impacts of poorly managed population growth, including lack of transport options and green space, congestion and poor urban planning
- Jobs, training and educational opportunities
- Access to quality local services
- Equality and inclusion

Many respondents believe local government should play a strong role in addressing these issues, while also observing that the current system may constrain or limit the sectors' response. For example, many respondents noted the inherent competition between councils is stifling regional cooperation on key issues like public transport, addressing climate change, and efficient urban planning.

Many Tasmanians in this cohort also noted that councils have a strong role to play in environmental leadership and stewardship in their communities. Suggestions included providing greater education on waste and biodiversity management, incentives for business and communities to undertake better waste and recycling practices, and greater access to recycling and waste management services.

77 per cent of respondents feel underrepresented and 'not heard' by their councils. Many respondents noted their councils fail to listen to or engage with younger voices, particularly when making service or infrastructure decisions, or addressing local challenges and issues. We heard broadly that councils should be engaging with all their residents so they can effectively support their communities, or advocate for action on local issues to other levels of government.

Aboriginal communities

We spoke with 61 members of Aboriginal communities across the State, and heard similar messages about feeling underrepresented and unheard by their councils. We heard that Aboriginal perspectives were not being listened to and considered in decision-making. Participants said they often felt unwelcome, anonymous, or overlooked in council work. They felt that council structures did not meet their needs, and councils did not make any attempt to understand them.

We heard that local government could improve relations with Aboriginal people by proactively coming to them, meeting them on Country, providing an informal atmosphere for communication, and genuinely seeking to build ongoing relationships. Councils also need to allow people to identify and address the feelings that can arise when considering the colonial past.

There was a strong desire to see more Aboriginal people represented in local government positions, such as council staff or as councillors. This would allow for greater diversity in the views and priorities considered within councils, and lead to more effective services. There was a strong desire to see well-supported Aboriginal Liaison Officers employed within local government, both to educate others within government and to improve consultation and communication with the Aboriginal community. Mentoring programs were also mentioned as an opportunity to get younger Aboriginal people involved in local government.

Symbolic and practical recognition of Aboriginal culture and history were seen as important. Examples included prioritising acknowledgements of Country, dual place names, flying the Aboriginal flag, and investing in infrastructure that facilitates Aboriginal cultural activities, such as fire pits. Cultural awareness training for councillors and staff was also seen as important to improve local government interactions with Aboriginal people.

3.1 Breaking down councils' role and functions

The Board recognises that guidance is needed on how the role outlined above translates to the practical delivery of services to communities. Councils play different roles depending on the situation and community need. While councils and their communities need clarity about who is responsible and accountable for what, local

government must also be able to respond with flexible solutions to meet the needs of communities. We believe that, rather than a single role, councils should play different roles depending on the situation, issue, and community need.

The model adapted from [Brighton Council's 2050 Vision](#) neatly summarises some of these key roles (see Table 1 below).

Role	Description	Example(s) of function
Service Provider (or Purchaser)	Responsible and accountable for the delivery of a specific function and associated services	Waste collection, construction and maintenance of local roads and footpaths
Regulator	Enforce their own regulatory controls (by-laws) and enforce regulatory provisions under State legislative frameworks	Building control, food safety inspections, environmental health regulation, local by-laws
Facilitator, Coordinator, or Partner	Working with others to arrange and support the delivery of a particular function, service, or outcome	Emergency response and natural disaster management, economic development including City Deals, natural resource management
Advocate	Lobby on behalf of their constituencies to other levels of government responsible for services in their communities	Pushing for state or Commonwealth action on climate change or health services

Table 1: Brighton Council's 2050 Vision's key roles

In some areas, councils will have multiple responsibilities. Climate change is one key emerging example where councils need to play multiple roles simultaneously. Specifically, councils play the roles of:

- A **service provider**, notably via their asset management responsibilities
- A **regulator**, enacted through local building codes and strategic land-use planning
- A **facilitator, coordinator, and partner**, including in disaster relief or emergency management situations, and
- An **advocate**, through lobbying or representation on emissions reduction initiatives at other levels of government.

To support councils in performing their role, we believe it will be essential to distil the different council roles and functions into a clear framework for councillors, council staff, and communities alike. Feedback from submissions and consultation conducted for the Review has suggested that a Local Government Charter may be the best way to achieve this (see 'What we heard' text box below).

What we heard: a Tasmanian Local Government Charter

- There is support for developing a clear and concise Charter for local government. The document would include a summary of councils' role, as well as outlining the role and responsibilities of elected representatives and council staff, similar to how the role is legislated in Victoria.
- A Charter should be included within the Local Government Act, the key guiding document for Council executives and councillors.
- It must be designed to clarify and raise awareness of the role and responsibility of local government for communities.
- A Charter should summarise a council's core statutory roles and functions.
- A Charter should not add unnecessary complexity. It should also allow councils the flexibility they need to respond to changing circumstances and their communities' unique needs.
- A Charter could clarify the relationship, roles, and responsibilities of local government in relation to, and in collaboration with, other spheres of governments, particularly around funding.

3.2 Supporting wellbeing – 'core business' for local government

In simple terms, the concept of wellbeing captures a range of factors and circumstances that enable us to live a 'good life'. It includes things like physical and mental good health, financial resources, and social connections. The COVID-19 pandemic has shown us that wellbeing challenges cannot be tackled by state and federal governments alone. They will increasingly require partnerships with a strong and capable local government sector, service providers, and communities themselves.

In May 2022, the Tasmanian Premier, the Hon. Jeremy Rockliff MP, announced the development of Tasmania's first [Wellbeing Framework](#), noting that the concept includes a number of aspects:

- Economy
- Health
- Education
- Safety
- Housing
- Living standards
- Environment and climate
- Social inclusion and connection

- Identity and belonging
- Good governance and access to services.

Local government has been influencing all these areas for decades, and clearly has a key role in the development and delivery of the Tasmanian Wellbeing Framework. This broad role for councils in wellbeing is set out in the proposed role statement (section 3 above): "To support and improve the social, economic and environmental wellbeing of Tasmanian communities".

Consultation and research undertaken by Local Government Association Tasmania (LGAT) and the Review has revealed strong support for councils' role in supporting community wellbeing if it is clearly defined, carefully integrated into state and national policies, and appropriately resourced. At this stage, the Board acknowledges there is an absence of any clear legislative framework or overarching state policy to align the various efforts of councils and other spheres of Government more effectively.

The development of Tasmania's Wellbeing Framework will help to refine local government's role in promoting wellbeing and how it complements that of the State Government. A robust set of indicators for tracking progress on

community wellbeing priorities will also help clarify roles and measure progress over time.

A [Queensland framework for wellbeing](#) indicators breaks down local government's role into five areas. Applying this framework helps to identify the specific role councils can play to improve community wellbeing:

1. Healthy, safe, and inclusive communities
2. Culturally rich and vibrant communities
3. Dynamic resilient local economies
4. Sustainable built and natural environments
5. Democratic and engaged communities.

For example, councils can create 'culturally rich and vibrant communities' by providing the service of a community hall where people get together and enjoy music or a celebration. When it comes to creating 'dynamic resilient local economies,' councils can act as facilitator, encouraging investment and employment in their area by governments and businesses.

The concept of wellbeing captures a range of factors and circumstances that enable us to live a 'good life'.

Councils also play a range of roles in creating 'healthy, safe, and inclusive communities,' from lobbying other spheres of government for better GP services, through to regulating local food businesses to ensure their food is safe. Given State and Commonwealth Government responsibilities for health, local government's most important and complementary focus should be in the areas of preventive health and wellbeing promotion. This encompasses councils' direct responsibilities for planning, urban design, liveability, and environmental health, as well as partnering with others to provide health programs, and social and community services.

Other examples of how councils' role may vary across wellbeing domains are shown in Table 2, below.

Specific options the Board is exploring in relation to how councils can support community wellbeing are provided in Section 4 below.

	Healthy, safe, and inclusive communities	Culturally rich and vibrant communities	Dynamic resilient local economies	Sustainable built and natural environments	Democratic and engaged communities
Service provider	Waste management	Recreation facilities		Roads, cycle paths, parks	Community engagement on council plans
Regulator	Food safety			Land-use zoning, building and plumbing permits	
Facilitator or partner	Recovery from natural disasters, preventative health programs	Supporting visiting arts and culture programs	Encouraging investment and jobs	Climate action (including sustainable energy use and renewables)	Acting as an 'anchor' to support collaborative projects and programs
Advocate	Lobbying for better GP services		Advocating for local vocational training support	Seeking investment in affordable housing	Representing local priorities to State and Federal Governments

Table 2: Examples of council roles in community wellbeing

3.3 Strategic, structured, and sustainable partnerships

The need to support strategic collaboration and partnerships among councils, as well as between local, State, and Federal Governments, has been a consistent theme of the Review. Improving strategic collaboration between different spheres of government is becoming more urgent given growing recognition that complex social, environmental, and economic challenges, such as climate change, can only be addressed through collaboration across all levels of government, industry, and the community.

Many other areas of government activity could also benefit from greater collaboration between local and state authorities, including through:

- Sharing technical expertise between State and local government professionals;
- Expanding the integration of Service Tasmania and council front office functions;
- State agencies providing more detailed advice and guidance on legislation/regulation

‘Government is becoming more like a network supported by strategic partnerships between the Commonwealth, state and local government and the communities they serve.’

The Independent Review of the Australian Public Service, 2019

implemented by local government;

- Greater commitment to co-regulation; and
- Integration of workforce planning and training strategies.

The Board believes more effective collaboration can take many forms and has clear potential to improve outcomes for Tasmanian communities. Successful and sustained collaboration requires trust, commitment, and transparency about the role and responsibilities of different actors in key partnerships.

Critically, the Board has heard voluntary approaches to regional or intergovernmental partnerships are difficult to sustain and vulnerable to councils opting in or out based on changing priorities. For this reason, the Board will need to consider whether there are areas in which collaboration between councils, and between the State and local government, should be made mandatory. *Specific options we are exploring in relation to strategic partnerships are provided in Section 4 below.*

Consultation questions

- Which of the four core roles (see Table 2) of councils needs more emphasis in the future? Why?
- Do you agree that there is general community support for councils continuing to deliver their current range of functions and services? Are there any functions and services councils deliver now that they shouldn't? Why?
- Assuming they have access to the right resources and capability, are there services or functions you think councils could be more involved in? Why?
- Where do councils currently make the biggest contribution to community wellbeing? What wellbeing functions and services should they provide in the future and how can they be supported to do that?

Local government's role in responding to climate change

Climate change is a global issue and arguably the greatest challenge facing humanity, but its effects are felt by communities at the local level. There is recognition that effective climate action will require concerted and coordinated effort from all levels of government, business and society, from international agreements to grass-roots community action. All Tasmanian councils are responding to climate change either directly or indirectly. The Board has heard that strong, capable, and adaptive local governments are required to tackle climate change proactively at a community level, highlighting the need to build capability and coordination across councils.

The Review has identified at least four specific ways in which local government can help communities respond to climate change.

Mitigation and emissions reduction

All organisations and individuals have a role to play in emissions reduction and local government has a particular opportunity to contribute to this effort through innovative waste management and planning more compact and liveable cities and settlements to reduce transport emissions.

Engagement and advocacy

As the closest level of government to the community, councils are uniquely positioned to help citizens navigate the challenges of climate change and to highlight the impacts of climate emergencies at the local level. Climate change was the biggest concern for the future identified

by almost 500 younger Tasmanians surveyed for the Future of Local Government Review.

Adaptation

Local government's most important role is in ensuring communities are prepared to the greatest extent possible for the consequences of unavoidable climate change. This includes upgrading infrastructure to cope with extreme weather events, building community resilience and emergency response and disaster recovery capacity at a local level. It is widely recognised that adaptation planning is best undertaken with communities at a local level although in many cases the resources are provided by state and federal governments.

Coordination and collaboration

To ensure we are well placed to meet the challenge, local governments need to coordinate with state and national governments to align with and contribute to broader regional and national agendas and endeavors. Tasmania's recently legislated [*Climate Change \(State Action\) Act 2022*](#) includes a commitment to produce a Climate Change Action Plan, and Emissions Reduction and Resilience Plans. The State and local governments will need to work collaboratively to align plans with specific community needs at a local level.



Section 4: Reform outcomes

The Stage 1 *Interim Report* established six reform areas for the Review to explore with a view to establishing a local government system with the right capability to meet the future needs of the Tasmanian community. As the Board addressed these reform areas, and discussed them with experts and the community, it became apparent there were significant interrelationships – and common underlying drivers – between all the reform areas.

Common themes across these reform areas include the need for a skilled and capable workforce, the challenges in recruiting this workforce across the State, and the need to increase the scale of council operations to improve local government's strategic capacity and capability to deliver services.

Having considered these broad themes and feedback from councils and the wider community, the Board has identified eight reform outcomes for the Tasmanian local government sector. These are the things the Board believes are essential if our system of local government is to deliver the services and support the Tasmanian community needs.

In consultation with our expert focus groups, the Board has developed a suite of specific, targeted options that we think have the potential to improve

the local government sector's performance in delivering against these eight outcomes.

Fundamentally, all these options are aimed at improving the capability of councils to deliver for their communities, based on the Board's emerging understanding of where the key pressure points are for the sector now, and in the future.

The eight reform outcomes and the specific reform options are summarised at a high level in (Table 3) below. The Appendix provides more details about the individual reform outcomes and explains how and why we think our specific reform options will help deliver them. The Appendix also poses a range of consultation questions on the options that we'd like to hear from the community about.

Reform outcomes	Options
Councils are clear on their role, focussed on the wellbeing of their communities and prioritising their statutory functions	<ul style="list-style-type: none"> Establish a Tasmanian Local Government Charter which summarises councils' role and obligations, and establishes a practical set of decision-making principles for councils Embed community wellbeing considerations into key council strategic planning and service delivery processes Require councils to undertake Community Impact Assessments (CIAs) for significant new services or infrastructure
Councillors are capable, conduct themselves in a professional manner, and reflect the diversity of their communities	<ul style="list-style-type: none"> Develop an improved councillor training framework which will require participation in candidate pre-election sessions and, if elected, ongoing councillor professional development Review the number of councillors representing a council area and the remuneration provided Review statutory sanctions and dismissal powers Establish systems and methods to support equitable and comprehensive representation of communities
The community is engaged in local decisions that affect them	<ul style="list-style-type: none"> Require consistent, contemporary community engagement strategies Establish a public-facing performance reporting, monitoring and management framework Establish clear performance-based benchmarks and review 'triggers' based on the public-facing performance reporting, monitoring and management framework
Councils have a sustainable and skilled future workforce	<ul style="list-style-type: none"> Implement a shared State and local government workforce development strategy Target key skills shortages, such as planners, in a sector-wide or shared State/local government workforce plan Establish 'virtual' regional teams of regulatory staff to provide a shared regulatory capability

Reform outcomes	Options
Regulatory frameworks, systems and processes are streamlined, simplified, and standardised	<ul style="list-style-type: none"> Deconflict the role of councillors and planning authorities Refer complex planning development applications to independent assessment panels appointed by the Tasmanian Government Remove councillors' responsibility for determining development applications Develop guidelines for the consistent delegation of development applications to council staff Greater transparency and consistency of councils' resourcing and implementation of regulatory functions Increase support for the implementation of regulatory processes, including support provided by the State Government Strengthen connections between councils' strategic planning and strategic land-use planning by working with State and Commonwealth Governments
Councils collaborate with other councils and State Government to deliver more effective and efficient services to their communities	<ul style="list-style-type: none"> Require councils to collaborate with others in their region, and with State Government, on regional strategies for specific agreed issues Establish stronger, formalised partnerships between State and local government on long-term regional, place-based wellbeing and economic development programs Introduce regional collaboration frameworks for planning and designing grant-dependent regional priorities Support increased integration (including co-location) of 'front desk' services between local and state governments at the community level
The revenue and rating system efficiently and effectively funds council services	<ul style="list-style-type: none"> Explore how councils are utilising sound taxation principles in the distribution of the overall rating requirement across their communities Enhance public transparency of rating policy changes Examine opportunities for improving councils' use of cost-reflective user charges to reduce the incidence of ratepayers' subsidising services available to all ratepayers, but not used by them all Consider options for increasing awareness and understanding of the methodology and impacts of the State Grants Commission's distribution of Federal Assistance Grants Investigate possible alternative approaches to current rating models, which might better support councils to respond to Tasmania's changing demographic profile
Councils plan for and provide sustainable public assets and services	<ul style="list-style-type: none"> Standardise asset life ranges for major asset classes and increase transparency and oversight of changes to asset lives Introduce requirement for councils to undertake and publish 'full life-cycle' cost estimates of new infrastructure projects Introduce a requirement for councils to undertake regular service reviews for existing services Support councils to standardise core asset management systems, processes, and software across councils

Table 3: Future of Local Government Review reform outcomes and options

While we think these options provide a range of opportunities to significantly improve the way our local government system works, targeted or specific reform initiatives can only take us so far in delivering a local government sector that is in the best possible position to meet our future needs and challenges. The Board believes we must also address the fundamental problems with the structure and design of the current Tasmanian local government system.

The next Section of this Paper outlines the issues we think the community needs to consider about the future scale and model of local government representation and service delivery in Tasmania. The three structural reform ‘pathways’ the Board is considering are then discussed in more detail in Section 6.





Section 5: Building local government capability and capacity now and for the future

The Board has gathered information and listened to a wide range of Tasmanians' views on what councils do well, what can be improved, and how we can design the local government sector to best serve the next generation. The Review has highlighted councils' key role in supporting the future wellbeing and prosperity of Tasmanian communities and has heard that this will require more effective systems and approaches, as well as investment in additional capability and capacity.

As the Review nears its final stage, the Board has been assessing whether local government has the capability and capacity to deliver its important mission, and how the system might be improved to better meet the needs of the whole Tasmanian community.

Some councils have argued significant local government reform is unnecessary and believe they are already well equipped to meet future community needs, perhaps with some adjustments at the margin. Most, however, acknowledge that more fundamental change is necessary and that this has been known for some time. Specifically, in the Board's discussions with councils we have heard broad agreement from the sector that:

- The status quo is not an optimal or a sustainable model for the sector as a whole given the growing demands, complexity, and sustainability challenges local government is facing;
- 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 materially better services is significant and, unfortunately, this will not occur on a purely voluntary basis within the current framework.

The Board's considered view, developed through its engagement with the sector and the research it has undertaken, is that a critical part of the solution for local government reform is increasing scale in key areas. We know enough to accept that having 29 organisational boundaries is having a significant and detrimental impact on, for example, the ability of councils to attract and retain key skills, to uniformly manage assets well, and to deliver important regulatory functions.

We also know that the competition, fragmentation, and duplication of effort that naturally occurs across 29 councils can and does hinder collaborative effort and outcomes when it comes to managing regional and state-wide challenges that transcend our current LGA boundaries.

We do not know everything about how scale is impacting on the operations of councils, or what the precise solution to this problem should be. Further work will need to be done as we move towards framing up final reform recommendations in Stage 3. However, it is clear that we cannot deliver a meaningful set of reform recommendations without an open, objective, and purposeful discussion on how to give Tasmanian communities access to the benefits that larger economies of scale and scope could provide.

It is also the Board's view, and the majority view among experts and sector stakeholders we have consulted, that the solution to addressing the issues of scale is unlikely to be found with minor modifications to the current form of local government. It is almost certain system-wide reform will be required. This means redesigning our system of local government to ensure councils have the requisite scale, resources, capability, and capacity to deliver on their critical mandate in the coming decades.

5.1 Anticipating future needs

The Review has heard that councils will face growing demands on their resources in the years ahead due to a combination of new and expanded roles and growing community needs. Councils will also need the capability to support communities through emergencies and unexpected crises, such as the COVID-19 pandemic and extreme weather events. These challenges will likely be felt most acutely in our more regional and remote communities, many of which have councils with the lowest levels of structural sustainability, capacity, and capability (see Table 4 below).

Demographics	<ul style="list-style-type: none"> Tasmania's population is the <u>oldest in the country</u>. Despite predicted population growth (mostly in and around the major population centres in the south) a majority of Tasmanian councils (52%) is forecast to experience population decline over the next 20 years. Demographic pressures are especially acute in regional Tasmania; <u>92 per cent of rural and remote councils</u> are set to experience population decline or stagnation. By 2042, <u>Treasury projections indicated</u> that the median age of over half of Tasmania's LGAs will be 50 or higher. 94 per cent of these LGAs are rural.
Health and wellbeing	<ul style="list-style-type: none"> Tasmanians are <u>more likely to experience disability or mobility challenges than the national average</u>, and a sizeable proportion require assistance with daily activities. Disability and mobility challenges are especially acute in regional Tasmania as many residents with elevated levels of need live a significant distance from vital services.
Housing and workforce	<ul style="list-style-type: none"> Tasmania's rental market is among the <u>least affordable in the country</u>, and a high proportion of Tasmanians experience housing stress. Tasmanians also have the <u>lowest median weekly incomes in the nation</u>. Growth in rents and property prices for regional areas is outstripping growth in cities, and income disparity is stark in regional Tasmania.
Geographic scale, climate change	<ul style="list-style-type: none"> Tasmania has <u>more councils for its land area than any other Australian state or territory</u> (six times the national average), creating coordination and management challenges in emergency or disaster situations. Tasmanian communities are facing <u>increased risk of extreme weather events</u>. Growing bushfire risk in regional areas poses an especially dire threat.

Table 4: Tasmania's future needs and challenges – key dimensions

5.2 Emerging capability gaps

Beyond establishing the future needs of the local government sector, the Review has also assessed the current activities and functions of Tasmanian councils. This assessment has identified capability gaps which, in the absence of reform, are likely to grow over time.

There is growing evidence that many councils are unable to fulfil their statutory obligations across a range of functions, including food safety and building and plumbing inspections (see Table 5 below). These statutory functions are critical to the health and safety of Tasmanians. While performance varies widely between councils, overall, these issues were identified as more acute in smaller councils, particularly in rural and remote areas.

The explanation most commonly offered for these compliance failures is persistent and growing workforce shortages across the sector (see table below). The 2018 [LGAT Local Government Workforce and Future Skills Report](#) found these shortages were due to: the rural and regional locations of the work; inability to compete with private sector pay rates; lack of suitably qualified candidates; the reputation and public image of councils; and the lack of training providers in Tasmania. The Board has heard that workforce shortages have intensified significantly over the four years since the LGAT study.

Capability gap	Evidence
Workforce shortages	In 2018, 69 per cent of councils were experiencing a skills shortage and 50 per cent were experiencing skills gaps. In 2022 this had deteriorated, with 86 per cent of Tasmanian councils experiencing a skills shortage. Engineers, town planners, environmental health officers, and building surveyors were in the top five areas of shortages.
Gaps in public health monitoring and reporting	62 per cent of councils are failing to carry out all the food safety inspections recommended to protect the public from dangerous food poisoning risks like Salmonella. 72 per cent of councils are failing some of their responsibilities for monitoring that the water in pools and outdoor sites is safe for swimming. Smaller councils were more likely to be failing in these responsibilities than larger councils.
Uneven enforcement of building and plumbing regulations	69 per cent of councils are failing to perform the plumbing inspections required to ensure public safety and prevent risks like waterborne illness. 31 per cent issued some plumbing permits without site inspections. When building orders were not complied with, councils failed to take follow up action in 79 per cent of cases. On these plumbing and building measures, larger councils were more likely to be fulfilling their responsibilities than smaller councils.
Planning to maintain roads and other council assets	A review of asset management plans has found high levels of non-compliance with minimum statutory requirements. Only 42 per cent of rural councils were compliant in 2020-21, compared with 60 per cent of urban councils. Many councils used longer-than-recommended useful lifespans when valuing their assets. There are instances where major asset classes like stormwater infrastructure have not been accounted for at all.

Table 5: Emerging capability gaps and supporting evidence

5.3 Building capability – the benefits of consolidation and scale

In addition to sector-wide workforce shortages, the ability of councils to deliver effective and consistent services is hampered by fragmented and inefficient administrative systems and processes and competition between councils for investment, funding, and staff.

More broadly, while most councils are financially sustainable in the short term, many are concerned about their ability to meet their statutory obligations and provide the services their communities need and expect in the future.

The Board believes it is necessary to reform Tasmania's local government system to enhance capability and capacity across the sector so that councils can either provide or advocate for the quality services and facilities communities need, expect, and deserve.

For example, as noted in Section 5.2:

- Only 37 per cent of rural councils had compliant asset management plans, whereas 60 per cent of urban councils were compliant;
- While there are examples of high-performing small councils, overall compliance with critical key building and health regulations is higher among larger councils; and
- Larger urban councils are better able to plan for and manage roads and other council infrastructure than small rural councils.

Review Submissions on the challenges facing rural councils

- In rural and remote locations, councils feel compelled to act as the service 'provider of last resort' when State or Federal Governments, or private markets fail to meet community needs.
- This is because people living in rural areas do not have access to the range of services available to those living in cities, including services provided by not-for-profits and by State Government departments.
- Councils need to be supported to build their responsiveness to climate change risks with adequate funding and technical capacity.
- Accessing adequate and affordable healthcare is becoming a growing challenge in many rural communities. While direct health and aged care are the responsibilities of State and Commonwealth Governments, councils feel compelled to address this challenge, particularly in rural communities with a high proportion of elderly and lower-income residents.
- Housing challenges are another major concern in rural communities. Some councils would like to provide more housing and services, but consider it beyond their remit and financial means.

The problem is not with individual councils, but the structure of the local government system itself. The Board believes the only appropriate response to structural constraints is structural reform.

The benefits of increasing scale across the Tasmanian local government sector have also been highlighted in submissions to the Review. The Board received 18 submissions from councils during its Stage 2 consultation, of which 13 (72 per cent) agreed increased scale through either council or some form of service consolidation (or both) would yield benefits in terms of councils' ability to provide better services. Nine councils noted the merits of shared services, while six advocated for some form of amalgamation. Some councils supported or acknowledged the benefits of both approaches. This sentiment was further explored and tested when the Board met individual council mayors and general managers during Stage 2.

Finally, while the wider literature on local government reform draws a range of conclusions there is evidence that by increasing scale the following benefits are possible:

- **Efficiency** – delivering services at greater scale (see next section) may not necessarily flow through to 'cost savings,' but may result in more effective and/or sustainable service delivery. For example, the [SGS Greater Hobart](#) and [KPMG South-East Councils](#) feasibility studies

identified potential efficiencies of \$19 million and \$7.6 million per annum respectively from consolidation.

- **Financial resilience and sustainability** – while most councils are currently 'getting by' financially, bigger councils with larger revenue bases and resources are, if well managed, more likely to be able to expand services and withstand financial shocks.
- **Economy wide benefits** – greater coordination of investment decisions and regional land use and infrastructure planning can deliver economy-wide productivity gains.
- **Influence** – a larger organisation will be more influential as an advocate to other levels of government, more able to form productive partnerships with businesses and community organisations, and more likely to attract investors to their council area.

The Board has concluded structural reform designed to increase the scale, sustainability, and capability of Tasmania's local government system will be required to meet the future needs of the Tasmanian community. Over the course of Stage 2, we have also engaged with the sector and undertaken research on the approach and design of structural reforms required to ensure that councils are equipped to meet future challenges.

Consultation questions

- Do you agree with the Board's assessment that Tasmania's current council boundaries do not necessarily reflect how contemporary Tasmanians live, work, and connect?
- We have heard that councils need to be "big enough to be effective and small enough to care". How big is big enough to be effective? How small is small enough to care? What factors determine that? How do we strike the balance between these factors?
- Thinking about Tasmania now, and how it might change over the next 50 years, what are the most important things to consider if we were to 'redraw' our council boundaries?



Section 6: Structural reform – three potential pathways

Having considered a wide range of strategies for building capability and delivering better outcomes, the Board is now seeking feedback on three broad reform pathways. This section provides further detail on these pathways and lays out some of the arguments we have heard for and against.

Three reform pathways

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

Pathway 1: Significant (mandated) sharing and consolidation of services

The first possible pathway to improve councils' capability and capacity would be an extensive program of structured service consolidation. Under this option, Tasmania would retain its current structure of 29 councils, but a range of council services would be delivered by central or regional providers. All councils would be required to participate.

The centralisation of water and sewerage services into TasWater – formerly the responsibility of individual councils – is one example of this type of model, as are joint authorities like Dulverton Waste and Southern Waste Solutions. While these examples represent two common approaches, the Review is considering a range of alternative models and innovative options. These range from joint authorities all the way to near-total

administrative integration, such as exists between Kentish and Latrobe Councils (see Figure 3 below).

While more systematic service sharing and consolidation offers benefits, there are also risks and challenges (see Table 6). Although the Board has not formed a particular view on the specific services that may ultimately be consolidated in this model, various options have been raised in our engagement, including waste, regulatory and planning services, stormwater, roads and other major infrastructure maintenance, major systems procurement, and back office corporate and IT services. The greatest concern in Tasmania is that large-scale service consolidation could leave smaller councils without the critical mass of functions or resources required to fulfil their remaining mandates in a sustainable way.

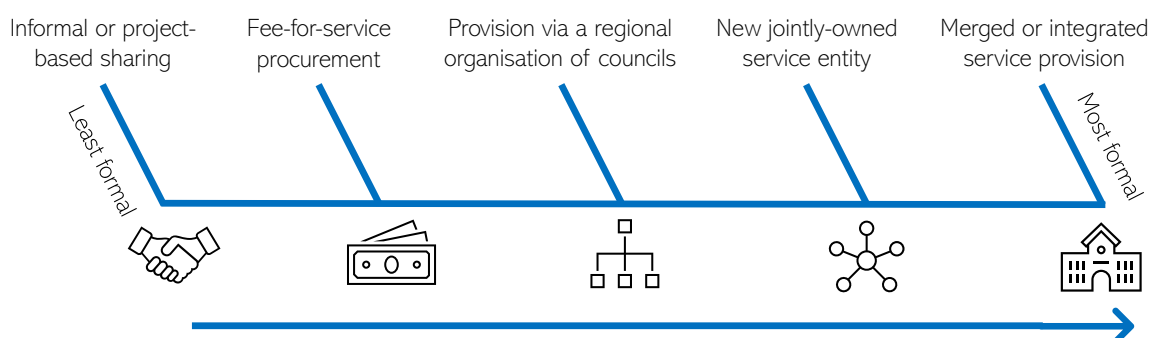


Figure 3: Range of joint authorities

Advantages	Challenges
<ul style="list-style-type: none"> Service sharing can provide all ratepayers across the State with a more consistent standard of service at an efficient cost. Service sharing can provide the scale required to justify the investment in modern systems that can support improved service delivery. Service consolidation – via sharing, centralisation, or even outsourcing – can create economies of scale by freeing up personnel and resources for other tasks. Service sharing can improve professional capabilities and career opportunities through greater and more varied experience in larger organisations. 	<ul style="list-style-type: none"> Service consolidation can be subject to considerable transition costs and often requires councils to adopt common systems and processes. Service consolidation requires councils to give up some autonomy and responsibility for service provision. Efficiency savings are often not as great as hoped due to administrative duplication, governance costs and procurement costs. Local insights may be lost, and services may not be as responsive to local needs. Mandatory state-wide service consolidation risks creating an uncompetitive monopoly provider. Stripping away core local government responsibilities in areas like stormwater or roads risks leaving councils without a sustainable critical mass of staff or resources.

Table 6: Advantages and challenges of service consolidation

The evidence: When are shared services likely to be successful?

The Board's [detailed analysis of different service consolidation arrangements](#) found the successful sharing of services at scale depends on a wide range of factors. The evidence suggests, while such arrangements can deliver considerable benefits, these do not accrue equally to all council services or all council areas.

Positive outcomes are most likely to be achieved where the services in question are capital-intensive and delivered in a relatively uniform or undifferentiated way across council areas. One example of this is how the creation of TasWater facilitated increased investment and subsequent [improvements in the delivery of water and sewerage services](#).

Further, our research suggests that service consolidation will be most effective where equitable distributions of cost and risk are maintained, and councils are equipped with streamlined and compatible ICT, back office, and HR systems to enable a smooth transition to sharing. Finally, evidence from existing shared or consolidated service initiatives highlights risks to be managed and potential pitfalls to be avoided, more often related to three key issues:

1. The first is councils' rationale for participating. In some instances, sharing arrangements have failed due to the lack of a compelling rationale or genuine desire for collaboration among the councils involved. In some cases, the development of shared services agreements has been promoted by councils as an alternative to forced amalgamations. Having overcome the threat of mergers,

however [the absence of a compelling reason and commitment to resource sharing can see arrangements dissolve](#).

2. The second risk relates to monitoring, reporting, and evaluation. The 2018 [NSW Shared Services in Local Government audit](#), for example, found that “councils do not always have the capacity to identify which services to share, negotiate with partner councils, or plan and evaluate shared service arrangements”. This evidence reinforces the

Board’s view that any service consolidation in Tasmanian local government would need to be mandatory and led by the State Government.

3. Finally, research has highlighted the perceived loss of autonomy service consolidation can present for councils and their communities. Resident or councillor fears of losing control over local services can undermine service consolidation initiatives [even in cases where the relevant authorities already have a long history of successful service sharing](#).

What we heard: service consolidation

Our stakeholder discussions regarding shared services revealed a wide range of perspectives and insights. For the most part, discussion focussed on the risks associated with ‘ad hoc’ or informal arrangements.

On the topic of shared services, we heard:

- Where a new centralised service corporation, regional entity, or joint authority is to be established, it must have transparent and carefully designed governance structures. Ideally, it should be subject to market competition, and accessibility and accountability to communities must be maintained.
- Some council activities, particularly tourism and local promotion or economic development functions, make more sense when organised at a regional or state-wide level than locally.
- Removing responsibility for some core services risks leaving councils without a critical mass of staff or resources threatening sustainability.
- Creating more service provision authorities or corporations could create additional bureaucracy.
- The benefits of service sharing are not necessarily enjoyed equally by all members of an arrangement. Even where the net impact is positive, some benefit more than others.
- Voluntary involvement can be problematic because individual councils may ‘freeride’ by entering and exiting arrangements.

Pathway 2: Boundary consolidation to achieve fewer, larger councils

The second reform pathway the Board is considering would involve consolidating and redrawing local government boundaries to establish a smaller number of considerably larger and more capable councils. Under this model, councils would continue to provide a similar range of services to what they do currently, but at a substantially greater scale.

Improving capacity and capability in this way requires an appropriate balance between the

need to build scale and scope, and the need to maintain adequate local representation. In other words, boundary reform should not compromise the ability of councils to be responsive, representative, and accessible to their communities. New, larger councils would need to develop consistent and comprehensive community engagement strategies and programs to enhance local and place-based representation (see reform outcome 3 in the Appendix).

Advantages	Challenges
<ul style="list-style-type: none"> Redrawing local government boundaries would enable councils to better reflect today's diverse, connected, and mobile communities. Larger councils should have increased scope to provide a wider range of higher quality services in response to community need, without compromising economies of scope. Tasmania's large number of councils creates unnecessary divisions and duplication of service provision in neighbouring regions, especially in metropolitan areas. Adjusting boundaries to better reflect communities of interest would result in more consistent strategic planning, services, and regulation. Larger councils can have greater capability and capacity, can be better at attracting and retaining skilled workforces, and can have a greater diversity and standard of elected representatives. Larger councils have greater capacity to establish strategic partnerships with other levels of government and organisations, allowing them to become more effective and successful advocates for their communities. Larger councils would either fully or partially negate the need for complex shared services arrangements. 	<ul style="list-style-type: none"> Communities place a high value on responsive councils; amalgamations can be seen as a threat to the democratic and representative function of local government. Consolidating council boundaries can cause significant transition costs and sometimes job losses. Any transition would have to be carefully managed to ensure communities are not left worse off in terms of representation, services, or employment opportunities. Attempts to reduce the number of councils in Tasmania have been politically contentious in the past. If council organisations become too large and complex, they may experience diseconomies of scale, reducing efficiency and increasing the cost of council services.

Table 7 - Advantages and challenges of boundary consolidation

The evidence: The potential benefits of a system of considerably larger councils

The Australian and international evidence concerning council consolidation has focussed on three distinct but related issues:

- Evidence of efficiency and cost savings;
- Evidence of improving economies of scope; and
- Evidence of enhancing council capacity and capability.

Most research on amalgamation focuses on the first issue – efficiency and cost savings – and has produced a complex and diverse range of findings. This analysis suggests that while efficiencies and economies of scale can sometimes follow municipal consolidation, the evidence does not support pursuing boundary reform to achieve cost savings alone.

The second and third rationales – increasing economies of scope, and capacity and capability – are the primary objective of this Review. [An emerging body of evidence suggests council consolidation can be an effective way to capture economies of scope, attract and retain skilled workers, and improve councils' strategic capacity and capability.](#)

Finally, available evidence highlights how minimum population size is not the right metric to use when deciding the size councils ought to be. Rather, boundary design should carefully consider how and at what scale councils provide services and whether their activities correspond clearly to factors such as established communities of interest or functional economic areas.

What we heard: fewer, larger councils

Increasing the size and reducing the number of councils in Tasmania has been a hotly debated topic, and throughout our engagement we have heard a wide range of strongly held views. Key insights and recurring themes in these conversations included:

- Economies of scope and council capability and capacity need to be considered, not just economies of scale and cost savings.
- There is no simple binary of large councils being effective and small ones dysfunctional – some small councils work well, and some mid-size or larger councils struggle.
- Consolidation of councils can risk losing local knowledge and diminishing local employment – rural local governments are often the largest employers in their areas – any such reform must carefully address these issues.
- A one-size-fits-all model driven by a desire to achieve a minimum population size for all councils will not work. Different areas have

different needs and priorities, which means that Tasmania will inevitably have councils of some size variation.

- Amalgamations can raise costs and service levels to that of the highest cost council.
- Larger councils tend to have more success attracting grants-based funding.
- Success is critically dependant on transition arrangements: some individuals and councils continue to “bear the scars” of poorly executed amalgamations in the past.
- Boundary changes should be informed by the needs and social and economic features of a region, rather than the pursuit of an arbitrary, pre-determined minimum size.
- Distance makes consolidation more complicated: local government is most highly valued in regional and remote communities, particularly for its accessibility and democratic function. Remote councils need a specific and tailored approach.

Pathway 3: A ‘hybrid’ model combining service consolidation with boundary reform

The third potential reform pathway combines elements from the first two. It would involve some boundary reform (though less than under option two) and some service consolidation where it would deliver clear benefits.

A key advantage of this third pathway is its recognition that neither wholesale boundary change nor substantial service consolidation will be equally appropriate in all areas of the State. Some communities will require more tailored solutions, and a hybrid strategy can be more flexible to this.

The Board also recognises that, when compared to their urban counterparts, rural communities place a higher value on their councils and have distinctive priorities.

Survey research conducted by the [Australian Centre of Excellence for Local Government \(ACELG\)](#) clearly shows that connections to their local community are strongest in rural and regional areas and are also influenced by residents’ age and time spent living within a particular place.

[Respondents living in rural and remote areas](#) are generally more concerned about the consequences of amalgamation on local representation, cost of rates and services and their sense of belonging to the local area. People who have lived in an area longer than 10 years and who are active participants in the community are also more likely to think that their feeling of belonging to the area will be negatively impacted by amalgamation.

Advantages	Challenges
<ul style="list-style-type: none"> The hybrid pathway offers a balance in which local representation and service delivery are maintained, although with narrower functional responsibilities. While the most conceptually complex option, a hybrid pathway allows for flexibility and nuance to develop different solutions in different communities. This pathway offers the benefits connected to both service sharing and boundary consolidation, although at different scales. 	<ul style="list-style-type: none"> This pathway has inherent risks connected to boundary and service consolidation, described in the sections above. This pathway has the potential to create a more complex and less consistent local government system. It may require accompanying reforms to revenue and funding models to promote equity and sustainability across the system.

Table 8 – Advantages and disadvantages of a hybrid model

What we heard: A ‘hybrid’ model combining some shared services with some boundary changes

- This option is preferred by some stakeholders, who believe it offers the greatest potential to improve capability and capacity within councils while maintaining or enhancing local representation, addressing local needs and priorities, and continuing to utilise valuable local knowledge.
- Many local government stakeholders and community members have emphasised the different needs and capabilities of urban and rural councils, stressing reform needs to be ‘place-based’ and tailored to local contexts.
- Innovative models should be considered with this approach. One suggestion was that some councils, where they lacked the capacity or capability, share services with Service Tasmania.
- Another proposal is that decentralised ‘service hubs’ – whether for operational or customer service functions – could be used to address issues of distance, ensure accessibility and connectivity, and maintain local jobs.

Provisional views on structural reform

The Board understands that some members of the community and local government sector hold strong views about the merits or challenges of proposals to consolidate council boundaries or services.

This is why we clearly outlined our thinking about ‘The elephant in the room’ in the Stage 1 Interim Report. Over the course of Stage 2 of the Review, the Board has concluded that some structural reform to Tasmania’s system of local government will be necessary to ensure councils can fulfil their current obligations and meet future community needs. Incremental or marginal changes will not deliver this capability improvement.

The challenge will be to develop a model where consolidation and partnerships enhance the long-term capability of councils and the sustainability of services while strengthening local representation, governance, and democracy. The Board is also considering additional options that have been widely discussed during its engagement that will ‘future-proof’ Tasmanian local government, many of which will enhance local representation and democracy. 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.

Consultation questions

- Which of the three broad reform pathways do you think has the best chance of delivering what the community needs from local government? Why?
- What would be your biggest concerns about changing the current system? How could these be addressed?
- In any structural reform process, how do we manage the very different needs and circumstances of rural and urban communities?



Image Credit: Nina Hamilton

Section 7: Having your say and the road ahead

The ideas and options the Board is considering would have a major impact on the way Tasmanian councils operate in the future. As councils provide many essential, everyday services, we think it is vital that as many people as possible understand potential changes being considered.

How to have your say

Major change will only be successful if we have broad-based support and community goodwill. The Board wants to understand your views about which of the ideas and options we are putting forward could make a practical and positive difference for local communities.

The Board wants to have an informed community discussion about possible local government reform ideas and what these might mean for individuals, families, and businesses.

If you have any views on the future of local government in Tasmania, now is your chance to be heard.

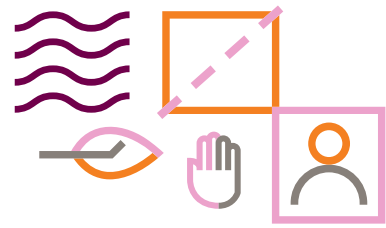
The Board is providing a few different ways for people to respond to the Options Paper

- You can go **online to the interactive version** of the *Options Paper* at www.engage.futurelocal.tas.gov.au and submit your answers to any or all the consultation questions.
- You can also make a submission in an **email or letter**. The Board's contact details are below:
 - **Email:** Submissions.LGBoard@dpac.tas.gov.au
 - **Postal address:** Future of Local Government Review GPO Box 123, HOBART, TASMANIA 7001

SUBMISSIONS FOR THE OPTIONS PAPER CLOSE 19 FEBRUARY 2023.

Regional community meetings:

- In early February 2023, the Board will be **visiting communities** all around the State to hold town hall style meetings. You can register your interest in attending one of these sessions [here](#), and we will be in touch with further updates in the near future.
- Engagement with Tasmanian councillors and council staff will also be supported through a series of meetings (LGAT and LG Pro will provide more details shortly).



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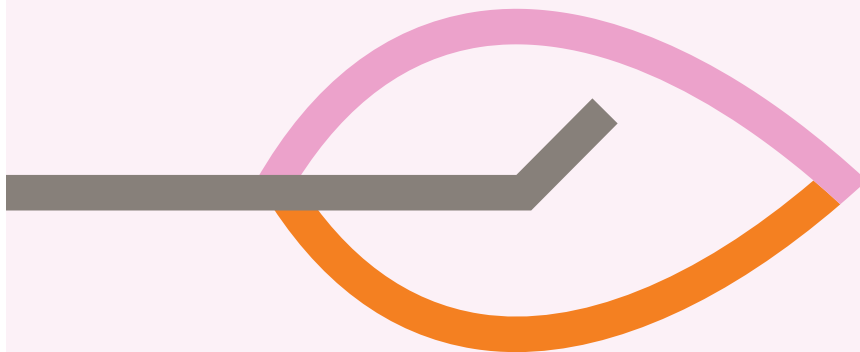
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The future of local government review



Tasmanian
Government

Department of
Premier and Cabinet

More information?

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2 May 2022

Ms S Smith
Chair
Future of Local Government Review
LGBoard@dpac.tas.gov.au

Dear Madam

SUBMISSION TO FUTURE OF LOCAL GOVERNMENT REVIEW

Here is Glenorchy City Council's submission to the Future of Local Government Review. The submission was endorsed by Council on 26 April 2022.

Glenorchy City Council thanks the Local Government Board for the opportunity to make a submission to the Future of Local Government Review.

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

The principle that the design of local government should provide for economies of scale and scope, maximising the efficient use of resources to provide an improved range and quality of services, and value for ratepayers on a sustainable basis is a more challenging proposition and further from our Council's lived experience. Council's daily reality is to confront the difficulty of balancing increasing expectations of ratepayers and other community members and stakeholders for increased scope and quality of services against their capacity to pay to support that service offering. On the contrary, Council is under pressure to further focus its service offerings in order to achieve financial sustainability.

It is acknowledged that some service streams would benefit from delivery at scale. To an extent this is already happening – as witnessed by the Southern Council's development of a new waste management joint authority. However, this must be balanced with the maintenance of an appropriate level of local control. In addition, if more functions are ceded to centralised authorities, there is a complex process to compensate member councils for their loss of assets and revenue.

However, past experience with these models has been more mixed. This Council's experience with past water and sewer reform was to see millions of dollars in lost net revenue, which is still not compensated for by current investment earnings. Our observation is of a pooling of

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local government assets to enable investment in system-wide improvements elsewhere in the State outside of this Council's boundaries – representing a wealth transfer from our residents to residents elsewhere in the State.

This Council embraces partnerships – and is committed to its obligations under the Greater Hobart Act, within the Greater Hobart Strategic Partnership and through the Hobart City Deal as well as its membership of and participation in the Local Government Association of Tasmania. However, necessarily, these partnerships often entail a certain ceding of control and greater organisational and political complexity in seeking to achieve common objectives.

It has long been recognised that local government is the closest tier of government to the community. This has made the sector an obvious past target for cost shifting from other levels of government. It is important to ensure in any future discussion about increases in the scope of local government's responsibilities that there are additional revenue streams set aside to enable financial sustainability to be maintained.

Another area of difficulty for local government is the receipt of unsolicited capital grants – often flowing from election periods. On the face of it, these windfall cash injections appear to be a bonanza. However, grants often require a significant co-contribution which imposes further budget stress and diverts funding effort away from renewal of existing assets and towards new and upgrade works. There is also a "feedback loop" putting further pressure upon the operating budget as the stock of assets is added to, thus increasing depreciation, maintenance costs and asset write-off.

Planning is another area of attention for the Board within its terms of reference. It is important that the elected Council retains its role in strategic land use planning – as decisions made in this field affect the community's development rights and require the political legitimacy of elected members to make those balancing decisions.

However, statutory planning is a highly technical and contested space. It involves implementation of the planning scheme (which includes the local planning provisions schedule endorsed by elected members). Elected members are placed in an unenviable position in the statutory planning domain. They are elected as community representatives by the community. However, community members rarely understand that elected members "wear a different hat" when acting as part of a planning authority. This can sometimes place elected members in a conflicted situation – between their obligations to the community and their obligations to a statutory authority.

An alternative model would be to provide full delegation to suitably-qualified Council employees to make statutory planning decisions, thus removing elected members from this situation of conflict. An alternative model might be to set up some sort of joint or statutory authority. However, this would be presented with the difficulty of how to source all of the internal application referrals that take place within a Council – in terms of development engineers, traffic engineers, open space specialists, EHOs, heritage officers and the like – which would prove more difficult to externalise.



There would be benefit in reviewing the current roles and functions of Mayors, Aldermen and General Managers to ensure they are optimised for contemporary council operations – given it is two decades since the current arrangements were set up under the Act.

There would also be benefit in more standardised approaches to a whole range of common local government matters, such as strategic planning, asset management, rate setting, employment conditions etc. For example, it would be useful if there was a set process/template for strategic planning/annual planning/asset management planning, set remuneration structures for local government employees, financial settings for asset renewals etc, settings for rate rise decisions etc.

In the context of increased efficiency, there could be thought given to pooling procurement for common technologies and contracts, and pooling staff (i.e. pooling local government staff for non-location specific roles such as procurement, HR, legal, payroll). At the moment, each Council seems to use different processes, structures and technologies, and there could be much gained through economies of scale.

Council reiterates its thanks for the opportunity to provide this submission, wishes the Board well in its endeavours and would welcome the opportunity to clarify any questions the Board might have in relation to this submission.

Yours faithfully,

A handwritten signature in black ink, appearing to read "Tony McMullen".

Tony McMullen
General Manager



Our ref: Local Government reform
Enquiries Tony McMullen
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30 August 2022

Ms S Smith
Chair
Future of Local Government Review
LGBoard@dpac.tas.gov.au

Dear Madam

SUBMISSION TO FUTURE OF LOCAL GOVERNMENT REVIEW

The following submission was endorsed by Council at its meeting on 29 August 2022.

Glenorchy City Council thanks the Local Government Board for the opportunity to make a submission to the Future of Local Government Review on the Stage 1 Interim Report following the Community Engagement Stage of the Review.

Delivery of services at scale

Council notes the Board's desire to explore whether some services, such as physical infrastructure or corporate services could be delivered more economically at a larger scale.

The potential for economies of scale to be achieved in the delivery of some Council services is certainly worthy of further exploration. On the face of it, the case for such larger service bodies is generally justified by:

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

To an extent this is already happening – as witnessed by the Southern Council's development of a new waste management joint authority.

A cautionary approach is necessary, though, in too hastily rushing to the externalisation of such services from Councils as the means of achieving those economies of scale until the following questions and challenges are capable of being satisfactorily addressed:

- if core infrastructure and corporate services activities are carved out, there is a risk of loss of local control. To what extent would a Council's self-determination powers remain

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in influencing the direction of those activities? This will depend upon the nature of the changes wrought.

- if a scaled-up functional service provider is delivering services across multiple Council areas, how will the inevitable resource allocation priorities be determined? And what will the service standards be? Will they be made uniform or will there continue to be differential service delivery depending on a council area's capacity to pay?
- it is suggested that some form of a client-provider split would need to be retained with sufficient "in-house" capability and professional expertise to enable properly qualified oversight of strategic objective setting, procurement, contract management and service delivery. To what extent would this create a duplication in resources that frustrates any economies of scale?
- if core infrastructure and corporate services activities are carved out, there is also a question as to whether the remnant council would retain a sufficient critical mass. In this Council's situation, if both of those functions were fully externalised, that would mean nearly a two-thirds reduction in Council staff. The risk of going too far is that the viability of the remnant council is undermined - turning it into a glorified progress association.
- if core infrastructure and corporate services activities are carved out, there is a question as to the funding model. Much of Council's revenue comes from rates associated with the physical services provided to properties. If this is externalised, how is the remnant council to be sustainably resourced?
- if core infrastructure and corporate services activities are carved out, there is also the potential for a loss of the scope economies that currently exist in local government. By way of example, assessment of a subdivision proposal typically requires planning assessment, development engineering assessment, open space assessment, environmental and natural values assessment, possibly heritage assessment, inspection of progress of works, asset pickup, accounting for bond and cash-in-lieu payments and the subdivisional layout affects community connection and health outcomes. These activities all take place within this Council currently. If, for instance, planning, infrastructure, corporate services and community wellbeing activities were to take place in different organisations, there would need to be a complex set of integrations created to compensate for the loss of the current scope economies.
- if core infrastructure and corporate services activities are carved out, how will the chain of accountability to the community be maintained – given it will likely be longer, more complex and at arm's length? In the case of TasWater, for example, while there is an owners' representatives' group, ultimate responsibility rests with an independent board the first duty of which is to make decisions in the best interests of its own organisation - not of the individual council owners or their communities.
- Past experience with these models has been more mixed. This Council's experience with past water and sewer reform was to see millions of dollars in lost net revenue, which is still not compensated for by current investment earnings. Our observation is of a pooling



of local government assets to enable investment in system-wide improvements elsewhere in the State outside of this Council's boundaries – representing a wealth transfer from our residents to residents elsewhere in the State.

A worthwhile case study to evaluate would be On Stream – the common services corporation created at the time of the first tranche of water and sewer reform. This organisation, which was created to provide common services to each of the three regional water and sewer corporations is understood to have been unsuccessful. It would be beneficial to the Future of Local Government Review process to learn from what might have occurred.

This Council embraces partnerships – and is committed to its obligations under the Greater Hobart Act, within the Greater Hobart Strategic Partnership and through the Hobart City Deal as well as its membership of and participation in the Local Government Association of Tasmania. However, necessarily, these partnerships often entail a certain ceding of control and greater organisational and political complexity in seeking to achieve common objectives.

Planning

The Board is interested in whether planning services could be done differently - to address the tensions that elected members currently face between their community representative roles and their Planning Authority roles.

Such an approach would be generally consistent with the approach of the former Development Assessment Forum - a national body under previous Federal governments of both persuasions - which advocated for the separation of strategic land use planning and development control functions.

It is important that the elected Council retains its role in strategic land use planning – as decisions made in this field affect the community's development rights and require the political legitimacy of elected members to make those balancing decisions.

The continuing presence of the Tasmanian Planning Commission would enable wider strategic co-ordination to be managed.

However, statutory planning is a highly technical and contested space. It involves implementation of the planning scheme (which includes the local planning provisions schedule endorsed by elected members).

Elected members are placed in an unenviable position in the statutory planning domain. They are elected as community representatives by the community. However, community members rarely understand that elected members "wear a different hat" when acting as part of a planning authority. This can sometimes place elected members in a conflicted situation – between their obligations to the community and their obligations to a statutory authority.

Alternative models could include:

- to provide full delegation to accredited Council employees to make statutory planning decisions, thus removing elected members from this situation of conflict. This would



require strong statutory protection to ensure assessors and decision-makers were not exposed to undue influence or coercion.

- to set up some sort of joint or statutory authority either at local government or supra-local government level. This model would need to address the loss of scope economies identified above in terms of how to source all of the internal application referrals that take place within a Council – in terms of development engineers, traffic engineers, open space specialists, EHOs, heritage officers and the like – which might prove more difficult to externalise. Funding for such a model would need to be determined.
- to set up development assessment panels comprised of majority technical experts – possibly with the potential to include lay elected members – to provide a community perspective on decisions. Funding would need to be determined and again, the loss of scope economies would also need to be addressed.

Financial sustainability

The Board wants to look at how local governments can be better financed to deliver the required services to their communities.

Council restates its earlier submission on this aspect of the review:

The principle that the design of local government should provide for economies of scale and scope, maximising the efficient use of resources to provide an improved range and quality of services, and value for ratepayers on a sustainable basis is a more challenging proposition and further from our Council's lived experience. Council's daily reality is to confront the difficulty of balancing increasing expectations of ratepayers and other community members and stakeholders for increased scope and quality of services against their capacity to pay to support that service offering. On the contrary, Council is under pressure to further focus its service offerings in order to achieve financial sustainability.

It has long been recognised that local government is the closest tier of government to the community. This has made the sector an obvious past target for cost shifting from other levels of government. It is important to ensure in any future discussion about increases in the scope of local government's responsibilities that there are additional revenue streams set aside to enable financial sustainability to be maintained.

Another area of difficulty for local government is the receipt of unsolicited capital grants – often flowing from election periods. On the face of it, these windfall cash injections appear to be a bonanza. However, grants often require a significant co-contribution which imposes further budget stress and diverts funding effort away from renewal of existing assets and towards new and upgrade works. There is also a "feedback loop" putting further pressure upon the operating budget as the stock of assets is added to, thus increasing depreciation, maintenance costs and asset write-off.

In the context of increased efficiency, there could be thought given to pooling procurement for common technologies and contracts, and pooling staff (i.e. pooling local government staff for non-location specific roles such as procurement, HR, legal, payroll).



At present, each Council seems to use different processes, structures and technologies, and there could be much gained through economies of scale – without resort to structural change.

Community wellbeing

The Board wants to make clearer Council's role in terms of the welfare of the community.

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

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

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

It is considered that there needs to be a functional-mapping exercise undertaken – perhaps across all 3 tiers of government - to identify service gaps that exist, to determine the best deliverer of those services – and importantly for local government, to ensure that adequate recurrent funding is made available to enable delivery – regardless of the tier of government undertaking that delivery.

Governance

The Board wants to improve the governance and reputation of the local government sector.

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

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

In order to better support elected members in their roles of as board members, there should be access to the necessary training and development and the appropriate remuneration to compensate for the board responsibilities which would be more clearly defined in legislation.

There would also be benefit in more standardised approaches to a whole range of common local government matters, such as strategic planning, asset management, rate setting, employment conditions etc. For example, it would be useful if there was a set process/template for strategic planning/annual planning/asset management planning, set remuneration structures for local government employees, financial settings for asset renewals etc, settings for rate rise decisions etc. This could be achieved without the need for wholesale structural change.



Council reiterates its thanks for the opportunity to provide this submission, wishes the Board well in its endeavours and would welcome the opportunity to clarify any questions the Board might have in relation to this submission.

Yours faithfully,

A handwritten signature in black ink, appearing to read "McMullen".

Tony McMullen
General Manager

The future of local government review

Community Update

December 2022



**Let's All Shape the Future
of Local Government.**

Department of Premier and Cabinet



All images courtesy of Brand Tasmania



Where do you see the future of local government?

We want to hear from you.

At the end of 2021, the Tasmanian Government set up a Local Government Board and asked it to review the way our local councils work. The Government has asked the Board to make recommendations about how the current system needs to change so that councils are ready and able to meet the challenges and opportunities Tasmanians will face over the next 30–40 years.

The Board, chaired by the Hon Sue Smith AM, is an expert panel of six people with significant experience in local government. The State Government has given us broad scope to review all aspects of local government, including its role, functions, and design.

The Review is a once-in-a-generation opportunity to design a local government system that can respond to the growing demands and changing needs of our communities, now and in the decades ahead. The future role size, structure, and funding of our local councils and how they work with other levels of government are all part of this conversation.

Councils can and do play a vital role within their local communities and Tasmania's broader system of government. We know that effective and capable local government is a key enabler of community prosperity and wellbeing.

Local government in Tasmania is facing growing challenges and will need to evolve and adapt to meet the changing needs of Tasmanian communities in the coming decades. We need to develop a model for the future of local government in Tasmania and reforms that will enable councils to support and empower their communities in a sustainable and effective way.

Councils are doing the best they can but the way they are set up now makes it hard for some – especially smaller, rural councils – to meet all the needs and expectations of their communities. The cost and complexity of the services councils need to deliver and the important infrastructure they manage are constantly growing, and many councils are already finding it hard to access the skills and resources they need.

The Board has released an *Options Paper* on the changes it is considering to improve how local councils provide services to their communities.

The *Options Paper* and an associated Appendix contain detailed information about how these options have been developed and why we think they might help to deliver a stronger and more sustainable system of local government in Tasmania.

Some of the options we are looking at could have a major impact on the way our local councils operate in the future. Because councils provide so many essential, everyday services, we think it is vital that as many people as possible have a good idea of the potential changes that are being discussed.

Delivering Essential Reforms

The Board has identified eight reform outcomes which the Review aims to deliver for the local government sector. These are the things we believe are essential if Tasmania's system of local government is to deliver the services and support the community needs.

The Future of Local Government Review reform outcomes

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

The Board has developed a range of options that we think could improve the capability of councils to deliver these outcomes for their communities, based on the key pressure points councils are facing now and in the future.

Some of these ideas are about how councils can better support community wellbeing, improve the skills and conduct of councillors, and ensure essential services and infrastructure are delivered in a fair and sustainable way. You can find out more about these options and share your views [here](#).

Tasmanian Councils in the 21st Century; Capability for the Future

More broadly, in exploring reforms we have also heard from the sector and other stakeholders that the underlying organisation of our councils needs to change, so they can better support all Tasmanians into the future. We've heard 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 not occur on a purely voluntary basis within the current framework.**

Changing the status quo in this respect means redesigning Tasmania's system of local government to ensure councils in the future have the necessary scale, resources, capability, and capacity to deliver on their critical functions. Based on the conversations we've had and the information we've considered, we think this will require some form of 'joining up' of our current councils.

The Board is considering three main reform pathways for building capability across the local government sector.

Redesigning Local Government in Tasmania – Three Potential Pathways

1. **Significant (mandated) sharing and consolidation of services.** The first possible pathway to improve councils' capability and capacity would be an extensive program of structured service consolidation. Under this option, Tasmania would retain its current structure of 29 councils, but a range of council services would be delivered by central or regional providers. All councils would be required to participate.
2. **Boundary consolidation to achieve fewer, larger councils.** Under this pathway, the administrative boundaries of Tasmania's current 29 Local Government Areas (LGAs) would be 'redrawn'. A set of new, larger LGAs would be established. New councils would be established to represent and deliver services to these LGAs.
3. **A 'hybrid model' combining both targeted sharing of services and targeted boundary consolidation.** This would involve some boundary changes (though less than under the second pathway), and some service consolidation, where there are clear benefits.

While we don't yet have a preferred pathway, the detailed Options Paper explains our thinking in more detail, including the advantages and challenges of each of the approaches.

The Board understands that some members of the community and local government sector have strong views about the merits or challenges of proposals to consolidate council boundaries and/or services. But 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.

We also think this change could make local government a better place to work and help attract and retain talented workers.

We want to hear the community's views on these important issues. Major change will only be successful if it enjoys broad-based community support and will help ensure that Tasmanian councils are better able to support Tasmanian communities in the future.

Now is your chance to be heard. Be bold and have your say, so we can all help improve the future of local government.

Get Involved in the Reform Conversation

This is a critical opportunity for all Tasmanians. The Board wants to know how you feel about the way councils work and understand your views about which options could make a positive difference for local communities. We also want to know if there are any other ideas and options out there that we have not looked at yet but should.

The Board is providing a few different ways for people to get involved:

Options Paper submissions:

You can go online to the interactive version of the Options Paper at www.engage.futurelocal.tas.gov.au and submit your answers to any or all the consultation questions.

You can also make a submission in an **email or letter**. The Board's contact details are below:

Email: Submissions.LGBoard@dpac.tas.gov.au

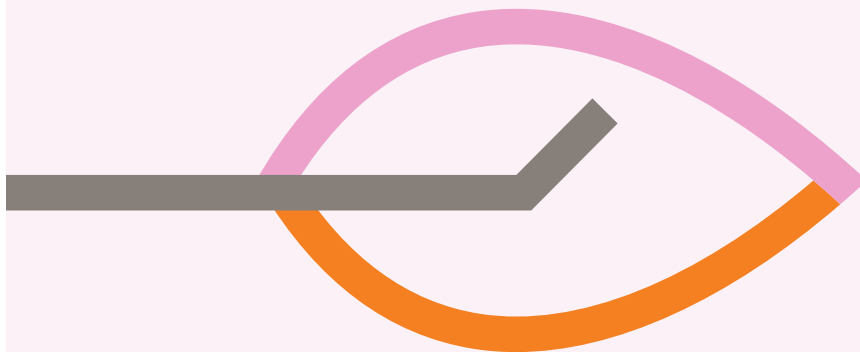
Postal address: Future of Local Government Review GPO Box 123, Hobart, Tasmania 7001

SUBMISSIONS FOR THE OPTIONS PAPER CLOSE 19 FEBRUARY 2023.

Regional community meetings:

- In early February 2023, the Board will be visiting communities all around the State to hold town hall style meetings. You can register your interest in attending one of these sessions here, and we will be in touch with further updates in the near future.
- Engagement with Tasmanian councillors and council staff will also be supported through a series of meetings (LGAT and LG Pro will provide more details shortly).

The future of local government review



Tasmanian
Government

Department of
Premier and Cabinet

More information?

www.futurelocal.tas.gov.au

LGBoard@dpac.tas.gov.au

The future of local government review

Options Paper: Appendix

Review Stage 2 - December 2022

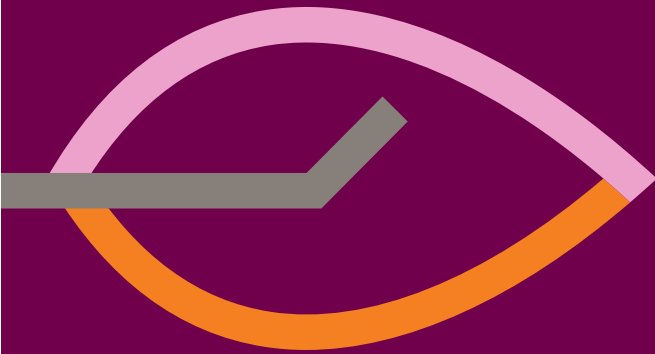


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Department of Premier and Cabinet



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Reform outcomes and supporting options

During Stage 2 of the Review, the Board conducted a broad program of research and stakeholder engagement to identify and develop a range of specific reform options. We think these options have the potential to improve the way the Tasmanian local government system works by supporting the delivery of the Board's eight reform outcomes. The options are presented below along with the relevant reform outcome that they principally target.

For each option, we set out the driving rationale, explain briefly what the proposal looks like and how it might work, and offer some relevant insights, including about where similar approaches have been put in place in other jurisdictions. Some of our options build on relevant agreed reforms from the recent review of the *Local Government Act 1993* and we state where this is the case.

In most cases, options are not 'either/or' alternatives – the majority could potentially be progressed in parallel as part of a complementary suite of reforms. The main exception to this is in relation to planning processes, where we believe some clear choices need to be made about the best pathway to achieve better planning outcomes.

As we have said in the main *Options Paper*, many – if not all – options in this Appendix will deliver better and more sustainable results if they are accompanied by well-considered and supported structural reform. Where we think structural change is either essential to delivering a particular option, or would make an option less relevant or necessary, we highlight this in the discussion below.

Testing the options with stakeholders

The options were, in many cases, identified through our engagement with communities and stakeholders and through our research, and have been subject to discussion and development with six focus groups the Board convened early in Stage 2. Each focus group looked at a specific area flagged in the Board's Stage 1 Interim Report, and included people with expertise, skills, and experience relevant to those areas. Each focus group included representatives from the Local Government Association of Tasmania and Local Government Professionals Tasmania. The Australian Services Union was also represented in this process.

These groups have been crucial in helping us consider in more detail the issues, opportunities, and challenges we identified in Stage 1, as well as test and refine our thinking around possible ideas for delivering positive change in the sector.

The options have also been informed by one-on-one discussions with a range of 'divergent thinkers', whom the Board approached to test the full spectrum of possible reform options. Finally, we have tested many of our developing ideas with Tasmanian Government agencies and with individual councils themselves, through a series of regional meetings.

We would like to thank everyone involved in these processes to date for their time and their extremely valuable insights. We will be convening a further round of focus group sessions in the New Year after we have heard back from the community on the *Options Paper*.

How to have your say

To have your say on the options, you can go to the [review website](#) and submit your answers to any or all the consultation questions or make a submission in an email or letter. The Board's contact details are below.

- **Email:** Submissions.LGBoard@dpac.tas.gov.au
- **Postal address:** Future of Local Government Review GPO Box 123, HOBART, TASMANIA 7001

Community Meetings

In February 2023, the Board will be visiting communities all around the State to hold town hall style meetings. You can register your interest in attending one of these sessions [here](#), and we will be in touch with further updates in the near future.

Reform Outcome 1: Councils are clear on their role, focused on the wellbeing of their communities, and prioritising their statutory functions

Option 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

Rationale

Councils have an extensive range of complex responsibilities under a suite of interrelated statutory frameworks. This reform would clarify those responsibilities for councillors and communities, providing a framework which underpins the role of councils and councillors.

Broadly, a Charter would:

- set out councils' role and responsibilities in one place;
- summarise all of councils' core statutory roles and functions;
- better clarify the roles of State and local government in service areas where both have responsibilities;
- establish a practical set of decision-making principles, including around setting service priorities, particularly as they relate to essential statutory functions vs 'optional' services or activities;
- enshrine good governance principles and clearly explain how these must be applied in practice to the respective roles, functions, obligations, and expected conduct of both elected members and council staff (including how they are linked to relevant compliance powers and under the legislated regulatory framework, including codes of conduct); and
- provide a framework that enables these principles to be translated into practical processes and mechanisms for better and more transparent decision-making.

Engagement feedback

- There is general support for a Charter, noting it should be simple, purposeful and provide clarity on councils' role. Feedback was that it should also allow councils the flexibility they need to respond to changing circumstances and their communities' unique needs.
- There was also support for a Charter, if established, being included in the Local Government Act 1993. If so, it would replace the existing definition of councils' role.

Insights

- There is precedent for this approach in other jurisdictions. In recent years, New South Wales and Victoria have both legislated principles-based roles for councils and elected officials, underpinning good governance with corporate director-like responsibilities across financial management, strategic planning, community engagement, and elected official behaviour.
- In Victoria, the [Local Government Act 2020](#) describes the practical roles of councils, while also mandating the principles which must be applied when performing this role. For example, under the Victorian

Act, councils must adopt a community engagement policy which outlines how and when they engage with their communities (and what on). This is underpinned by the Act's principles for community engagement. This approach establishes the key responsibilities in legislation, while ensuring that councils can still tailor the delivery of functions to their local circumstances

Option 1.2

Embed community wellbeing considerations into key council strategic planning and service delivery processes

Rationale

We have heard from the local government sector, peak bodies, and communities that there should be greater recognition of the role that councils play in supporting the wellbeing of their communities. However, there is a lack of clarity around what the concept of wellbeing includes. As a result, councils' contribution to community wellbeing is not formally recognised, making it hard for them to access funding to continue or expand their wellbeing work.

This option would provide councils greater clarity on how they can support wellbeing, providing guidance on strategic planning and the delivery of locally tailored wellbeing services. It would also help identify services and functional responsibilities for the State Government and private service providers.

In May 2022, the Tasmanian Premier, the Hon Jeremy Rockliff MP, announced the development of [Tasmania's first Wellbeing Framework](#), noting that the concept of wellbeing includes economy, health, education, safety, housing, living standards, environment and climate, social inclusion and connection, identity and belonging, good governance and access to services.

Clear and transparent linkages to any overarching Tasmanian Government state-wide wellbeing policies and frameworks will be essential to support the sector in remaining accountable to their communities. These connections will also enable councils to work with others to develop locally tailored strategies and actions to address identified community issues.

Engagement feedback

- Defining wellbeing is critical, and for local government this will likely depend on the emerging Tasmanian Wellbeing Framework.
- Local government already undertakes many activities and actions to promote wellbeing but is financially constrained.
- Wellbeing is an area where councils could act as vital advocates or 'connectors'. Where service or resource gaps are identified, councils could and should advocate to other spheres of government to fill them.
- In health, local government should focus on early intervention and prevention, and other spheres of government should ensure they are appropriately providing the services they are typically tasked with,

including primary health services.

- There is a fundamental need for spheres of government to work together to address social disadvantage and the poverty cycle. For many Tasmanians, wellbeing outcomes are dire, and persist from one generation to the next.
- A more equitable, needs-based distribution of resources between wealthier and poorer areas within municipalities should occur. In this regard, larger and more diverse council areas and more consistent service provision may be a positive outcome of boundary consolidation.

Insights

Local government can become a key partner in the new Tasmanian Wellbeing Framework (once established) by developing linked objectives and key performance indicators (KPIs) (with appropriate support) for responding to and reporting on place-specific community issues. Under this approach, all councils would work with the State Government to collect and report data on indicators, and councils could set priority objectives that help to achieve positive wellbeing outcomes under the framework at a local level.

There is a growing focus on the use of wellbeing indicator frameworks in local government across Australia to help provide councils with clarity on how they can influence and improve wellbeing at the local level. These frameworks also provide robust evidence on community issues which can inform tailored approaches to delivery of wellbeing services. A core principle of these frameworks is to ensure a relevant set of indicators that can measure where councils, through their functions and services, can directly influence the wellbeing of communities.

Under the *Tasmanian Public Health Act 1993*, councils are required to develop a Public Health Plan. The scope of this requirement could be broadened to also encompass wellbeing, bringing the process in line with other jurisdictions such as Victoria, who have mandated [municipal Public Health and Wellbeing Plans](#).

Option 1.3

Require councils to undertake Community Impact Assessments for significant new services

Rationale

A Community Impact Assessment (CIA) would help councils to assess the case for providing particular services in response to community need and/or demand that is not otherwise planned for. Preparing the assessment should also help councils in their advocacy to other spheres of government, when they are considering filling a 'service gap' by providing a service another entity or sphere of government normally provides (e.g., primary healthcare).

CIAs would require councils undergo a transparent, thorough, and consultative process with their communities that considers the social and cultural impacts on communities and individuals, as well as clearly and succinctly documenting the whole-of-life costs for the community and how it will be paid for. This may include a 'notional rates increase' to demonstrate the full costs in simple terms. (Subject to other options being considered below, this option could also apply to acquisition of new infrastructure).

Engagement feedback

Although many councils already undertake these sorts of processes, there is merit in providing greater consistency, as well as supporting councils that currently have limited resources and capability to make these assessments.

CIAs could assist with better decision making and more informed community support.

- They would facilitate a consideration of whole-of-life costs for new assets (see also 8.2).
- They would enable communities to better appreciate the costs of expanding services into new or non-core areas, including the impacts on the rates and charges they pay, and the value they might derive. It would also provide councillors with a framework to manage diverse and competing community desires and practical expectations.
- It may be more efficient for councils to consider service costs on a larger-scale, strategic basis rather than on an issue-by-issue basis.
- Any CIA mechanism would need to be relatively straightforward, consistent and not simply a 'tick-and-flick' exercise to generate the desired effect.

Insights

Councils around Australia are increasingly involving their residents in decision-making processes regarding service delivery through a variety of contemporary community engagement methods (such as social and community impact assessments), particularly when confronted by development-related decisions. Transparency in the need for and cost of new services supports 'community licence' for councils undertaking new activities or providing new infrastructure.

To have your say on these reform options go to the [review website](#).

Priority Reform Outcome 2: Councillors are capable, conduct themselves in a professional manner, and reflect the diversity of their communities

Option 2.1

Develop an improved councillor training framework which will require participation in candidate pre-election sessions and, if elected, ongoing councillor professional development

Rationale

Providing brief – but mandatory – pre-election candidate awareness training would support an increased ‘baseline’ understanding of the roles and responsibilities of councillors.

Providing compulsory, ongoing, and accessible professional development training opportunities would support the continual improvement and professionalism of elected representatives, ensuring they can achieve the best outcomes for their communities.

Engagement feedback

- There was general acknowledgment that the lack of effective and consistent expectations regarding councillor training contributes – at least partially – to the significant variation in the capabilities of councillors across the State.
- Those seeking to represent their community on council need at least a good understanding of the role and what will be expected of them.
- Any ‘pre-training’ should be concise, targeted, and meaningful, and not so onerous that it is a barrier to prospective candidates. It could be in the form of a video module and orientation checklist to be completed as part of the candidate registration process.
- There was also strong support for ongoing professional development of councillors and executive council staff. This should:
 - o not be tokenistic but interactive and rigorous;
 - o enable councillors to understand and perform the roles they’ve been elected to carry out; and
 - o be externally led, perhaps building on training already being provided by the Local Government Association of Tasmania (LGAT), plus newly developed training by the Office of Local Government.

Insights

Most Australian jurisdictions have some form of mandatory training for elected representatives.

Victoria and Queensland require mandatory training for candidates prior to nominating for councillor. Both jurisdictions introduced mandatory training prior to their 2020 local government elections. Both of these training programs are delivered through online modules and take an hour to complete.

Regarding post-election training, councillors in NSW are required by law “to make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor”. Information about NSW councillor participation in induction and professional development

activities must be published in councils' annual reports. This ensures councils transparently inform their communities of the training their councillors are undertaking.

Western Australia, South Australia and the Northern Territory all have forms of induction training mandated to be completed within the first 12 months of the councillor's term.

Option 2.2

Review the number of councillors representing a council area and the remuneration provided

Rationale

The Board has heard that there may be merit in reducing councillor numbers in some councils to create a more effective governance model. This may also provide scope to explore increases in remuneration which do not materially impact ratepayers. The Board has heard increased remuneration for councillors could support a more diverse cross-section of the community seeking election. It may also help the sector attract and retain talented and experienced councillors.

There are provisions in the Tasmanian *Local Government Act 1993* that enable inquiries into councillor allowances to be undertaken. The last inquiry, held in 2018, recommended that the formula for categorisation of councils and base allowances be reviewed. This review has yet to occur, but presents an opportunity to increase allowances and narrow disparities in allowance rates between councils. The ability to increase councillor allowances is currently confined to these inquiry processes.

Engagement feedback

There was broad agreement that current councillor allowances:

- are sometimes not enough to support a diverse range of individuals to run for their council;
- prevent some individuals with other personal commitments running for council;
- do not reflect the level of effort realistically required from councillors, given the increasing complexity of their role, community expectations, and statutory responsibilities;
- may mean councils fail to attract and retain talented councillors and may limit the time and effort some councillors can devote to their role;
- mean that running for council is often only a viable option for people who are wealthier, older, and/or work less;
- differ between urban and rural councils, even though they have the same statutory responsibilities. Councillor allowances vary as much as \$30,000 between Tasmania's largest and smallest councils. This was thought to be particularly unfair on rural councillors, as they are often 'on call' in the local community in times of crisis and may travel large distances to attend meetings; and

- could be increased and made more consistent across the sector if some consolidation of councils occurred.

Insights

Evidence shows that low remuneration for councillors is a problem across the sector. A 2021 study by the Australian National University found NSW councillors were being paid less than the minimum wage compared to the hours of work their role entails. The same study also found 81 per cent of councillors found their role dissatisfying due to low remuneration. This study has supported recent reviews of elected representative allowances in Victoria and NSW.

Option 2.3

Review statutory sanctions and dismissal powers

Rationale

The overall reputation of the sector has been damaged by instances of poor councillor behaviour. This has been compounded by the constrained capacity of the State Government to intervene under existing legislation in certain circumstances.

Engagement feedback

- The local government sector and the community are frustrated by the limited sanctions and limited accountability for misconduct by elected representatives.
- While councillor misbehaviour is not the norm, instances of poor behaviour often gain prominent media exposure, tarnishing the reputation of the local government sector as a whole.
- In combination with enhanced councillor training and professional development, some strengthening of sanctions is necessary to ensure communities are well represented, and to protect other councillors and council employees.

Insights

Under the approved reforms from the [Local Government Legislation Review](#), the Tasmanian Government has already agreed to a range of stronger sanctions and dismissal powers. This will give greater powers to the State Government to intervene in cases of serious misconduct and strengthen the existing frameworks. The Board is exploring whether these approved reforms will adequately respond to issues raised during the engagement process.

Option 2.4

Establish systems and methods to support equitable and comprehensive representation of communities

Rationale

There are a number of systems and methods that could further support equitable and effective representation of communities

in Tasmania. These include undertaking periodic representation reviews, establishing committees to represent specific communities within larger council areas, dividing existing or new LGAs into wards, and setting up engagement hubs throughout local government areas.

Engagement feedback

- In some geographically larger councils, the majority of elected representatives tend to come from the more populated urban area. This may lead to residents living in the broader council area not being adequately represented.
- Some council submissions supported the consideration of ward systems, as they have the potential to ensure improved representation and provide residents with a clear point of contact.
- Other submissions suggested that building engagement processes and outreach capacity is a more effective way to engage with a broad cross-section of residents (See also 3.1 below).
- Increasing the scale of councils may increase their capacity to undertake more comprehensive and effective community engagement. This would ensure better representation and greater consideration of community voices.
- 77 per cent of Tasmanians under 45 surveyed reported feeling that their council does not engage with them, or represent them or others their age. It was frequently expressed that councillors often get elected on niche issues and represent parochial interests, which do not reflect issues or needs of younger residents. This sentiment was expressed across all categories of councils across the State.

Insights

The [South Australian Local Government Act 1999](#) requires each council to conduct an Elector Representation Review at least once every eight years. A Representation Review determines whether a council's community would benefit from a change to its composition or ward structure, and examines such matters as the method of electing the Mayor, the number of council members and whether wards are appropriate.

The Tasmanian *Local Government Act 1993* allows councils to be divided into two or more electoral districts. However, Tasmania is the only State with no councils divided into wards.

To have your say on these reform options go to the [review website](#).

Priority Reform Outcome 3: The community is engaged in local decisions that affect them

Option 3.1

Require consistent, contemporary community engagement strategies

Rationale

Community expectations of engagement are increasing, including the need for far greater community involvement in council decision making. Appropriate and consistent engagement guidelines would facilitate engagement approaches that are uniform across Tasmania and informed by best practice.

The [Local Government Legislation Review](#) recommended that existing community engagement provisions under the *Local Government Act 1993* should be removed, as they are overly prescriptive, and require councils to undertake engagement through mechanisms which are generally outdated. We believe replacing the existing provisions with a requirement that each council develop their own community engagement plan would support a consistent approach to engagement, while still allowing individual councils the autonomy and flexibility to tailor how they engage, and what they engage on, with their local communities.

Engagement feedback

- Councils do not provide enough opportunities for genuine input into local decision making, including consulting on decisions that directly impact ratepayers.
- Councils do not always ‘make the effort’ to engage with all members of the community in ways that are relevant to them and on the issues that affect them. We heard this in particular from Aboriginal communities.
- Fundamentally, good engagement begins with ease of availability and transparency of information.
- In recent years, some councillors have been subjected to unhealthy communication through social media from a small number of individuals.
- Social media has rarely been used for productive engagement with communities on substantive issues, such as council priorities and budgets.
- Many Tasmanians under 45 noted that their councils fail to listen to or engage with younger voices, particularly when making service or infrastructure decisions, or addressing local challenges and issues. We heard broadly that councils should be engaging with all their residents so that they can effectively support their communities, or advocate for action on local issues to other levels of government.

Insights

Evidence shows that where communities are engaged in the decision-making process, they are more likely to trust and accept council decisions. These decisions are therefore more likely to deliver good public value, as they will better reflect the community's needs and priorities.

An increasingly common approach to supporting engagement and representation is through implementing comprehensive engagement plans and systems supported by technology and professional engagement staff. Community engagement planning is mandated for councils in NSW, WA, Victoria, and South Australia.

Additional processes to better engage communities could include a requirement to prepare Community Impact Assessments when deciding to deliver non-core services or acquiring new infrastructure (see 1.3), and implementing a best practice performance monitoring and management framework for local government (see 3.2).

Option 3.2

Establish a public-facing performance reporting, monitoring, and management framework

Rationale

Councils are currently required to report on a range of financial and asset management, service activity, and regulatory compliance matters, but these data are underutilised and fragmented. The data also may not reflect the issues of greatest interest to local residents. There is a dearth of consistent, publicly available information on service cost, quality, and community satisfaction. More streamlined collection and presentation of service level data in particular would reduce both the administrative burden on councils and improve community transparency by providing the community with a clear line of sight to councils' long-term strategic directions and the decisions they make.

The Local Government Legislation Review recommended a local government performance reporting framework to support enhanced consolidation and accessibility of existing council reporting. We believe there is scope to build a framework which presents council performance data in a central online platform, modelled on approaches taken in other states.

Engagement feedback

- The State Government should assist with developing the framework, and the collection and communication of robust, consistent data from all councils.
- The design must be flexible enough to recognise that different priorities are important in different areas.
- Any framework should include relevant and agreed metrics for measuring wellbeing where councils can influence outcomes. This would signal the importance of community wellbeing as a fundamental purpose of local government.

Insights

- Tasmania has fallen behind many other jurisdictions, which in recent years have introduced a range of best practice, online comparative reporting and benchmarking metrics and tools for local government performance monitoring. In particular, wellbeing is becoming increasingly recognised by governments in their data collection and reporting, reflecting the fact that economic activity on its own does not represent the state of a community.
- Earlier in the Future of Local Government Review process, the Board released [two data dashboards](#) which collate and present publicly available data on Tasmanian councils with the purpose of helping to inform the public's knowledge of what councils do, and to support engagement with the Review. These dashboards were well received by the sector and public, and could be considered a first step in enhancing transparency and reporting of council data in Tasmania.
- Western Australia, Victoria, and New South Wales have developed approaches to online performance reporting which provide 'one-stop shops' for accessing consistent information and data on councils accessible by the public. These mechanisms enhance council governance by making performance more transparent, accountable, clear, and comparable. This approach also facilitates and supports councils in their continuous improvement of functions and services.

Option 3.3

Establish clear performance-based benchmarks and review 'triggers' based on the public-facing performance reporting, monitoring and management framework

Rationale

This option builds on the performance reporting, monitoring and management framework in Option 3.2. It could be used to establish performance benchmarks, and a set of clear and proportionate intervention options when benchmarks are not being met.

Intervention options could range from a council being requested to explain its performance, through to service improvement directions, or efficiency audits by an external regulatory authority.

The Local Government Legislation Review proposed the introduction of new powers to install 'financial supervisors' and 'monitors/advisors' as an early intervention measure to address governance and/or financial concerns at the individual council level. Councils would have stronger incentives to risk manage and 'self-regulate', including acting on recommendations of their audit panels.

More robust information on council performance could also be used by the Director of Local Government to take a risk-based approach when overseeing council compliance activities under the *Local Government Act 1993*. It was proposed in the Local Government Legislation Review that audit panels be required to provide their reports to the Director of Local Government, upon the Director's request. This would be a solid first step in ensuring enhanced provision of information on council performance.

Engagement feedback

- Developing performance benchmarks in a collaborative way would be a valuable exercise allowing councils to learn from each other.
- There was some merit in rolling audits of efficiency and effectiveness that the Local Government Board previously undertook. This did lead to some council improvement, however it was a significant process which was somewhat arbitrary. If reinstated, the review processes should be more focussed.
- Audit panels are not effectively resourced, and it is currently unclear if councils are responding to their advice.

Insights

The Local Government Board used to be required under the *Local Government Act 1993* to undertake regular, rolling 'efficiency and effectiveness' reviews of individual councils. This practice has fallen away, but could easily be re-introduced.

To have your say on these reform options go to the review [website](#).

Priority Reform Outcome 4: Local councils have a sustainable and skilled workforce

Option 4.1

Implement a shared State and local government workforce development strategy

Rationale

In the absence of shared strategies, councils and the State Government can compete with each other and the private sector for staff, driving up costs without addressing skill shortages. They also risk duplicating workforce training, development, and recruitment efforts, when the cost of delivery could be shared.

A workforce strategy that recognises the common skills required to work in councils and/or in State Government should minimise unintended competition between the sectors and provide more attractive career pathways for employees within both spheres of government. The workforce strategy should also recognise the skill needs of individual councils based on their local functional and service requirements.

Engagement feedback

- There is broad support for this option.
- Previous workforce strategies should be reviewed to understand what has changed and why, what was applied and worked, or why actions were not pursued or did not gain traction.
- Innovative approaches are required. These might include embracing flexible modes of working, internships, apprenticeships, secondments and cadetships, connecting with TAFE, universities, and secondary schools to help students understand the value proposition and potential career pathways local government can offer.
- It requires a collaborative, sector-wide approach.
- Training local people in regional communities has been shown to enable people to stay in regions.
- Smaller and remote councils need greater assistance in this area.
- Local government career pathways need better articulation, framing and a positive narrative.
- 62 per cent of Tasmanians under 45 surveyed noted they would not consider a career in local government for a number of reasons, including perceived workforce cultures, poor resourcing of their council, and perceptions that the size of their council could limit their ability to effect change.

Insights

We can learn from looking at workforce plans from other industry areas and their capability frameworks.

The [Independent Review of the Tasmanian State Service](#) noted that there are many similarities between the roles undertaken in local government and the Tasmanian State Service, such as administration, public health, finance, emergency management, engineering, and construction. There are also areas in both tiers of government that would benefit from closer collaboration, such as the provision and delivery of contemporary services for Tasmanians. That Review also acknowledged that the secondment of Tasmanian Government staff to partner organisations (such as councils) could help to identify efficiencies or improved ways of working together.

The Cradle Coast Authority (CCA) recently undertook a local government school-based apprentice project, which was funded by the Australian Government and supported by the State Government. This project saw the CCA work with member councils and schools in North West Tasmania to support younger people into career pathways and develop the local government workforce in regional areas. These projects can help to build the profile of the sector as a viable and meaningful career pathway for younger Tasmanians, and help to retain young people, particularly in regional areas.

Option 4.2

Target key skill shortages, such as planners, in a sector-wide or shared State/local government workforce plan

Rationale

Given the serious shortages of such skills across the two sectors, a targeted workforce plan could:

- address capacity gaps across the whole State and local government regulatory system;
- provide more attractive career pathways for professionals;
- allow for succession planning within both spheres of government;
- support the training and development of a new category of para-professionals to undertake less complex tasks;
- minimise the competition between the two tiers of government and the private sector for staff; and
- reduce duplication of workforce training, development and recruitment efforts.

Engagement feedback

- There was strong support for this option: 'a proactive not a reactive approach is required'.
- Local government as a career pathway needs better articulation, framing, and a positive narrative.
- Needs to be embedded with State Government and education providers, such as the University of Tasmania.

Insights

There is strong and consistent evidence of an international skills shortage affecting councils' abilities to perform their regulatory functions. In response, local government workforce initiatives have been implemented in many countries.

Option 4.3

Establish 'virtual' regional teams of regulatory staff to provide a shared regulatory capability

Rationale

Regulatory staff from councils across a region could form a virtual team that supports some or all councils and leverages combined capability. The team could include planning officers, environmental health officers, and other specialist staff. All regulatory responsibilities would remain with councils, and staff would remain physically located in their councils. A proportion of the team's time would be used for predictable regular services for their 'home' councils, such as pre-lodgement liaison with proponents and assessing and determining routine development applications. When required, team members could be assigned to more complex and intermittent work from across the region.

Engagement feedback

- This approach was preferred to removing staff from councils and consolidating them in a co-located team, as this would erode core capacity within the individual councils.
- This would be useful when councils need access to planned or unexpected 'surge capacity'.
- The option may be operationally challenging given current workforce shortages.

Insights

This option may be less beneficial if the structural reform of moving to fewer, larger councils is undertaken.

To have your say on these reform options go to the [review website](#).

Priority Reform Outcome 5: Regulatory frameworks, systems, and processes are streamlined, simplified, and standardised

Option 5.1

Deconflict the role of councillors and the role of planning authorities

Rationale

The Board has heard that the role of councillors “to represent the community” often conflicts with the role of planning authorities to objectively apply the provisions of a planning scheme regardless of the views of the community. Councillors found it difficult to participate in important public debates about major developments in their municipality for fear of ‘pre-judging’ development applications or being accused of bias in the assessment process.

The Board accepts that this conflict creates issues in only a very small proportion of development applications. Some stakeholders, however, expressed the view that this small number of cases created significant friction between councillors and between councils and their communities.

The Board does not have a clear view on the best way forward to address this issue and presents a three options below for further discussion.

Option 5.1a

Refer complex planning development applications to independent assessment panels appointed by the Tasmanian Government

Rationale

The assessment of complex development applications depends on access to technical expertise, robust data, efficient administrative systems, sound decision-support systems, and strong communications support.

Independent panels appointed by the State Government would have access to a diverse range of specialists and establish robust administrative and technical support systems, allowing a consistent standard of decision making state-wide.

Clear criteria would be established to define which developments must be referred. This could include:

- high value developments;
- developments in which the council or councillors have a direct interest, including developments on council land;
- developments in sensitive locations;
- developments of particular industry types; and
- developments with particular types of impacts.

Freed from the constraints of acting as a planning authority, councils would be able to represent their community and its views in submissions on complex developments as they are being assessed.

Option Paper Appendix 21

Councils would continue to assess and determine other development applications and retain overall land-use planning responsibilities.

Engagement feedback

- This reform would only apply to a small proportion of applications, with the majority of development applications continuing to be determined by councils and their delegated council staff.
- Costs involved should not fall back on the councils it was designed to assist. Rather a proponent user-pays model would be appropriate. Panels should comprise a range of relevant skills and knowledge and must include a person with knowledge of the local context of the particular development, including community and council priorities.

Insights

NSW has five Sydney planning panels and four regional planning panels introduced in 2009 to enhance decision-making on regionally significant development applications (generally having a capital investment value of over \$30 million). The panels are each independent bodies, not subject to the direction of the Minister of Planning and Public Spaces.

Option 5.1b

Remove councillors' responsibility for determining development applications

Rationale

This option is similar to option 5.1a but elected representatives would be removed from the process of determining development applications entirely. Applications would routinely be assessed by planning staff in councils and, if required, escalated to independent panels appointed by the State Government.

Councillors would still have responsibility for all the strategic elements of the planning system, including strategic land use planning and recommending Local Provision Schedules.

Council would also be able to make representations to independent planning panels on discretionary elements of development applications (in addition to officer level advice as currently provided to councils).

Engagement feedback

- Community planning and environment groups strongly support maintaining councillors' role in determining significant local development determinations.
- Development interests are seeking a development approval system that is consistent and predictable. They did not find that this is always the case when development determinations were made by councillors.

Insights

This option has parallels with the introduction of [Local Planning Panels](#) in some areas of New South Wales. Under this system, a local planning panel is made up of a chair (appointed by the Minister), expert members (appointed by the council from a list approved by the Minister) and a community member (appointed by the council).

Option 5.1c

Develop guidelines for the consistent delegation of development applications to council staff

Rationale

While most development applications are determined by council officers under delegation, a small proportion are considered by councillors (or independent panels as proposed in 5.1a) acting as a planning authority. An absence of clear guidance on options to delegate planning processes to council staff can frustrate and lengthen the planning assessment processes.

Planning decisions must be based on professional, technical assessments against criteria under the planning scheme. However, councillors are often under community pressure to make decisions that reflect popular opinion based on considerations outside their formal statutory role as a planning authority. This can unduly divert council resources and undermine community confidence in the council and in the planning system.

Guidelines would help councils to determine which decisions should be made by councillors, and which should be made by the council's planning staff under delegation. The criteria in such a policy could be based on the nature of the development (e.g., capital value, location, activity proposed), the nature of the proponent (private individual, business, government agency, council, councillor) and/or the number of representations received.

This would provide clarity to proponents and the community and reduce the potential for the development application process to be unduly influenced by local political pressures. It may also lead to more efficient decision-making, as proponents, council staff, councillors, and the broader community would be clearer on who will be making key decisions, and on what basis.

Engagement feedback

- There was a range of views on whether all councils need to take a consistent approach to this issue, or whether some discretion is acceptable and desirable.
- While few thought the problem was bad enough to warrant a mandatory approach to delegation, there was some support for councils being offered guidelines they could choose to adopt.

Insights

While there do not appear to be any precedents for such a policy, the variety of approaches councils currently apply to this issue suggests there would be some benefit from clearer/improved guidance.

Option Review Appendix 33

Option 5.2

Greater transparency and consistency of councils' resourcing and implementation of regulatory functions

Rationale

Councils' performance of their regulatory functions varies widely, with many falling well below risk-based benchmarks. Where there is underperformance of regulatory functions, there is an increased risk to public health and safety.

This option would include measures of regulatory resourcing and implementation in a new public-facing performance reporting, monitoring and management framework (see option 3.2). This would help communities to understand how well their councils are exercising their regulatory responsibilities, and help councils to 'level up' to the standard of other similar councils.

Engagement feedback

- The most common explanation councils have offered for failing to exercise all regulatory responsibilities is a lack of access to skilled staff.
- Other explanations offered include poor awareness of regulatory requirements by applicants, and a lack of resources for smaller councils to undertake statutory functions.

Insights

The Victorian Government's [Know Your Council](#) website reports councils' performance of a range of regulatory functions, and allows these to be compared between councils. For example, for food safety, councils report:

- time taken to action food complaints;
- percentage of required food safety assessments undertaken;
- cost of food safety service per premises; and
- percentage of critical and major non-compliance outcome notifications followed up by council.

Option 5.3

Increase support for the implementation of regulatory processes, including support provided by the State Government

Rationale

Council regulators have some discretion when applying the State Government's statutory regulations to their local circumstances, but they must treat all applicants fairly and equitably. Councils have told us they need more support and resources to be able to strike this balance. This option aims to make regulation simpler and more efficient through streamlining the collective understanding and expectations concerning regulatory frameworks, ensuring transparency around agreed guidelines and decision-making

support tools, training, regulatory support hotlines, and data collection and usage.

Current approaches assume that regulatory requirements, such as for building approvals or environmental protection, can be written as objective 'rules' and 'tests' which are clearly linked to stated policy intentions. For development applications, for example, the Tasmanian Planning Reforms should broaden the availability of 'acceptable solutions' and limit discretion to where it is absolutely necessary. Where such rules and tests are not possible, specific policy objectives and decision-making guidelines would need to be understood.

A program of improving transparency and consistency could also target particular council and development industry priorities like, for example, 'no permit' pathways for low-impact urban infill.

Engagement feedback

- There was strong support in our engagement for this option, with greater collaboration and support from the State Government seen as critical.
- If designed in a collaborative way between State Government and councils, a comprehensive package covering all elements of regulatory implementation would increase both council capability and the challenge of balancing local and State objectives.
- The Tasmanian Planning Reforms are heading in this direction, which was seen as positive. This option would complement those reforms, both within planning and in other regulatory areas such as building, public health and pollution control. There was agreement that there are currently considerable cultural and structural barriers to local governments accessing State Government knowledge and clear guidance about applying and interpreting policy which sometimes results in unnecessary complexity and conflict.

Insights

Planning reform has been advocated by a range of national and state commentators and is being pursued in most jurisdictions.

The Tasmanian Government is undertaking a number of initiatives to address housing affordability. It has committed to delivering 10,000 social and affordable homes by 2032 and is finalising a [20-Year Housing Strategy](#) which will guide the types of homes to be built, and when and where they will be built.

Option 5.4

Strengthen connections between councils' strategic planning and strategic land-use planning by working with State and Commonwealth Governments

Rationale

Strategic land-use plans that have the support of all spheres of government would help to align Commonwealth, state, and local priorities in residential development, industrial development, infrastructure investment, and green space protection. The

review of the regional land use planning framework underway through the Tasmanian Planning Reforms is a good opportunity to advance this option.

Without strategic land-use plans, councils:

- risk making land-use planning, infrastructure, and investment decisions that fail to account for known demographic and other future trends;
- may fail to make the necessary regional trade-offs for effective and efficient resource allocation;
- may fail to manage future risks; and
- risk costly and ineffective public investment and missed opportunities for meeting social, economic, and environmental objectives.

Engagement feedback

- There was general support for this option, although it was acknowledged previous attempts have not been realised to their full potential, with participants feeling greater State Government buy-in would be needed. It was noted strategic land-use planning had in general been poorly resourced and implemented across Australia.
- While a long-term common vision was important for community and investment, plans need to allow flexibility for changed circumstances and contexts and should include measurables and accountability mechanisms. Communities need to be able to see evidence of implementation in the short-term.
- Such plans require clarity around purpose and importance, a high-level framework and specific implementation strategies, investment, accountability, and should be contextually dependant.
- ‘City Deals’ were said to be good for those ‘in the tent’ but most of Tasmania was outside of these areas, and this form of collaboration was clearly not appropriate for rural areas.

Insights

This option would see the occurrence of more collaborative strategic land-use planning, such as the 30-year Greater Hobart Plan and the Hobart City Deal.

This option may be less beneficial if the structural reform of moving to fewer, larger councils is undertaken. Larger councils would have responsibility for larger areas, which would simplify decision making on land-use planning in that area. They would also have larger populations to equitably share the costs and benefits of infrastructure investment.

To have your say on these reform options go to the [review website](#).

Priority Reform Outcome 6: Councils collaborate with other councils and State Government to deliver more effective and efficient services to their communities

Option 6.1

Require Councils to collaborate with others in their region, and with State Government, on regional strategies for specific agreed issues

Rationale

Some of councils' responsibilities and interests are shared with others in their region, for example road networks that cross boundaries or common challenges such as flooding. Where neighbouring interests can be aligned, there are opportunities for mutual advantage; where interests are in conflict, there are benefits in resolving them.

This option would aim to identify a core list of regional issues that councils should be collaborating on, requiring them to engage and agree on regional strategies for those issues. It could include, among other things, land-use planning, regional economic development, climate change adaptation, and procurement of large civil construction projects. Each council's strategic plan would be aligned with these regional strategies.

There are a variety of ad-hoc regional structures in place for collaboration between councils and with other spheres of government. Rather than mandating a particular structure, this option would allow councils to choose the structure most effective for them to consider regional issues.

Engagement feedback

- There was strong feedback that defining the regional role of councils was more important than mandating council participation in regional organisations.
- Some regional organisations have been highly effective on particular issues, especially where there is a clear and shared common purpose.
- Without a clear purpose for regional organisations, some councils are reluctant to make long term funding commitments to them.
- Activities such as economic development work better when planned and coordinated by regional and state-wide bodies, rather than individual councils.
- For issues that clearly transcend council boundaries (climate change is an example), better region-level and multi-tiered government collaboration is desirable.
- Many respondents to our survey of Tasmanians under 45 noted that the inherent competitiveness between councils is stifling regional planning for key issues like public transport, climate change response and mitigation, and efficient urban planning.

Insights

Experience from jurisdictions such as NSW has shown that State Government attempts to formalise regional structures based on defined boundaries are not necessarily supported by councils. Collaboration among councils and between councils, regional organisations, and other tiers of government has been effective in the establishment and operation of the NRM hubs and Regional Tourism Organisations.

Option 6.2

Establish stronger, formalised partnerships between State and local government on long-term, regional, place-based wellbeing, and economic development programs

Rationale

Earlier this year, the Tasmanian Government announced it will develop ‘regional strategic partnerships’ between the Tasmanian Government and LGAT, working directly with relevant ‘council clusters’ in those regions.

The stated objective is to set a 20-year framework, vision, and direction for planning and land use to support economic and community development. The Board understands the partnerships will focus on:

- identifying natural advantages at the regional level for supporting the attraction of emerging industries, such as hydrogen and synthetic fuels production;
- partnering with skills and training providers to align with growth industries and key regional strengths; and
- place-based planning and delivery of education, housing, and health and community services to support the attraction and retention of regional workforces and build viable, vibrant, and sustainable communities.

Engagement feedback

- Collaboration between State and local government is essential in health and wellbeing related programs and economic development. Without collaboration, there is a risk of duplication of effort.
- Collaboration must go both ways and clear and consistent State Government commitment to working with regional organisations is needed. On occasion, State Government may choose to bypass regional organisations and deal directly with individual councils on issues of regional significance.

Insights

Effective strategic partnerships can be given effect in a variety of different ways. In Victoria, clarity on long-term strategic wellbeing objectives is provided through the Victorian *Public Health and Wellbeing Act 2008*, which recognises the key role of councils in improving the health and wellbeing of people in their municipality.

It requires each council to prepare a municipal public health and wellbeing plan every four years. This is supported by an overarching Victorian Public Health and Wellbeing Plan, which sets priorities councils need to consider, such as tackling the health impacts of climate change, increasing healthy eating, increasing active living, and reducing tobacco-related harm.

Option 6.3

Introduce regional collaboration frameworks for planning and designing grant-dependent regional priorities

Rationale

Competitive processes for State and Australian Government grant funding often create unhealthy or inefficient competition between councils for funding which – if packaged up and allocated differently – could otherwise benefit a greater number of people in a wider regional community. Additionally, larger councils often have greater capacity to undertake and be successful in these processes. Grant application processes themselves potentially divert funding away from pressing core service needs and priorities.

Enhancing collaboration between regional councils could ensure State and Australian Government grant processes receive high quality applications from councils that best serve the needs of regional communities. In addition, it would lead to more efficient efforts by councils in seeking and expending grants by reducing duplication of effort between councils, enabling more equitable access to grant-seeking expertise by all councils.

Engagement feedback

- If council membership in regional organisations was mandatory, these organisations could be the vehicles for identifying regional funding priorities and undertaking grant application processes.
- Grants are caused by, and perpetuate, uneven capability: often councils with capacity apply for and win grants, and those that don't, miss out – this is not an effective model.

Insights

The Northern Tasmania Development Corporation (NTDC) developed a list of [Northern Tasmania Regional Priority Projects](#). These Regional Priority Projects contained a mixture of health and wellbeing, built infrastructure, skills and jobs development, and other initiatives identified as benefitting the broader Northern Tasmania region. The NTDC advocated and supported these projects on a regional scale, supporting the development of a broader region, as opposed to an individual council.

Option 6.4

Support increased integration (including co-location) of 'front desk' services between local and State governments at the community level

Rationale

It is broadly accepted that Service Tasmania shopfronts represent a 'success story' in providing a well established integrated, customer-centred hub for accessing a broad range of government information and services. Many Service Tasmania shops are now co-located with libraries and other community services and facilities.

There are likely to be significant opportunities to leverage these and other arrangements to further develop 'one-stop shop' service hubs.

Further co-location of State and local government shopfronts and shared online customer service systems have the potential to provide a more seamless and customer-centred service experience, improve operational 'cross-pollination' between local and State Government, and save on commercial rents.

Engagement feedback

- The Board has heard that many community members do not have a clear understanding of which level of government is responsible for various services.
- In many cases, it should not in fact be necessary for community members to understand these delineations – e.g., where they simply need to be able to undertake a transaction such as obtaining a licence, paying a fine, or completing an application form.

Insights

The Independent Review of the State Service recommended (Rec. 66) developing and expanding service delivery partnerships between State, Commonwealth, and local government in Tasmania.

Co-location of Service Tasmania and council office 'shopfronts' has occurred in Devonport (Paranple Convention Centre) and was previously trialled in Hobart.

Other states (such as South Australia) have established shared online service portals which can be used by councils to support a range of customer service functions.

To have your say on these reform options go to the [review website](#).

Priority Reform Outcome 7: The revenue and rating system efficiently and effectively funds council services

Option 7.1

Explore how councils are utilising sound taxation principles in the distribution of the overall rating requirement across their communities

Rationale

Council rates are broad-based taxes on property or the value of land. Taxes on land are generally considered one of the fairest and most efficient forms of taxation, as they have very low negative effects on economic growth and activity.

There is currently limited transparency associated with the ratings policies that councils make and how it impacts on the distribution of rates burden across communities. For example, some councils preferentially rate commercial operations, while others seek a greater proportion of rates from residential properties.

It is proposed that the State work with the sector to explore the current distribution of rates burden across communities in Tasmania, including the relative weight of revenue raised from different categories of land. This work may highlight the need for more innovative rating practices to ensure that rate liabilities are shared equitably across the community. For example, there may be merit in considering alternative rating options such as progressive rating scales within specific categories of land use – noting that the implications of any such options would need to be very carefully considered.

Tasmanian councils are also able to levy separate rates under the *Local Government Act 1993*. These are additional rates which apply to some areas or classes of property, such as for local promotion and economic development. Separate rates may represent a preferable solution to recent, high-profile rating distortions in the policies of some councils, and be simpler and more accountable to the community, including in the hypothecation of funds realised. Ideally, ratepayers to whom the separate rate applies should have a role in determining its price, which is efficient because it helps determine the optimum quantity of the service provided.

Engagement feedback

- There was broad feedback that the current rating system lacks transparency and may be inequitable for similar land categories across different municipalities.
- Concerns have been raised that the current system fosters competition rather than collaboration between councils.
- This reform requires a holistic, principles-based approach, aimed at equity and carefully avoiding unintended consequences.

Insights

The design and effectiveness of Tasmania's system of funding local government (rates, user charges, and grants) should be assessed to ensure that it is consistent with contemporary tax design and public finance principles and will meet the future needs of councils and their communities.

Option 7.2

Enhance public transparency of rating policy changes

Rationale

This option would build on the work under recommendation 7.1 and see better and more user-friendly reporting and transparency of rating policy changes as part of a proposed local government performance monitoring and management framework (see option 3.2). This may include better transparency around the distribution of the rating burden across the community.

The Tasmanian Government has agreed to the Local Government Legislation Review recommendation that council audit panels be required to review any proposed rate changes that deviate from a council's long-term financial plan, and/or any changes to a council's long-term financial plan.

Audit panels will continue to be independent of their councils and the panels must have a majority of independent members.

Engagement feedback

- There was strong support for making council rating processes more transparent to the public.

Insights

There is scope to review the suite of financial and asset management metrics that councils are required to report on, to ensure they remain meaningful and provide a clear and fair picture of the overall position of councils over time. Other jurisdictions, such as Western Australia, have introduced sophisticated frameworks that provide a more holistic picture of council financial sustainability across several metrics.

Option 7.3

Examine opportunities for improving councils' use of cost-based user charges to reduce the incidence of ratepayers subsidising services available to all ratepayers, but not used by them all

Rationale

Councils presently meet their regulatory obligations, and provide many services, through a mixture of user fees and subsidies from general revenue. User charges should, optimally, reflect the actual cost of a service. This option would:

- enhance transparency and accountability for revenue raising and service delivery;
- assist the community to understand true costs of services and potentially the costs of regulatory processes; and
- identify potential areas for councils to pursue productivity improvements (and alleviate prices or improve services), for example through improved technology or provision at larger scale.

Where councils choose to subsidise certain activities (which may be justifiable in certain circumstances) these subsidies should be reported transparently in their financial statements, to ensure they are understood by the community.

More consistent pricing, in the form of user charges, could also help facilitate the trade in services between councils, such as through shared services arrangements.

Engagement feedback

- While establishing a consistent approach to user-pays by applying the ‘benefit principle’ of taxation has merit for some services, there was general concern it may lead to inequitable outcomes given the significant variations in wealth and incomes within and between councils.

Insights

The Government has agreed to reforms recommended by the Local Government Legislation Review to legislate principles or guidelines for council fees and charges to promote greater consistency and transparency.

Option 7.4

Consider options for increasing awareness and understanding of the methodology and impacts of the State Grants Commission's distribution of Federal Financial Assistance Grants

Rationale

The State Grants Commission allocates Financial Assistance Grants to councils, funded by the Australian Government (\$82m in 2021-22). Approximately 53 per cent of the grants are allocated to councils for the maintenance and renewal of roads, 14 per cent are allocated on a per-capita basis, and the remaining 33 per cent are allocated on the basis of the balance of a council's capacity to raise revenues and their need for expenditure, which is weighted by numerous variable cost adjusters.

The allocations for this component, and the per-capita grants, are made in accordance with National Principles, including horizontal fiscal equalisation and ‘effort neutrality’ (the latter meaning grants should not disincentivise councils from raising revenue through efficient land taxes like rates

Engagement feedback

- Elected officials should be more aware of the basis on which grants are allocated, there was a view the wider public also needs to be aware of these technical processes.
- There was broad agreement that the allocation model should evolve over time to reflect the spending priorities of councils and communities rather than focus on roads.
- Feedback from some councils pointed to inequities with base grants that result from the application of the current allocation model.
- More work was needed to understand how the grants distribution process (and associated methodology) may be impacting councils' broad incentive to explore strategic regional shared service opportunities or other efficiencies. There was broad agreement that the allocation model should evolve over time to reflect the spending priorities of councils and communities rather than focus on roads.
- Feedback from some councils pointed to inequities with base grants that result from the application of the current allocation model.
- More work was needed to understand how the grants distribution process (and associated methodology) may be impacting councils' broad incentive to explore strategic regional shared service opportunities or other efficiencies.

Insights

This is a technical area that should be subject to incremental and considered reform as a part of a broader rates and revenue review.

Option 7.5

Investigate possible alternative approaches to current rating models, which might better support councils to respond to Tasmania's changing demographic profile

Rationale

Over the past 10 years, Tasmanian councils have increased rates more slowly than their interstate counterparts, despite having comparatively broad legislative discretion on how they determine rating levels. This could reflect an increased focus on efficiencies and constraining cost increases. It could also reflect constraints that prevent councils from raising the revenue that they need to continue delivering services.

Tasmania has a population that is ageing – rapidly in some areas. The Board has heard that the current rating system presents a challenge for some owner occupiers who, while owning a valuable (and appreciating) asset, may be reliant on fixed incomes. It appears many councils feel the pressure to constrain rate increases knowing it will impact these residents.

Pensioner concession holders are entitled to a Tasmanian Government-funded reduction on their rates, at a budgeted cost of \$19.2m for 2022–23. However, this is a relatively small proportion of the

overall rates impost as it is capped at \$345 per pensioner household for TasWater customers, and \$507 for households without reticulated water.

Engagement feedback

- While reform may be contentious and would need to be very carefully managed, there is an opportunity to further explore concession arrangements to determine whether it could be more effective for Tasmania's changing demographics and provide greater relief to households who are most in need.

Insights

Other states have implemented various schemes to better support councils to rate in these instances, and the Board would like to understand these models better.

To have your say on these reform options go to the [review website](#).

Priority Reform Outcome 8: Councils plan for and provide sustainable public assets and services

Option 8.1

Standardise asset-life ranges for major asset classes and increase transparency and oversight of changes to asset lives

Rationale

The way councils put a financial value on their assets determines how much they budget for depreciation and maintenance costs. This in turn can determine how much they budget for asset replacement and influences a range of council financial and asset sustainability metrics.

The Board has found councils adopt a broad range of different asset lives for the same classes of assets. Often asset lives are reported as longer than what is recommended in guidance principles or by other jurisdictions. In some cases they are extended without a justification being provided for changes.

Engagement feedback

- There is general agreement that councils as a whole need to improve their asset costing, planning, and assessment, but may lack the knowledge and/or resources to manage this effectively.
- It is accepted that councils will need some general flexibility as asset lives can vary across areas, reflecting factors such as methods, maintenance, usage, and geography.

Insights

There is an identified need to review and learn from interstate and international models. If asset lives are not appropriately managed, infrastructure backlogs could create significant sustainability issues that future Tasmanian communities will have to pay for.

Option 8.2

Introduce requirement for councils to undertake and publish 'full life-cycle' cost estimates of new infrastructure projects

Rationale

It is important that councils and their communities are informed and make decisions about their investments with a clear picture of the 'whole-of-life' costs of new infrastructure projects, and the 'trade-off' implications this may have, whether in relation to the management and maintenance of existing assets, the provision of other services, or the need to raise additional revenue.

Engagement feedback

- Councils are under constant community pressure to provide new infrastructure and are regularly offered 'one-off' infrastructure grants from other spheres of government in response to these

demands. While this support is welcome, it can require both up-front co-contributions and ongoing expenditure for asset maintenance that can be hard for councils to accommodate within already constrained budgets.

- There is a need for accountability and oversight systems, including transparent reporting. This could be done via audit panels if they were given a strengthened role and clear responsibility.

Insights

A carefully designed system could help councils make investment decisions and also build community awareness of the whole-of-life costs of new infrastructure and facilities. This should make it easier for councils to say 'no' to one-off capital grants that impose long-term financial burdens on councils.

Option 8.3

Introduce requirement for councils to undertake regular service reviews for existing services

Rationale

Regular service reviews would be an opportunity for councils and their communities to consider if a service currently being provided is still a priority, and should be continued. They would complement and inform other strategic planning processes/decisions councils undertake regularly. Community engagement would be mandated.

Regular service reviews could provide councils with the opportunity to have frank and open conversations with their communities about their service preferences and priorities, informed by data about up-front and lifecycle costs, and feedback on satisfaction with/value of services.

This process could give councils a stronger and more confident mandate to make asset management and budget decisions (particularly around long-lived infrastructure investments) and should improve general community awareness of the 'true' cost of providing services

Engagement feedback

- Feedback from the local government sector is that community service expectations continue to grow, but with no clear appreciation or understanding of service costs, or the consequent trade-offs required.

Insights

The Board has heard that strategic service planning across the sector is generally uneven and there could be more discipline and rigor around regularly reviewing the value of both existing and prospective services.

Option 8.4

Support councils to standardise core asset management systems, processes, and software

Rationale

Currently, asset management practices are inconsistent across councils, in terms of systems, processes, data captured, and software used. The Board's analysis found that less than half of councils are currently complying with the relevant requirements of the *Local Government Act 1993*. Increasing the standardisation and consistency of asset management practices would support robust service level benchmarking and investment prioritisation, as well as potentially increased skills and resource sharing between councils.

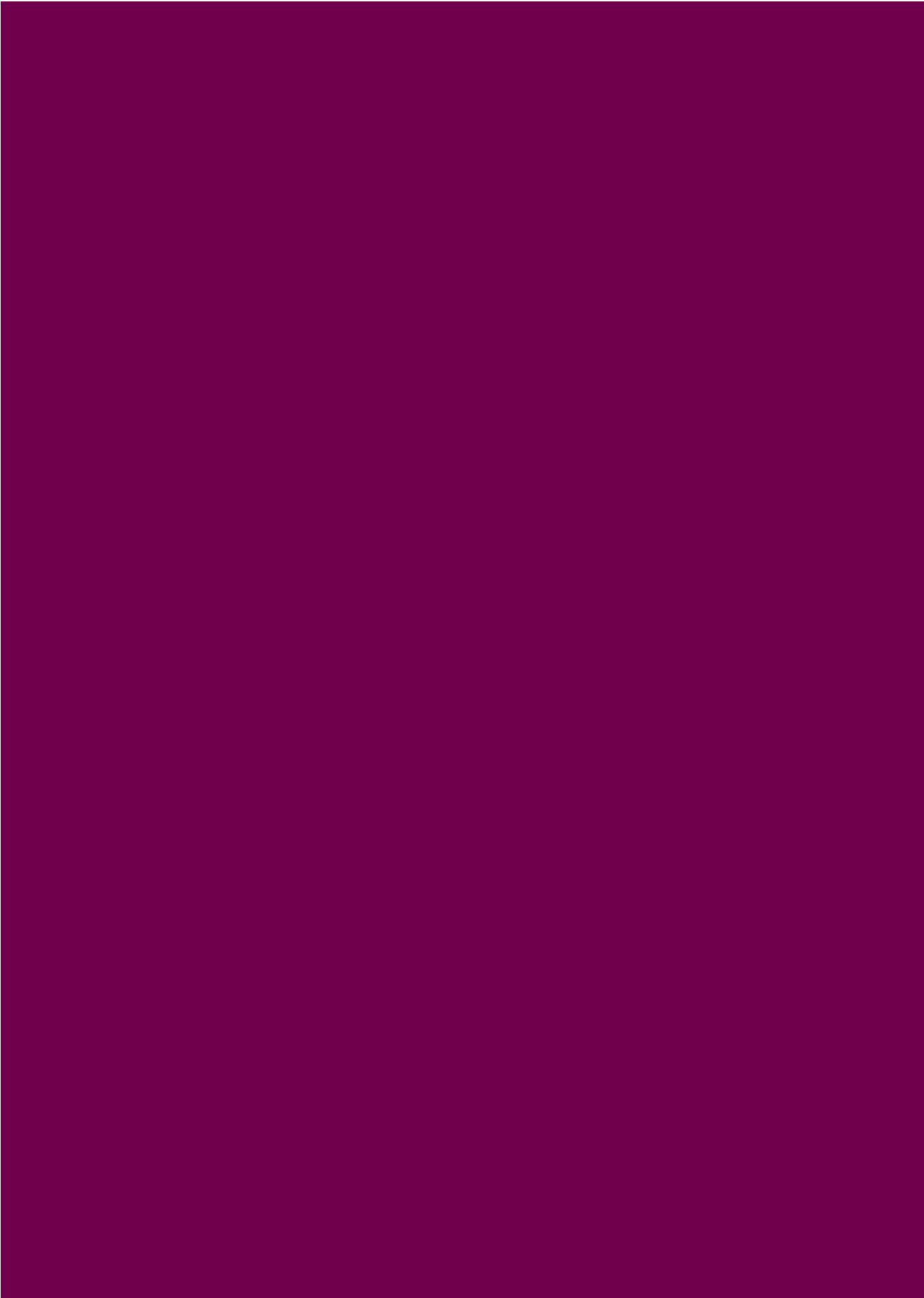
Engagement feedback

- There was in-principle support for this option, providing that a cost-effective system can be developed to meet the needs of councils
- The general view expressed was that the State mandates reporting on asset management but does little to facilitate and coordinate the process.

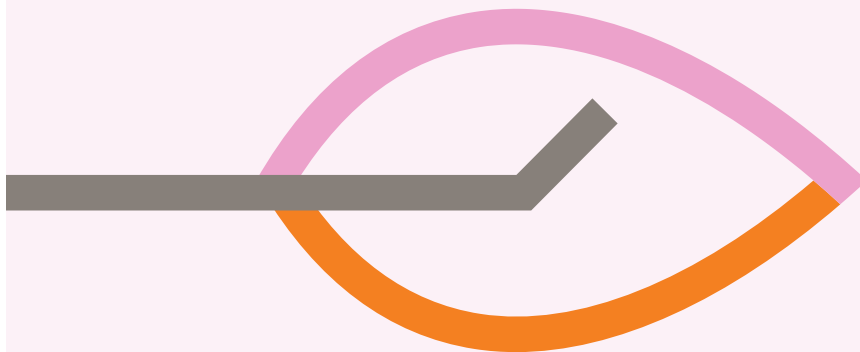
Insights

This will be an important reform to facilitate better and more sustainable asset management.

To have your say on these reform options go to the [review website](#).



The future of local government review



Tasmanian
Government

Department of
Premier and Cabinet

More information?

www.futurelocal.tas.gov.au

LGBoard@dpac.tas.gov.au

Quarterly Report

Quarter 2 2022-2023



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Strategic and Operational Highlights for the Quarter

I am pleased to bring you the strategic and operational highlights for the quarter ending 31 December 2022.

WELCOME TO THE NEW COUNCIL

We saw the election of a new Glenorchy City Council at the October 2022 local government elections – the first local government election in Tasmania with compulsory voting.

The turnout rate was really pleasing, with 82.7% of Glenorchy voters casting their ballots – just short of the 84.8% Statewide average.

We welcomed back Mayor Bec Thomas, Deputy Mayor Sue Hickey, Aldermen Jan Dunsby, Stephen King and Kelly Sims who were re-elected from the previous Council, returning Alderman Stuart Slade and Councillor Harry Quick and new elected members, Councillor Molly Kendall and Aldermen Joshua Cockshutt and Russell Yaxley.

The incoming Council was straight back down to business, after making their declarations of office at the beginning of November. This was followed by a series of induction sessions to brief elected members on the current status of the Council.

At the first meeting of the Council on 28 November 2022, Aldermen adopted a Statement of Intent and Legacy which included the following aims:

- being progressive, proactive and innovative
- being honest and trustworthy
- being open to feedback
- continually learning and practising good governance
- hearing both sides before making judgement

The Statement of Intent and their aspiration statement of their combined legacy can be found on the Council website at **www.gcc.tas.gov.au/alderman-statement-of-intent-and-legacy**

APPOINTMENT OF ELECTED MEMBERS TO COMMITTEES

During their first meeting in November, Council appointed elected members to a range of committees. These committees help Council to achieve its goals and objectives and meet its statutory responsibilities.

Congratulations to the following elected members, who were appointed or elected to the following committees:

1. Glenorchy Planning Authority – Mayor Thomas, Aldermen Dunsby, King, Yaxley and Cockshutt
2. General Manager’s Performance Review Committee – Mayor Thomas, Deputy Mayor Hickey and Alderman Dunsby
3. Audit Panel – Deputy Mayor Hickey and Councillor Quick
4. Glenorchy Emergency Management Committee – Alderman King
5. Wellington Park Management Trust – Councillor Kendall
6. Southern Tasmania Regional Waste Authority – Mayor Thomas

GLENORCHY CBD SAFETY

At its first meeting Council also considered the current state of safety in the Glenorchy CBD and measures currently underway to address the behaviour and perception of safety.

Council resolved a number of actions to pursue including:

- continuation of a private security presence in the Glenorchy CBD across the week at varying times and days until 30 June 2023,
- Requesting as a matter of urgency through Commissioner of Police a noticeable uniformed police presence in Glenorchy CBD across the week,
- Request Tasmania Police to provide a monthly Glenorchy CBD safety update to Council,
- Submit a letter signed by all Aldermen to the Premier and copying in the Minister for Police, Minister for Education, Children and Youth, the Commissioner of Police and the Attorney General requesting an urgent meeting with the whole Council.

Council has also been successful in co-funding, with the State government a program, for the PCYC to work with young people in Glenorchy to engage in community activities.

CUSTOMER SERVICE ANNUAL UPDATE

In October Council received the annual Customer Service report detailing its performance over the preceding 12 months.

Council provides the option for customers to leave a customer satisfaction or “CSAT” score after doing business with Council.

From the 2,631 responses received, Council received a CSAT Score of 87.1%, which is consistent with the previous year’s score of 89.4%. This is a pleasing result showing that most of Council’s customers are satisfied with the service received.

For the previous year, there were also 15 items identified as ‘complaints’ about service. 14 of these were responded to within Council’s service level commitment, which is to be actioned or acknowledged within 10 working days.

The progress update on the Customer Service Strategy 2020-25’s action plan was as follows:

- overall, progress is at 72% of the complete action plan
- 25 actions (52%) are complete
- 17 actions (34%) are in progress
- 5 actions (10%) are yet to commence.

Also, this report outlined a few facts you may find interesting. Did you know:

- Our Council has 8,326 dogs registered
- We received 3,101 works requests last year
- 548 Food premises were inspected
- 15,549 Customer Requests were created
- 24,364 articles of correspondence were received: and
- 58,277 customers were serviced via the phone or front counter in 21.22

ANNUAL GENERAL MEETING AND ANNUAL REPORT

Council held its Annual General Meeting on 5 December 2022, at which the Annual Report for the 2021/2022 financial year was presented.

We encourage community members to view the full report and read through the full array of services Glenorchy City Council provides to its community at:

www.gcc.tas.gov.au/council/documents-and-publications/reports-plans-and-resources

CAPITAL WORKS

Tasmania is still experiencing strong economic growth, which extends beyond Council boundaries and into wider Tasmanian and Australian regions.

COVID-19 stimulus measures are still impacting the availability of contractors and materials which, in turn, adds cost pressures for Council.

At the end of the second quarter Council’s 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 was ahead of budget at 31 December 2022 by \$595k indicating that program is progressing well towards its \$14.738m annual target.

MAJOR PROJECTS

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 may lead to some unavoidable delays.

GIBLINS RESERVE PLAYSPACE

The \$3.4m project is co-funded by the Australian Government and Council, and will include multiple play areas, accessible pathways, shelters, BBQ, fencing and toilets.

Contractors were appointed to the majority of elements of this development through standing tenders this quarter, with on-ground works expected to commence in March 2023.

MONTROSE BAY FORESHORE SKATEPARK

The \$620,000 project is co-funded by the Australian Government, State Government and Council and includes a bowl, street plaza, ramps and other skate features. The project was developed through extensive consultation and a number of resulting design revisions.

The construction contractor, Grind Projects, is scheduled to begin construction in late March 2023 with completion this financial year.

MONTROSE BAY FORESHORE PLAYGROUND

The replacement of the rubberised Softfall at the Montrose Bay Foreshore Playspace commenced in July and was completed on Wednesday, 3 October; an additional two weeks of curing time was required after rain delays and cold temperatures preventing curing of the softfall material.

The replacement of the all-accessible liberty swing to a new all-accessible basket was also installed during this period.

COUNCIL CHAMBERS SOLAR PANEL INSTALLATION AND ROOF UPGRADES

Council Property 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 year (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.

A new contractor has been engaged to progress this project which will commence in April 2023.

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 grant of \$155,000 through the Community Sports and Recreation program to improve the drainage on the western ground to prevent water pooling 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 was required and overdue.

Council also converted a redundant stormwater detention basin, creating an additional football field that didn't exist prior to this project commencing. This project is now complete and turf growth is underway.

NORTH CHIGWELL SOCCER HUB

The \$8.96m Australian Government funded project will create a soccer hub at North Chigwell that includes multiple junior and senior pitches, match and training lighting, and a major new sports facility building that includes changerooms, toilets, canteen and function space.

Ground redevelopment and field lighting works are substantially progressed and are due for completion next quarter (with some turf grow-in to continue after that). The concept design work for the sports facility building has been largely completed and agreed to by all parties, with only minor amendments to come before submission for a Planning Permit.

KGV SOCCER UPGRADES

This much needed redevelopment is funded by a \$3.84m Australian Government grant and a \$0.5m State Government grant and involves replacement of the synthetic pitch and shockpad, new light towers and upgraded lighting, upgraded grandstand, and new changerooms and toilets.

Replacement of the synthetic surface and installation of new lights were largely completed during this quarter and are due for completion next quarter. The design work for the sports facility building has been submitted for a Planning Permit and requires additional information to be provided to satisfy a flooding overlay.

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 \$3.2m of the estimated \$6.2m 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 with 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 scope the works and develop a detailed cost estimate and progress this project to the calling of tenders by TasWater. Survey work began at the site in late 2022 and the project is expected to be completed by April 2024.

FUNDING ALLOCATED FOR UPGRADE OF BENJAFIELD PARK

At its December meeting, Council decided, after a recent significant property sale to the State government, to allocate \$1m from the Property Disposals Reserve Fund to upgrade Benjafield Park playspace in the 2023/24 financial year.

Community engagement will take place with the Community soon. Moonah residents have already indicated they look forward to working with Council officers to realise this significant investment in Benjafield Park.

This decision is consistent with Council's recently developed Playspace Strategy, which will also see investment across the City in upgraded playspaces through a Federal Labor government funding commitment of \$1.5m into renewal of northern suburbs playspaces.

FUNDING REALLOCATED TO PROJECTS UNDER THE LOCAL ROADS AND COMMUNITY INFRASTRUCTURE PROGRAM

At its December Council meeting, Council also agreed to reallocate funding under the third phase of the Australian Government Local Roads and Community Infrastructure Program to the following three projects;

- Benjafield and Berriedale Childcare Centres Playground replacements \$150,000
 - this will allow for much needed upgrades to the playgrounds for an increased level of amenity for families that use the centres and consistent with Council's decision to upgrade these facilities.
- Glenorchy Mountain Bike Park Trail renewal \$225,000
 - the upgrade and renewal of the existing trails within the mountain bike park will improve safety within the park and satisfy the part of the increasing demand for open trails within the community. This is consistent with the recommended works identified in the Glenorchy Mountain Bike Master Plan.
- Abbotsfield Sportsground Fencing replacement \$250,000
 - the upgrade of site fencing to Abbotsfield sportsground will increase safety and security for the site and reduce the constant unauthorised entry to the site from the old, damaged fencing.

These projects will be completed within the current financial year.

MULTICULTURAL HUB FUNDING SUBMISSION

Council, with State Government funding, supports the operation of the Multicultural Hub located in Hopkins Street, Moonah, which is run by agreement with the Multicultural Council of Tasmania (MCoT).

As our multi-cultural population continues to grow, the role of the Multicultural Hub to welcome our newly arrived residents and assist their retention and contribution to our municipal area is more important than ever.

At its October meeting Council endorsed a further funding submission for continued financial support from the State Government from its next budget in 2023/24.

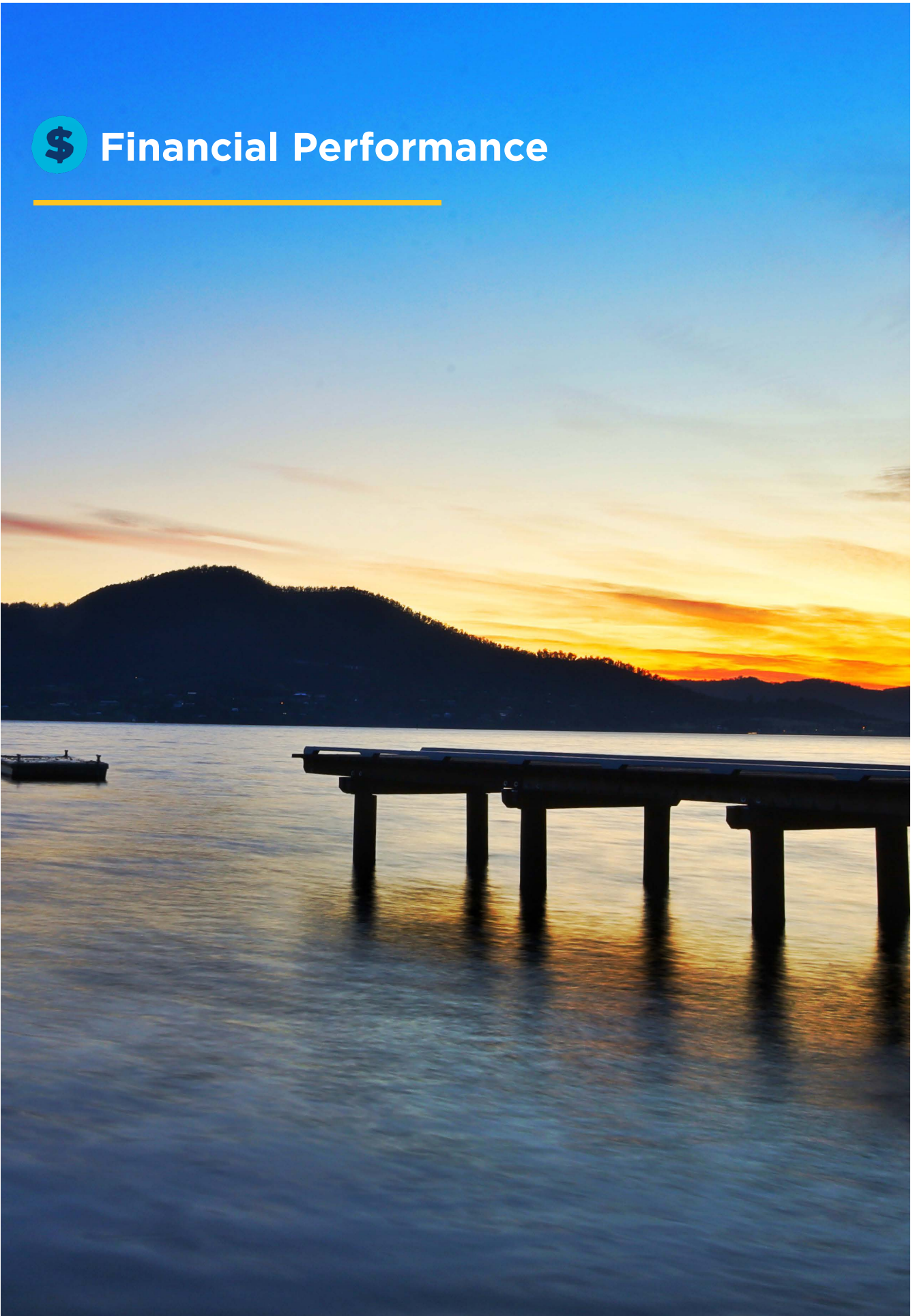
Tony McMullen

General Manager

February 2023



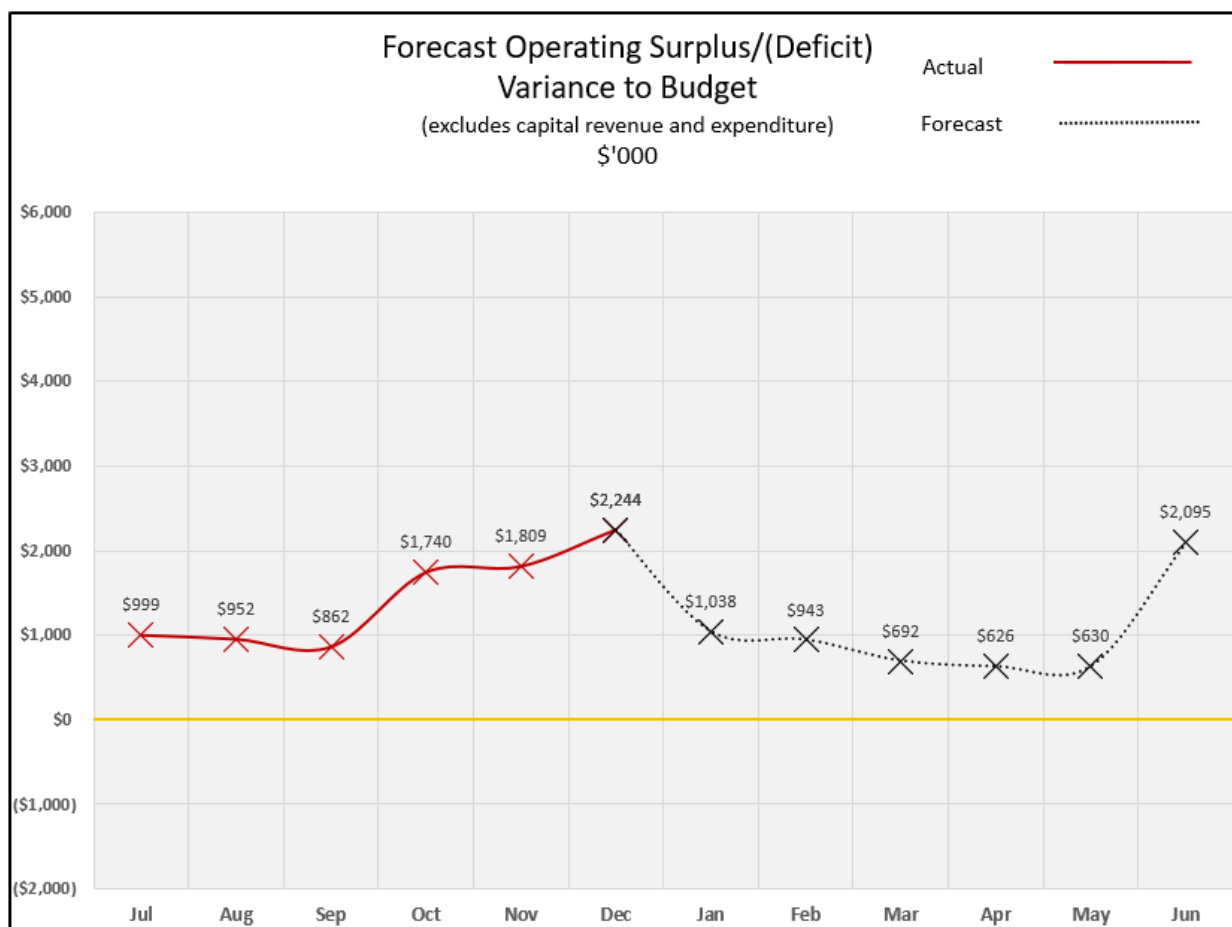
Financial Performance



Quarterly Financial Performance Report

OPERATING SUMMARY

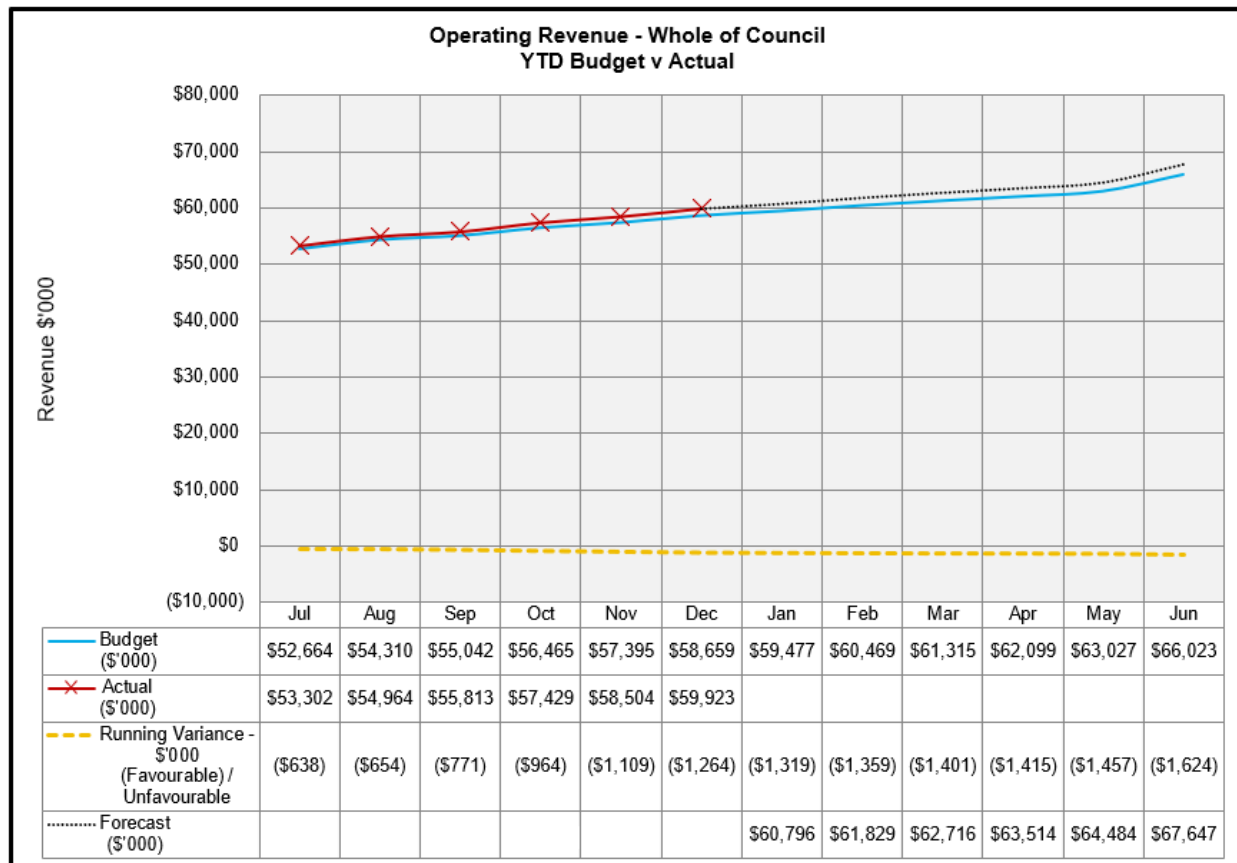
Council's operating result as at the end of December is \$2.244m better than the budgeted position. The favourable variance is the combined result of \$1.264m more revenue than budgeted and \$980k less in expenditure than budgeted.



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

OPERATING REVENUE

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



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

NOTE 1 - RATES REVENUE

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

NOTE 2 - USER CHARGES AND LICENCES REVENUE

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

NOTE 3 - INTEREST ON INVESTMENTS

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

NOTE 4 - OPERATING GRANTS

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

NOTE 5 - CONTRIBUTIONS

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

NOTE 6 - TASWATER INCOME

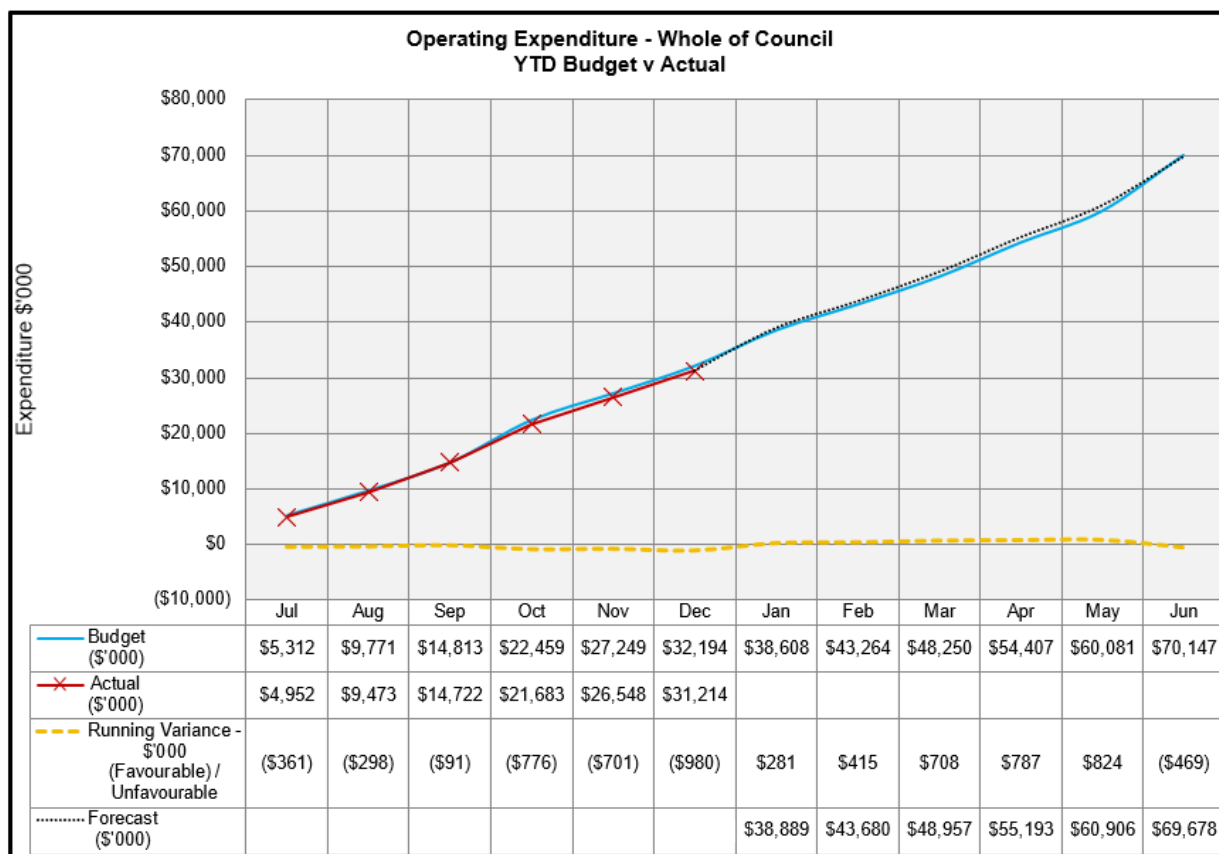
Materially in line with budget \$1.086m received to date.

NOTE 7 - OTHER INCOME

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

OPERATING EXPENDITURE

Year-to-date operational expenditure is \$31.214m compared to budgeted expenditure of \$32.194m. This represents a favourable result of \$980k or 3.0% against budget.



NOTE 8 – EMPLOYMENT COSTS

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

NOTE 9 – MATERIALS AND SERVICES EXPENDITURE

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

NOTE 10 – DEPRECIATION AND AMORTISATION

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

NOTE 11 – FINANCE COSTS

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

NOTE 12 – ASSETS WRITTEN OFF

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

NOTE 13 – BAD AND DOUBTFUL DEBTS

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

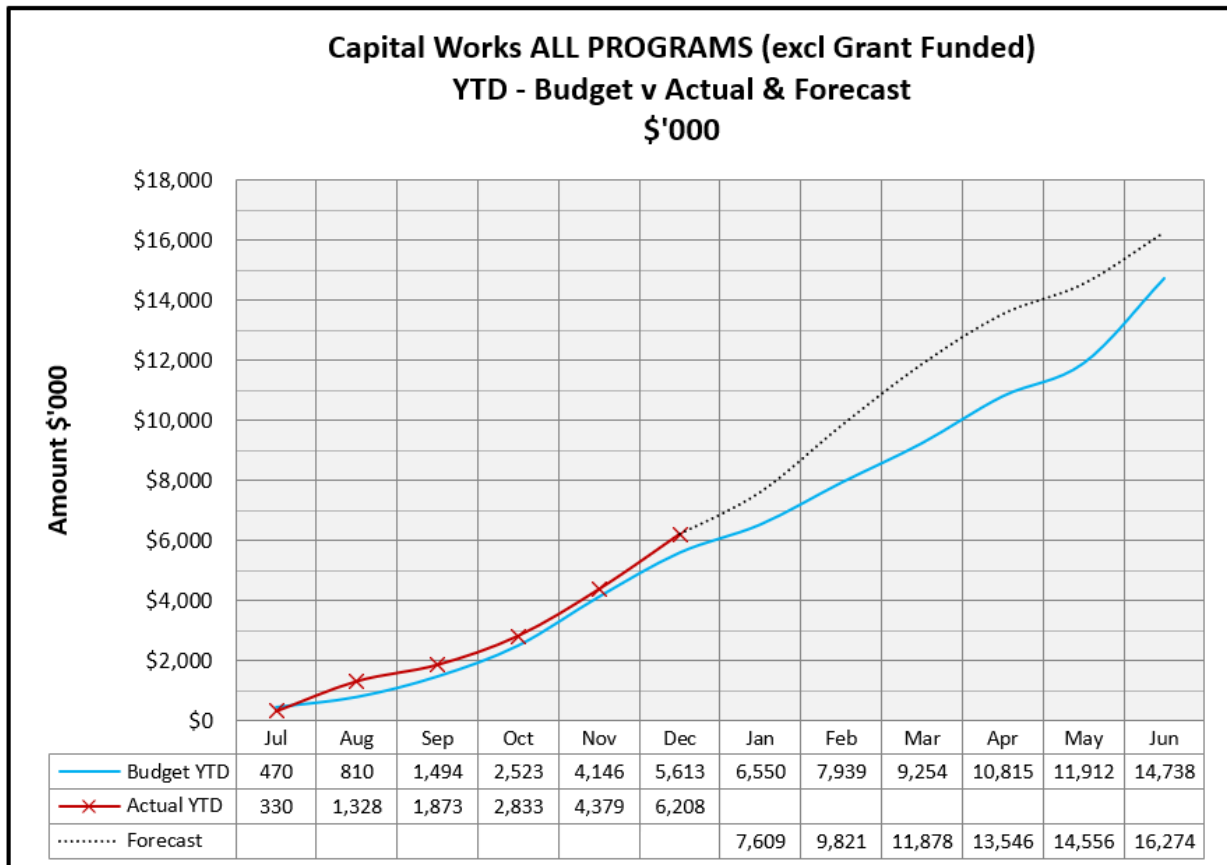
NOTE 14 – OTHER EXPENSES

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

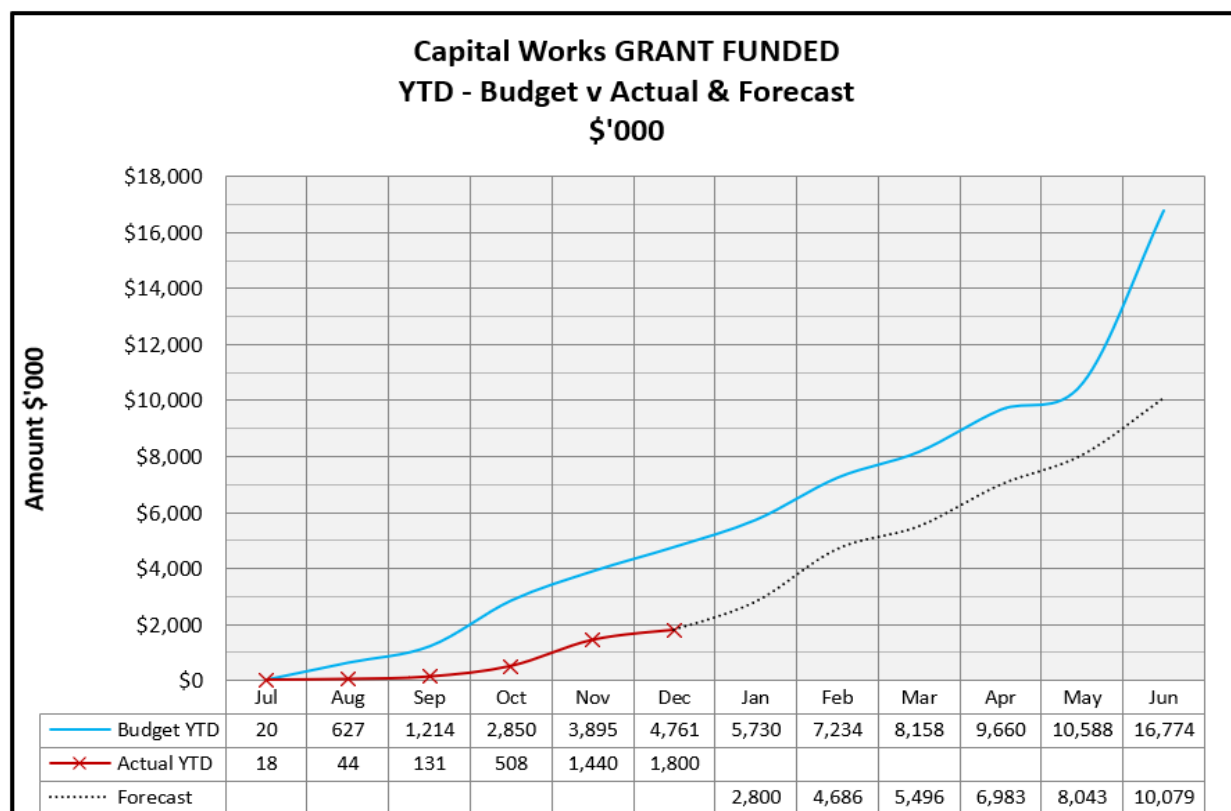
CAPITAL WORKS

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

CAPITAL PROGRAM - EXCLUDING MAJOR GRANT FUNDED PROJECTS



CAPITAL PROGRAM – MAJOR GRANT FUNDED PROJECTS*



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

PROJECT	BUDGET \$M
101059 – KGV Soccer – Design & Construction	\$4.195
101246 – Giblins Reserve Play Space	\$3.255
101250 – North Chigwell Football and Community Facility	\$5.425
101282 – Montrose Foreshore Park Skatepark	\$0.440
101536 – Tolosa Park Dam Rehabilitation	\$3.459
TOTAL	\$16.774

NON-OPERATING REVENUE

NOTE 15 – CONTRIBUTIONS – NON MONETARY ASSETS

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

NOTE 16 – GAIN OR LOSS ON DISPOSAL OF FIXED ASSETS

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

NOTE 17 – CAPITAL GRANTS

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

CASH AND INVESTMENTS

At 31 December 2022, actual funds available in cash and investments totalled \$40.017m compared to \$38.458m for the same period last year.

RATES COLLECTIONS

At 31 December 2022, Rates collected totalled 66.7% which is behind last year's comparable result of 67.7%. There is evidence of a downturn of on-time rate payments which can be attributed to difficult economic conditions including high inflation, rising interest rates, unaffordable housing and low wage growth.

STATEMENT OF COMPREHENSIVE INCOME

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

STATEMENT OF FINANCIAL POSITION

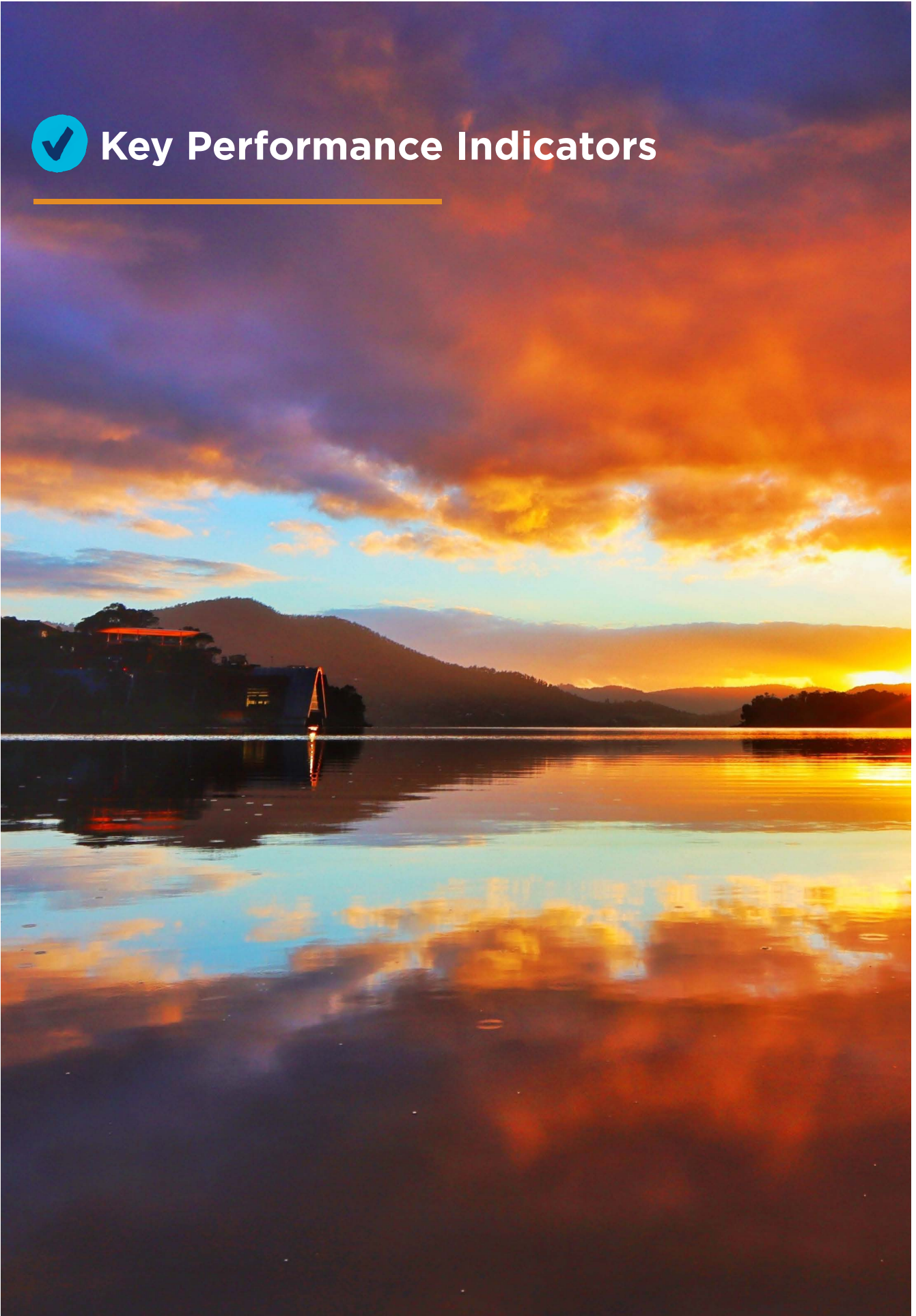
GLENORCHY CITY COUNCIL FINANCIAL REPORT STATEMENT OF FINANCIAL POSITION TO 31 DECEMBER 2022	2023 YTD \$'000	2022 YTD \$'000
Asset		
Current assets		
Cash and Cash Equivalents	5,217	8,666
Trade and Other Receivables	18,830	16,853
Inventories	69	111
Assets Classified as Held for Sale	5,425	2,647
Contract Assets	0	0
Current Investments	33,463	28,454
Other Current Assets	70	0
Total Current Assets	63,074	56,731
Non-Current Assets		
Property, Infrastructure, Plant and Equipment	807,732	731,082
Investment in Water Corporation	163,198	158,717
Intangible Assets	4	40
Right of Use Assets	2,078	80
Other Non-Current Assets	15,475	11,425
Total Non-Current Assets	988,487	901,344
Total Assets	1,051,561	958,075
Liabilities		
Current Liabilities		
Trade & Other Payables	741	1,909
Provisions	5,249	5,542
Borrowings	315	1,225
Trust Funds and Deposits	589	1,145
Lease Liabilities	702	(63)
Contract Liabilities	0	0
Other Liabilities	(32)	135
Total Current Liabilities	7,563	9,893
Non-Current Liabilities		
Provisions	3,864	3,565
Borrowings	1,621	1,727
Lease Liabilities	1,442	206
Total Non-Current Liabilities	6,927	5,497
Total Liabilities	14,490	15,391
Net Position	1,037,070	942,684

ADJUSTMENTS TO AMOUNTS PREVIOUSLY REPORTED

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



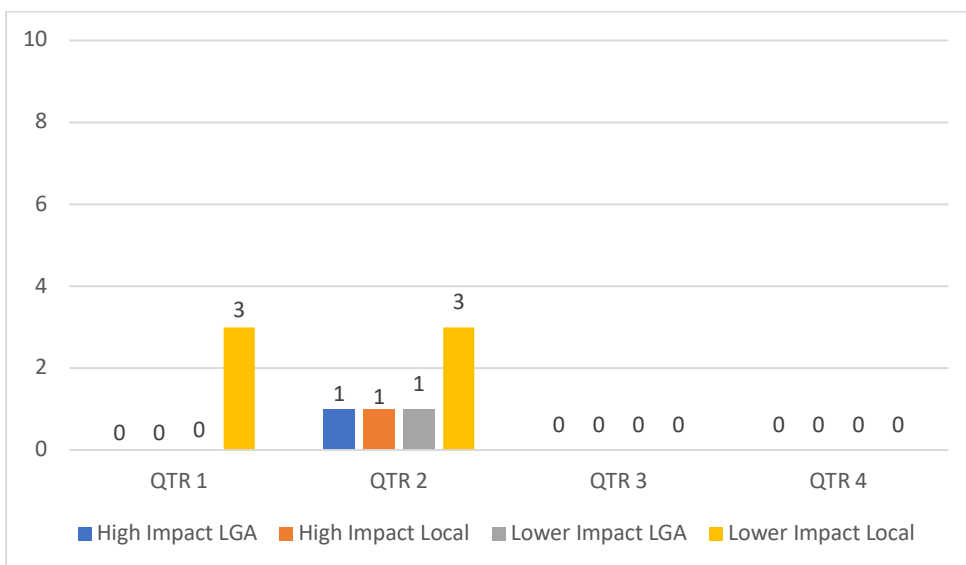
Key Performance Indicators



GCC Annual Plan Quarterly Indicators

MAKING LIVES BETTER

Number and types of community engagement undertaken



There were 6 external engagement projects (surveys) during Q2:

- Future Direction and Budget Consultation
- Moonah Taste of the World Review
- Thrive to 25 Survey – Community Development
- Glenorchy City Council Newsletter
- Kids Performance Program 2023 – Arts and Culture
- Linkages Survey – Community Development

Of these, 3 engagements were at the “consult” level on the Spectrum of Public Participation and 3 engagements were at the “involve” level. 1 engagement was at Level of Impact 1 (High impact, LGA), 1 engagement was at Level of Impact 2 (High impact, Local), 1 engagement was at Level of Impact 3 (Lower impact, LGA) and 3 engagements were at Level 4 (Lower impact, Local)

Non-GCC engagements shared via Let’s Talk, Glenorchy included:

- Local Government Review
- State Government Landfill Levy
- Greater Hobart Park and Ride
- What’s on at the Glenorchy Library

Ongoing projects include Glenorchy City Council Events Hub, Council Land Disposals, Glenorchy City Council Reference Groups and Community Yarns and Pop-Ups.

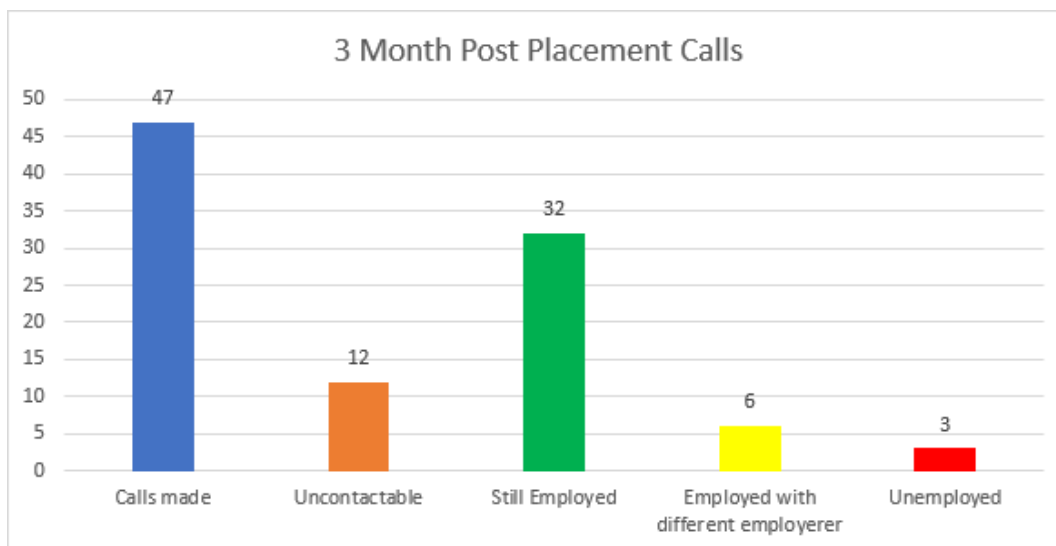
During the second quarter the Let's Talk, Glenorchy site had a total of 1,700 visitors which included:

- 1,200 aware participants (visited at least one page)
- 602 informed participants (viewed a video or photo, downloaded a document, visited multiple project pages, contributed to a tool)
- 74 engaged participants (participated in surveys or quick polls, contributed to ideas)

There are currently 1,123 people registered on the site, with 74 new registrations during Q2

Number of local people placed in full time, part time and casual jobs through the Glenorchy Jobs Hub

- Three month placement calls commenced reporting in this quarter, reporting on job seekers employed in September 2022. Just over 80% of the 47 Job Seekers remained in employment. Three job seekers were unemployed, of which one has re-engaged with the Jobs Hub.



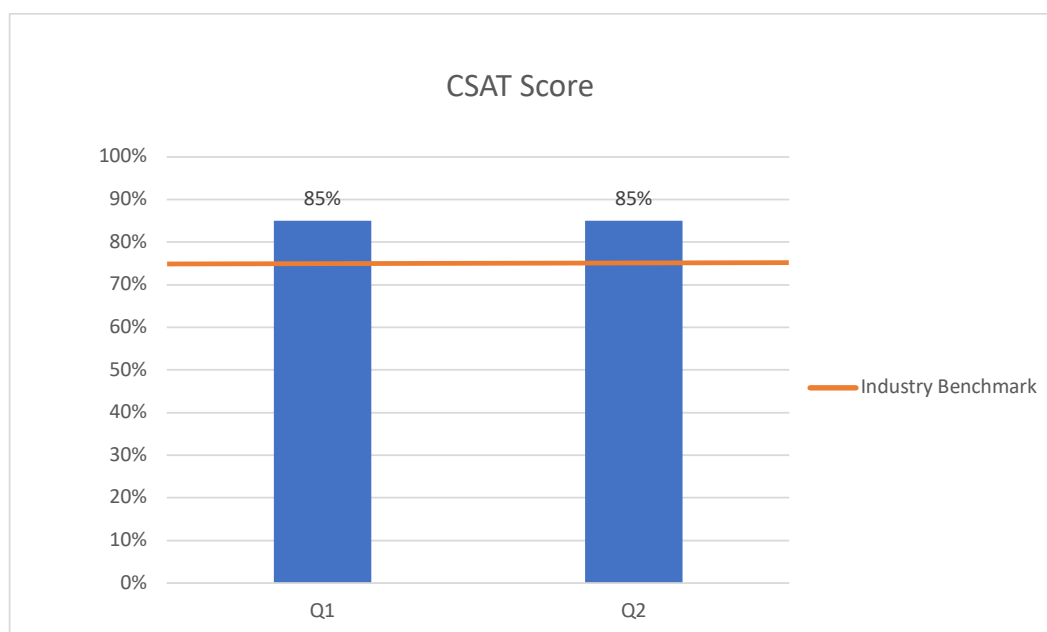
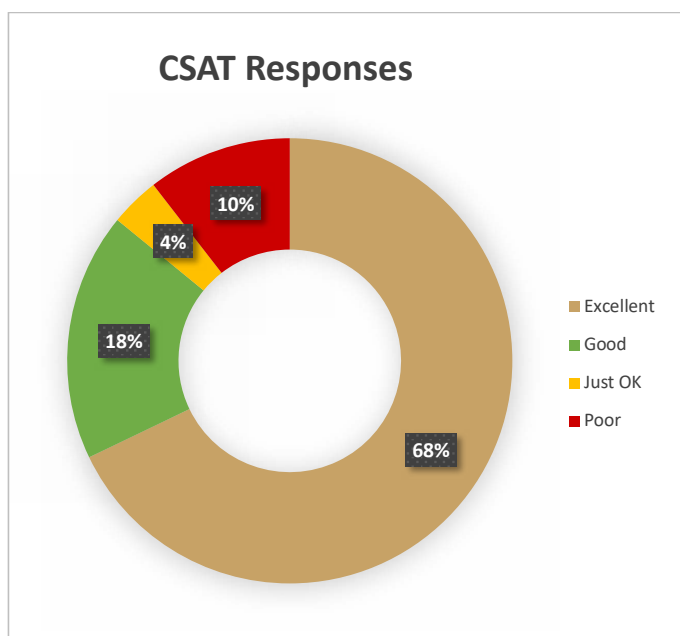
Over the last quarter the Jobs Hub has completed training (with training partners) in mental health, adult literacy and Medium Rigid driving. Support was also provided to 18 job seekers post placement and 80 job seekers for writing resumes and cover letters.

	DECEMBER	TOTAL SINCE NEW CONTRACT - AUGUST 2022	TOTAL SINCE OPENING OF HUB - AUGUST 2021
Jobs Hub - Employer Vacancies	38	193	364
Jobs Hub - Hub Vacancies Filled	17	27	164
Jobs Portal - Vacancies	22	22	140
Job Filled - Self Sourced by participant	31	184	529
Jobs outside of LGA filled with local participants	31	95	336

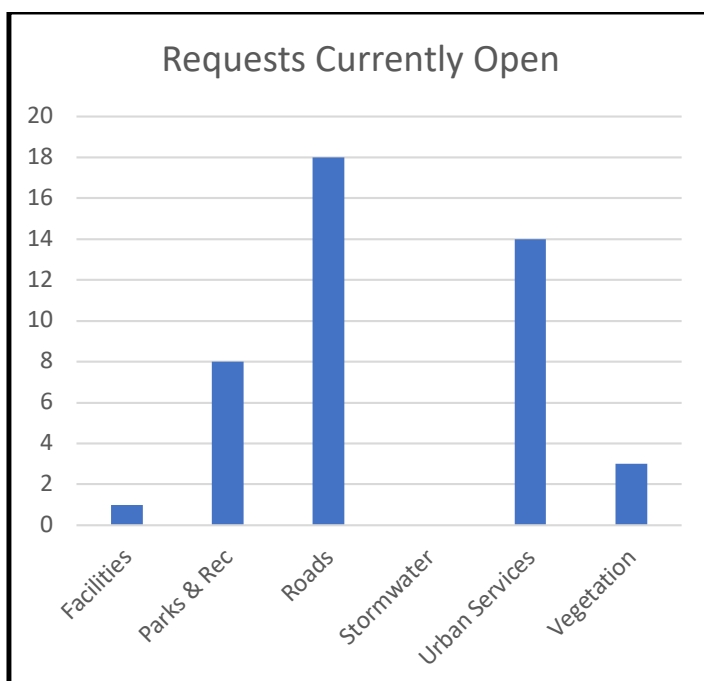
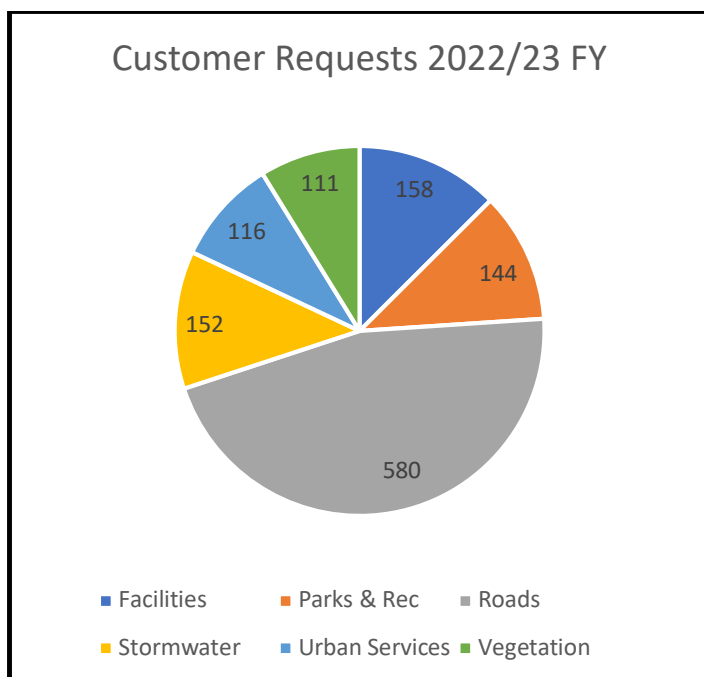
Customer Service Satisfaction rating of 75% or more

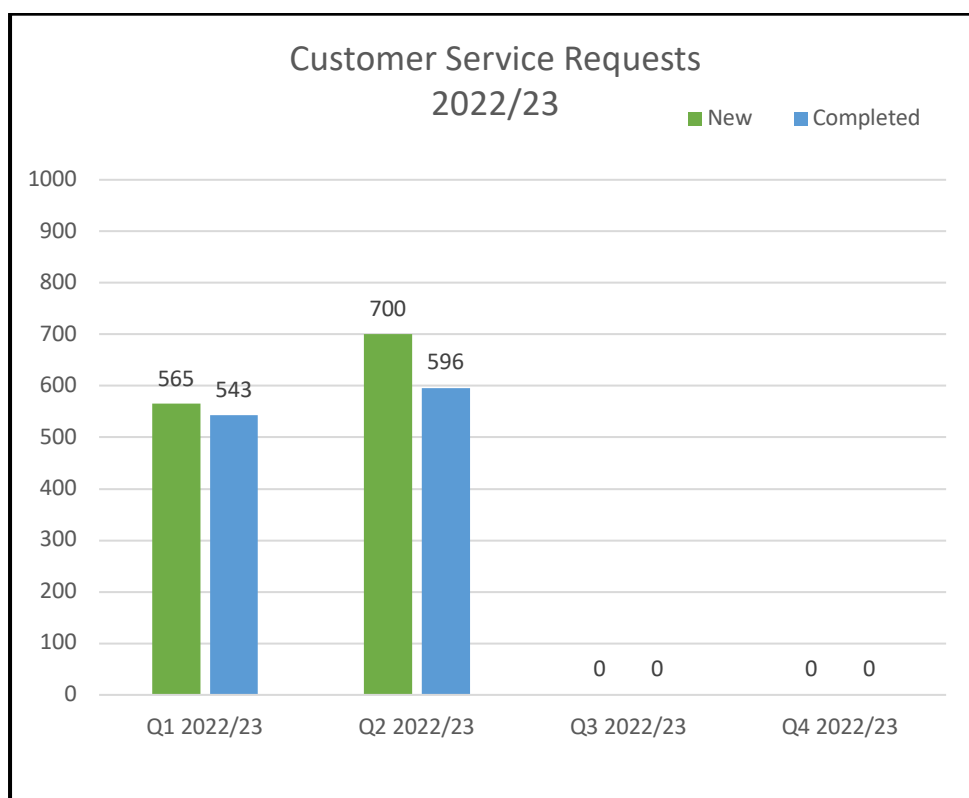
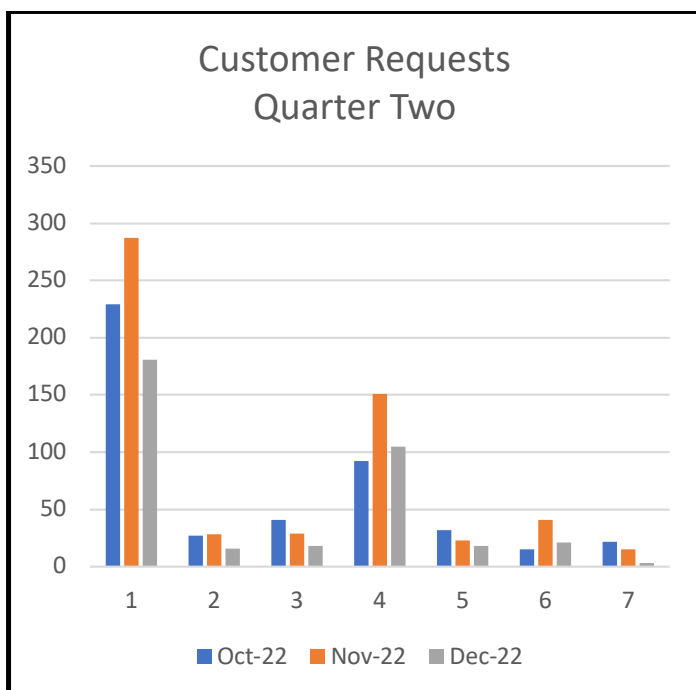
For Q2, Council received 621 responses to the Customer Satisfaction Survey that is offered at the end of phone calls, on tablets in Chambers and via corporate email auto responses and staff email signatures. These responses were overwhelmingly positive, with 85% of customers satisfied with the service they received. Bearing in mind the responsibility of Local Government and its requirements when completing its functions, the industry standard for an organisation such as Glenorchy City Council is a target CSAT Score of 75%, which we proudly scored higher than.

Comments that are left with the responses, especially the red 'poor' ones, are valuable, and are used to improve our service. This quarter we received 71 comments.

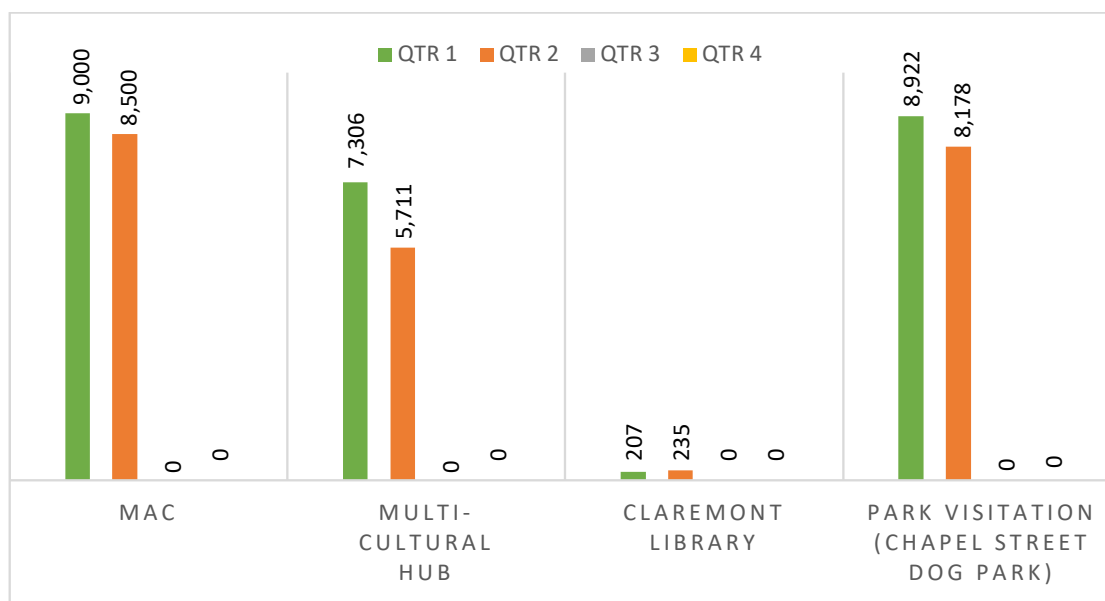


The following three graphs outline the specific requests received through our Customer Service Centre that relate to tasks for the Works Centre and the break down into categories for the quarter.





Number of people using the MAC, Multi Hub, Chapel St Dog Park, Claremont Library



Moonah Arts Centre has shown a strong increase in both attendance and hires in the past 3 months. This reflects a 'post-covid' bounce back in consumer and presenter confidence amongst presenters and audiences. In this quarter, Moonah Arts Centre has been visited by approximately 8,500 guests, presented over 61 public events. Furthermore, the Moonah Arts Centre has been hired for 98 individual events over the quarter.

The Multicultural Hub had an estimated 5,711 people involved in a range of cultural, religious, educational, meetings and sport activities.

The Claremont Community Library continues to average over 200 visitations per quarter retaining its need and usage within the Claremont Community.

The October to December quarter saw 8,178 visits to the Chapel Street Dog Park (slightly down from 8,922 visits the previous quarter). The highest visitation was in October (2998), followed by November (2611) and December (2569).

OPEN FOR BUSINESS

Engagement with local business and industry

Council's Activity City website plays an important role in supporting Glenorchy businesses and encouraging our community to buy local. Activity City does not post as regularly as our GCC website and has experienced a general decline in sessions, users, and page views whilst Council currently has no staff in the Economic Development portfolio to drive engagement. Exact analytics for this quarter are unavailable due to a changeover in analytics programming, however we do know that only 1 new business signed up for Activity City this quarter, compared to 95 last quarter.

Number of planning, plumbing and building applications assessed

The number of planning applications received in Q2 was 125, which is lower than recent quarters which have averaged just under 150. It appears that the number of applications is settling to a new level which, while well below the 202 received in Q1 of 2021/22 is still well above pre-Covid levels which for a number of years averaged between 80 and 90. It is expected that number of applications being lodged will remain steady for the foreseeable future.

The number of Building and Plumbing applications received is relatively stable. There was a drop in number of plumbing applications being assessed within the statutory timeframe due to staff vacancies.

MEASURE	QUARTER 2 2021 - 2022	QUARTER 2 2022 - 2023
Number of food premises inspected per quarter	113	176
Percentage of planning applications determined within statutory time frames (target >98%)	197/200=99%	125/125=100%
Percentage of building permit & notifiable applications determined within statutory time frames (target >98%)	23/23=100%	22/23=96%
Percentage of plumbing permit & notifiable applications determined within statutory time frames (target >98%)	61/61=100%	67/73=92%

† As of Q1 of 2021-22, the number of 'plumbing notifiable' and 'building notifiable' applications have been recorded as this more adequately reflects the work being performed by assessing officers.

Number of major projects submitted for planning approval

During Q2 Council received two planning applications for major projects, comprising a 12-lot residential subdivision and a multiple dwelling development of 11 units, both of which are in Glenorchy.

Glenorchy unemployment rate

The unemployment rate is derived from the ABS labour force survey and Centrelink data and compiled by the Department of Employment. The unemployment rate shown is the proportion of the resident labour force (those in work or looking for work and aged over 15) who are looking for work.

The latest data available is from the June 2022 quarter. In this quarter, the unemployment rate in the City of Glenorchy was 6%, compared to 4.3% for Greater Hobart, 4.4% for Tasmania and 4.2% for Australia. This shows a decline in the unemployment rate from the March 2022 quarter, where the unemployment rate in the City of Glenorchy was 6.5%, compared to 4.6% for Greater Hobart, 4.8% for Tasmania and 4.6% for Australia.

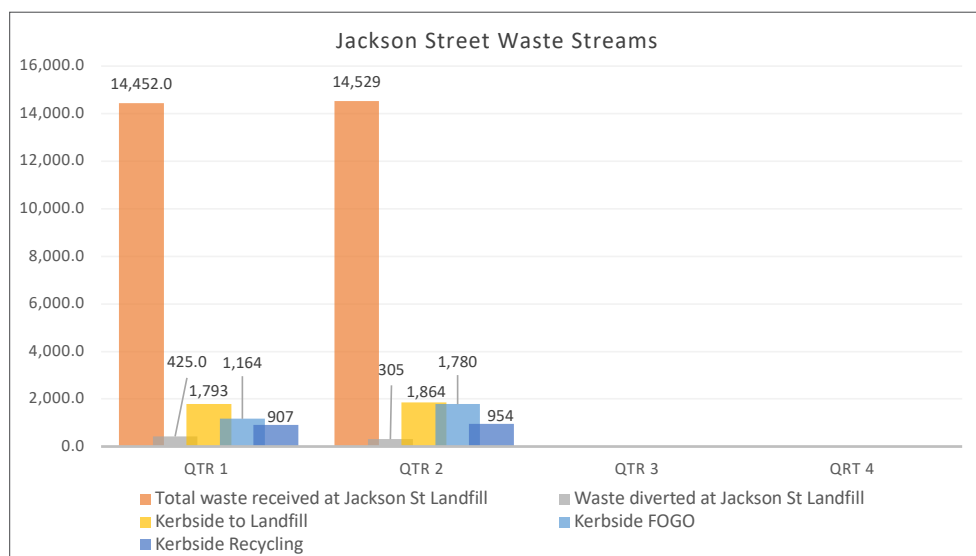
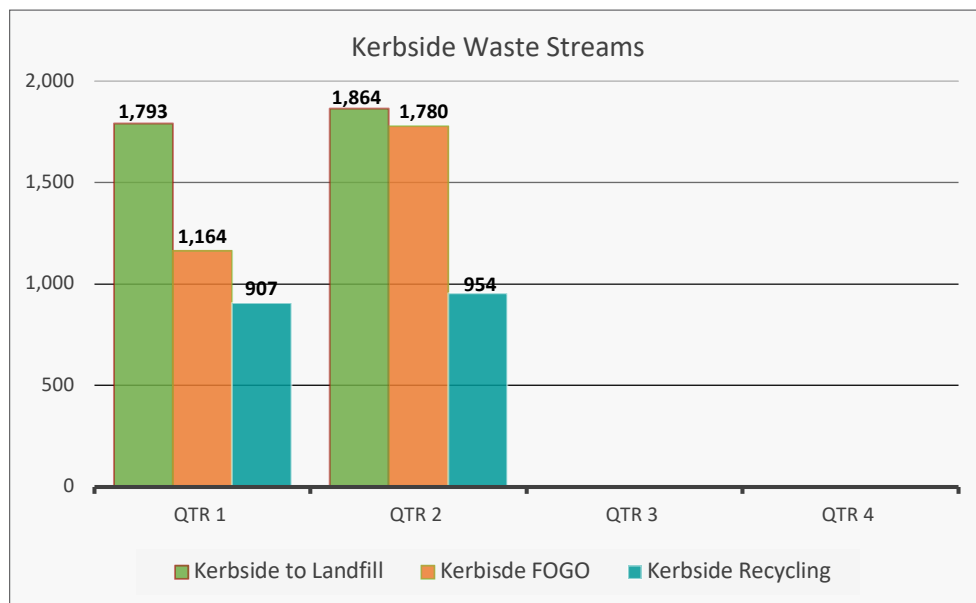
VALUING OUR ENVIRONMENT

Waste received by Council

Council has recently finalised a new 4 year deal with a local service provider for the treatment and processing of kerbside FOGO material.

Council's kerbside FOGO service continues to perform well with a further 1,780 tonnes of organic material diverted from landfill during this quarter.

Since its commencement in February 2020, Council has now diverted over 15,000 tonnes of organic material from landfill through the FOGO Service.



Participation in Wellington Park Trust governance group

The Wellington Park Management Trust meetings have been attended by Council's Deputy Member for several months after the departure of Alderman Carlton. When the new Glenorchy City Council was elected in October 2022 various Aldermen were nominated for committees including the Wellington Park Management Trust. Councillor Molly Kendall was nominated as Council representative for the Trust and is now awaiting the Ministerial approval to make the nomination official, which should occur in March 2023.

All Management Advisory Committee (MAC) meetings and Wellington Park Management Trust (WPMT) meetings were attended to support the collaborative management of Wellington Park with all of the relevant land management agencies.

The difference between spending for each capital asset class and asset management plan budgets

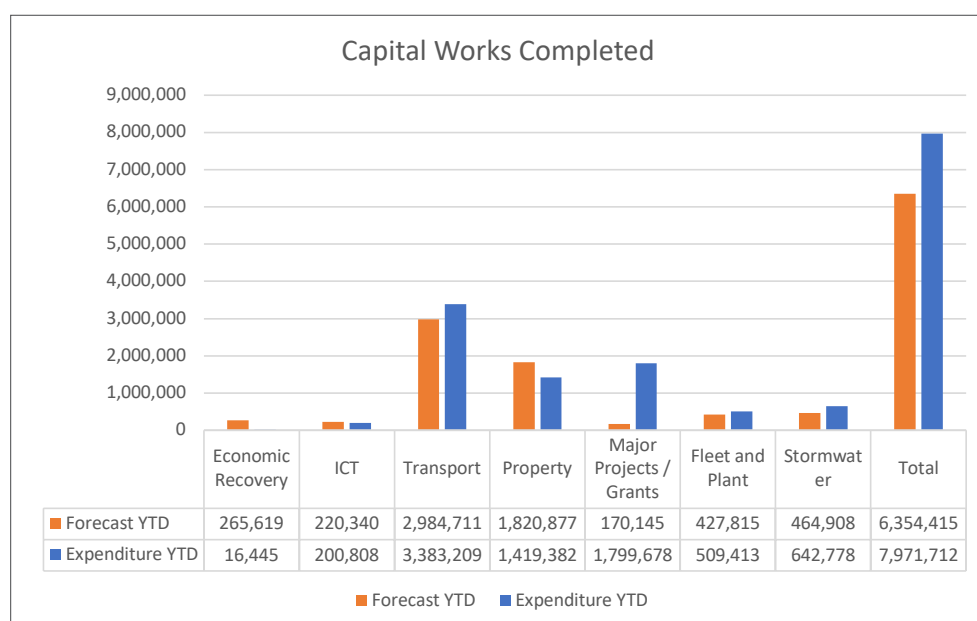
CAPITAL WORKS EXPENDITURE PER ASSET CLASS AND BUDGETS

Council's Capital Works program has an annual budget for this year of \$31.511m.

Council's normal body of capital works is progressing ahead of schedule and Council will complete the majority of all road, footpath, bridge, stormwater and property renewal and upgrade works that have been planned for this financial year.

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

Council is continuing to experience delays in the supply of materials and contract services due to market constraints, increases in construction costs and the availability of contractors, due to a buoyant and heated construction market. However, expenditure wasn't forecast until later in the financial year due to these factors and the program remains on track.



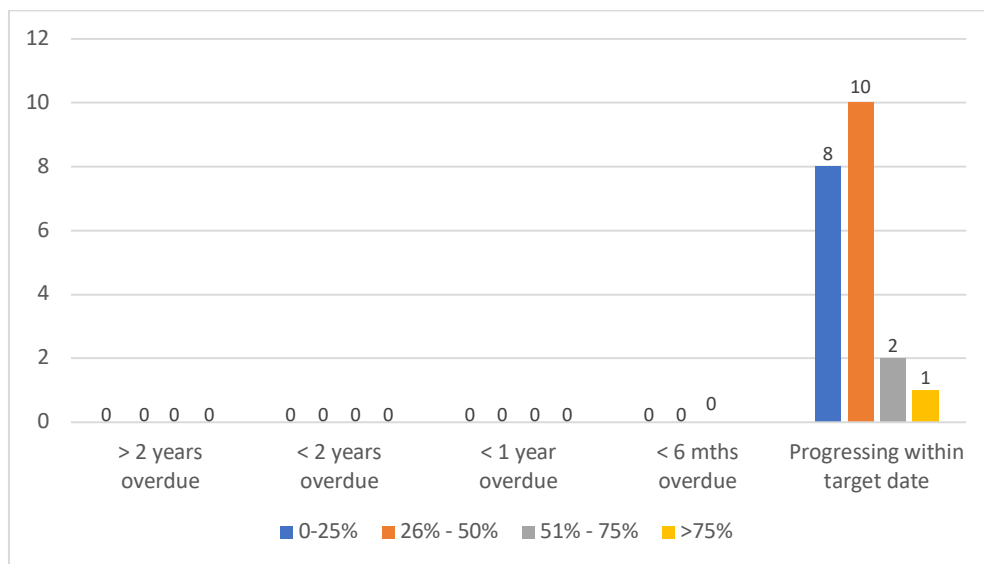
Participation in the Derwent Estuary Program

The Derwent Estuary Program's, Recreational Water Quality sampling program commenced on the 1 December 2022 and will run through to the 31 March 2023. In preparation for the sampling season Council reviewed the sample locations and are now only sampling two sites – Windermere Beach (for recreational swimming purposes) and Elwick Bay (for environmental analysis purposes – this is not a swimming site), the samples previously collected for MONA are no longer being taken (at their request).

For the month of December, Council staff took three (3) samples, all of which passed. Council staff will continue sampling each week for the remainder of the season along with participating in the trial program regarding forecasting of the water quality.

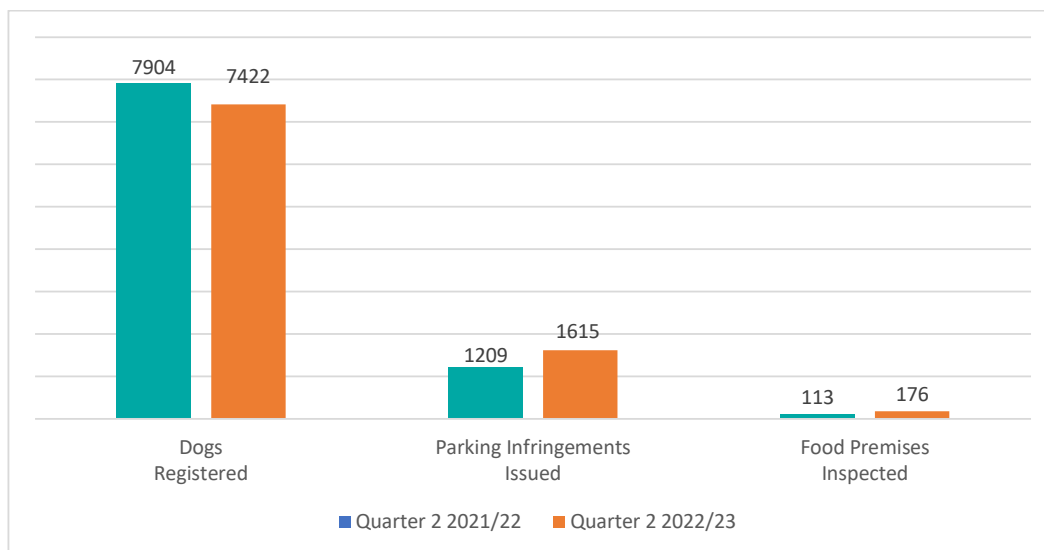
LEADING OUR COMMUNITY

Outstanding Audit Items Complete



The outstanding items for Audit Panel show an overall decline with 32 outstanding items as at 30 September 2022 reducing to 21 outstanding items as at 31 December 2022.

Compliance activities – Dog Registrations, Parking infringement notices, food business inspections



During Q2, responsible dog ownership with a focus on dog registration showed slight similarities to recent years, however a decrease in the number of dogs registered was identified.

Upon closure of the quarter there were 7422 dogs registered and 171 infringement notices issued, mostly consisting of offences relating to non-registration of dogs, under the Dog Control Act 2000.

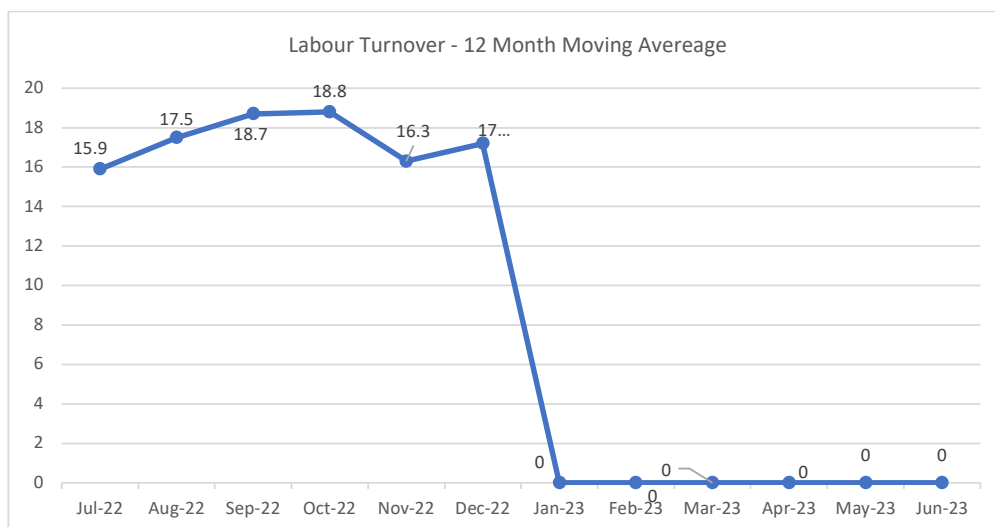
During Q2, 1615 parking infringement notices were issued for parking offences of which the majority of these were detected closer to shopping precincts and essential services.

These offences were primarily identified during routine officer patrols, and some were a result of offences detected via the in-ground parking sensors situated in parking spaces on Main Road, Glenorchy. A smaller number of offences were identified as a result of customer requests received. Both residents and visitors to the City were identified as Infringement notice recipients.

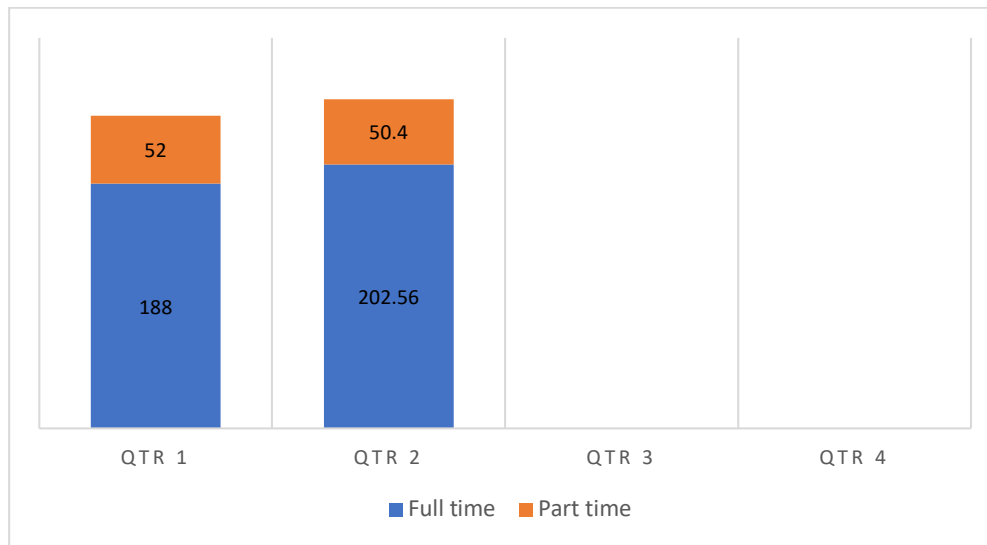
The number of parking breaches identified during the quarter are comparable to the same time period of recent years.

During Q2, there were 176 food premise inspections.

Council staff retention and unplanned leave



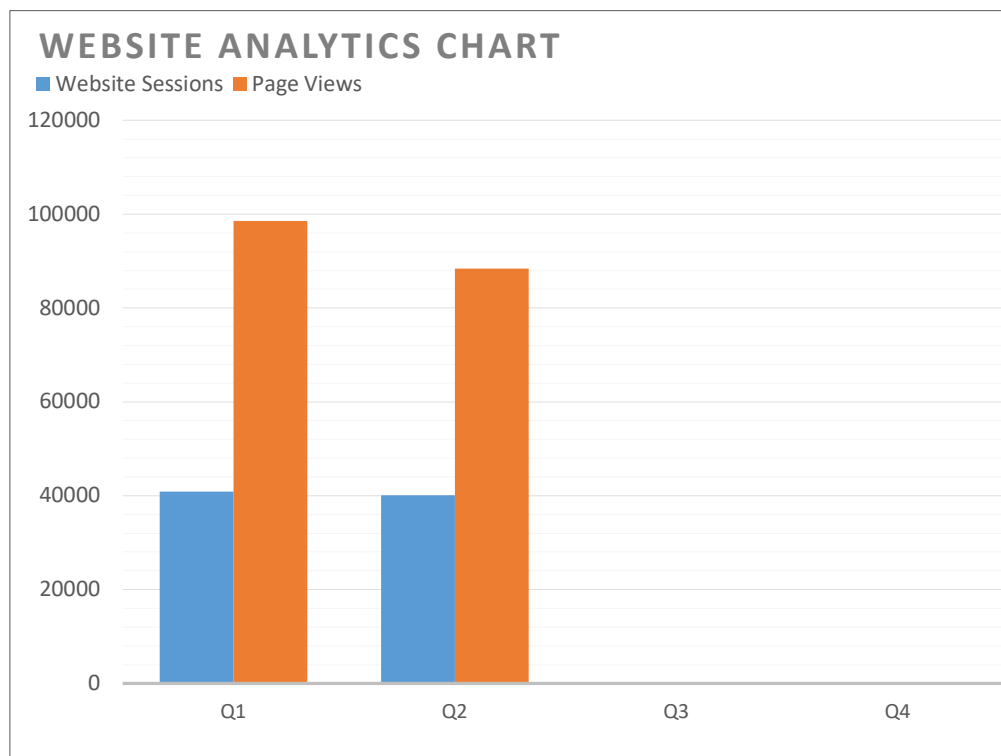
Number of Full time equivalent employees



The FTE increase in October was due to high onboarding of roles that had recently been through the recruitment process.

BUILDING IMAGE AND PRIDE

Council website engagement and visitation



This quarter, our website has not performed as strongly as last quarter. Website sessions are down 1.9%, to 40,044 sessions this quarter compared to 40,848. This indicates how many browsing sessions have been undertaken by users. Page views also fell this quarter by 10.3%. Page users indicates pages on our website that are tracked by the analytics tracking code. It should be noted that each refresh of a page counts towards total page views. Last quarter the GCC website had 98,582 page views overall, whereas this quarter this number fell to 88,417.

The percentage of new visitors to our site has risen slightly, with 63% of visitors to the page having never visited before. Returning visitation saw a small decrease, with 37% returning to the site rather than 40% the previous quarter. Optimal return visitor rates are considered anywhere upwards of 30%. The aim with this statistic is to maintain as close as possible to a 50/50 split.

When users have viewed our homepage of the website this quarter, there has been an average bounce rate of 50.18% of users deciding to leave the website without navigating any further pages. An optimal bounce rate would be in the 20-40% range. Last quarter, our website tracked a 46.79% bounce rate. This could be decreased to optimal range by focusing on enhancing user experience, improving search functionality, and making content vibrant, easy-to-read, and accessible.

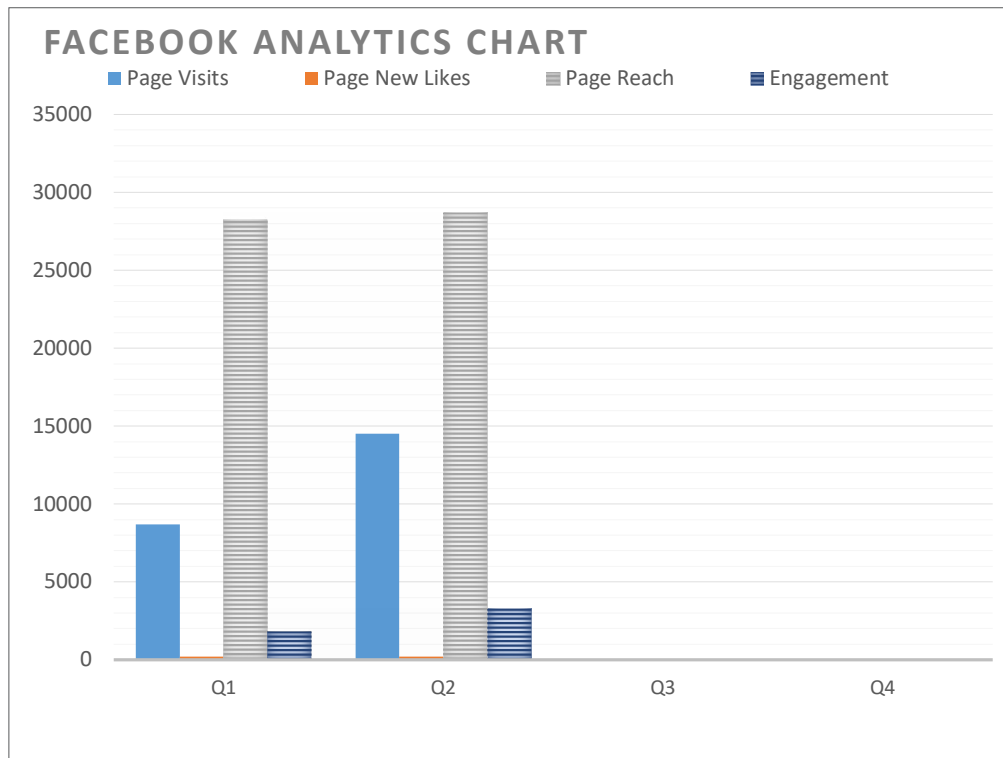
38,074 of our website visitors are from Australia, with 612 from the United States. The high amount of visitation from the United States could be explained by our namesake of Glenorchy in Virginia. Following the overall visitation trends, visitors from Australia fell from 38,506 the previous quarter and from 797 from the United States.

Users are most referred to the site from Facebook, with 783 visits to our site from this quarter coming from Facebook, compared to 810 last quarter. Users have continued to access our website primarily from mobile devices, with a slight increase from 51% of visits being mobile last quarter to 57% this quarter. 41% of visitors accessed our website via laptop, and 2% via tablet.

During this quarter, the highest performing page (following our homepage) was our 'Contact Us' page, with 6,657 views. This was also our highest performing page last quarter when it had 7519 views. Mirroring last quarter, Advertised Plans (3886) was once again our second highest performing page, followed again by Rubbish Collection (3354). A new addition our top 5 pages list from last quarter is Tolosa Park Huts (3196).

Council social media engagement and followers

FACEBOOK



Council's Facebook page has had a strong quarter, and seen much improvement, particularly in terms of page visits and engagement. The page has been consistent in its uploads, and overall purpose of providing digital communications to the Community. Visits to our Facebook page have more than doubled this quarter, a huge improvement on the 1.7% rise last quarter. We had 14,501 visitors to our Facebook page, compared to 8,657 last quarter.

An area for improvement next quarter will be increasing our new page likes. Whilst we received 200 new likes this quarter (compared to 189 last quarter) there is still opportunity to promote our page more broadly and continue to build our following to improve this statistic.

Following a significant decrease in our page reach last quarter (down 24.6%) there has been a positive trend for the reach of our page, which has risen 1.8%. Reach indicates the amount of people who saw content from or about GCC, and includes posts, stories or social information from people who interact with our Page. This statistic does not include multiple views from the same person. Increasing our Reach has been a goal of our media strategy this past quarter, and we have trialed boosting posts to achieve an improved reach. This has been positive overall, and this statistic is also reflected in our overall page visits. In the next quarter, we will continue to boost posts when appropriate to increase our reach and improve visibility of our content.

Engagement has significantly risen this quarter, following last quarter's disappointing 52.8% fall. Engagement tracks the number of comments, likes, and shares on our posts. This quarter, we had 3,250 engagements with our posts, compared to 1,800 last quarter.

Our most popular post of the quarter (in terms of reach and engagement) was 1 November 2022 – ‘Collinsvale Playground, Coming Soon!’. This post had a reach of 7,100 people and had 289 reactions, comments, and shares. As a result of this post, 70 people followed the link to our website to our Playspace Strategy. The growth in our page is evident in the popularity of this post compared to the most popular post of last quarter, which had a reach of 5,520 people and 69 reactions, comments, and shares. Our least popular post of the quarter was ‘Glenorchy’s Carols Events’ which had a reach of 28 people, and received only 4 reactions, comments, or shares.

INSTAGRAM

Council’s new Instagram page was established in October and has experienced a promising organic growth. This quarter our Instagram account was cross-promoted once on Facebook and posted 16 times. We received 161 profile visits, have gained 91 followers, and received an overall reach of 122 (individual accounts viewing our content). Continuing to grow our account will be a focus of the next quarter, as well as increasing followers.

Number of events permits issued for use of Council land

During the quarter 13 event permits were issued for use of Council land, totally 20 for the financial year thus far. This quarter included:

- Claremont Girl Guide – Trash to Treasure Car & Bike Show – Oct 2022
- YMCA School Holiday Program – October 2022
- Sea Shepherd Australia- Montrose Bay Clean up – Oct 2022
- GCC – Mental Health Week 2022 – Oct 2022
- Tasmanian Breastscreen Bus – Oct 2022
- Hobart Wheelers Dirt Devils XC Race – MTB Park – Nov 2022
- Lee Kernaghan – Tolosa Park – Nov 2022
- Hobart Wheelers Dirt Devils Twilight Gravity Enduro – Nov 2022
- Cadbury Marathon – Dec 2022
- Tolosa Park – Musical Frozen Jr – Dec 2022
- Carols in the Vale 2022 – Collinsvale Community Association – Dec 2022
- Kunanyi Mountain Run 2023 – Dec 2022
- International Day of People with Disability – Dec 2022

*Community Newsletter Distributed***OUR GLENORCHY NEWSLETTER**

The Summer edition of the 'Our Glenorchy' Newsletter was distributed during the quarter. The Newsletter featured articles on the new Council, the Glenorchy Jobs Hub, Tasmania's Australian of the Year, Council childcare centres, immunisation dates, Council's direct debit service, Community Engagement Review, carols events funded through Council's Carols Grants Program, upcoming works and news (capital works, operations and maintenance works and other works/news), upcoming events at the Moonah Arts Centre and Elected Members contact details. There was also an article about the review of the newsletter where readers were invited to have their say.

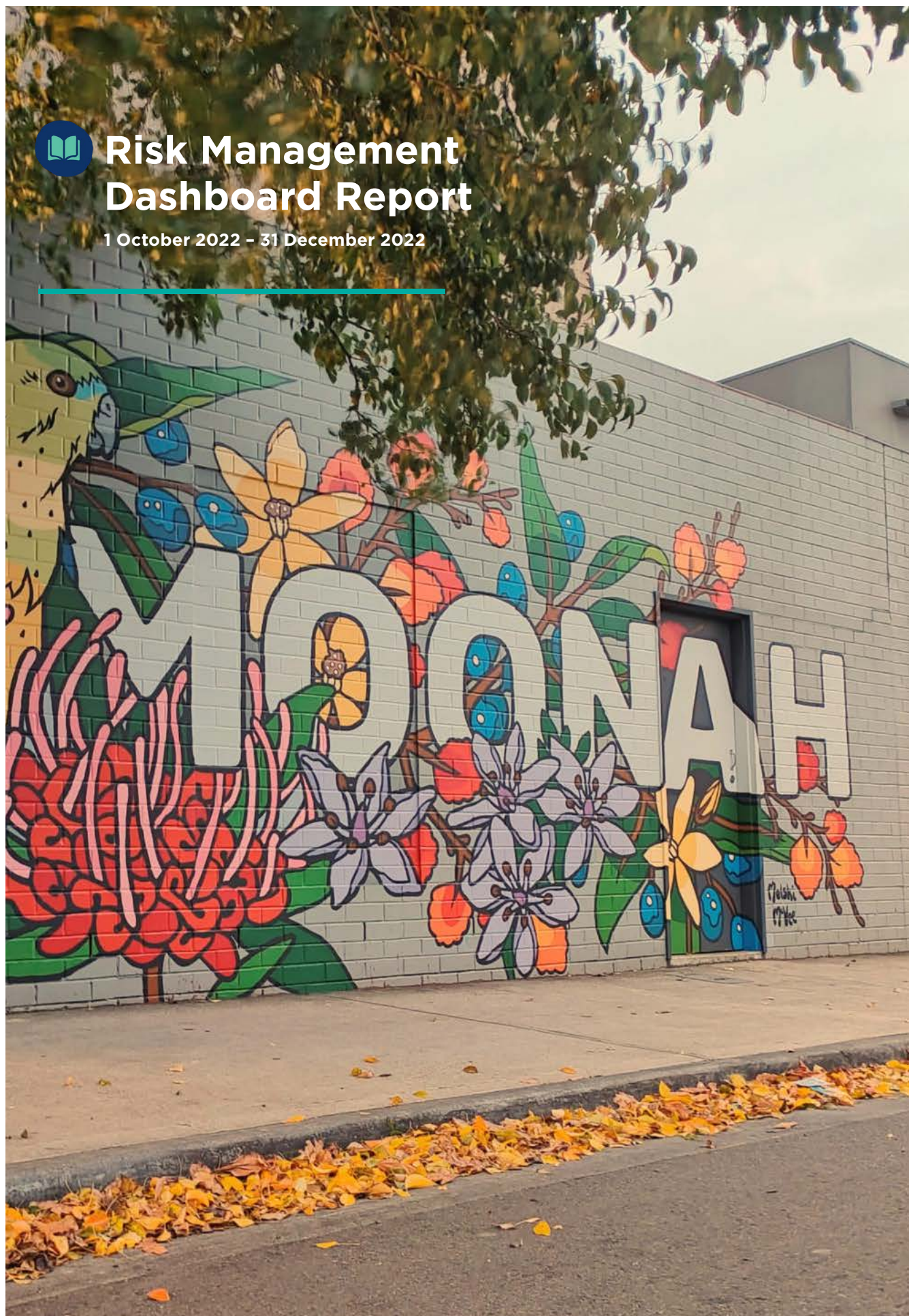
The Newsletter was distributed to ratepayers who receive their notices electronically to 707 BPAY View and via email notices. Hard copies were printed and distributed through various Council facilities and sent out via Customer Services with sales notices.

During the quarter there were three Glenorchy Gazette newspapers printed which Council provided content to. Articles included Your Speed is Our Safety Campaign, playspaces, RU OK Day, Full Gear Program graduation, Citizen of the Year and Volunteer Awards, new cell at Jackson Street Landfill, Seniors Week, Access Utilities forum, Citizenship Ceremony, Eady Street clubroom opening, Carols Grants program, North Chigwell and KGV works, mobile speed cameras, repurposing asphalt millings, pop up skate event, new Council, Shelia the Sheep book launch, Breast Screen Bus, Sparking Conversations, Igniting Action bushfire preparedness, Moonah Taste of the World Review, federal budget funding and Tasmania's Australian of the Year.



Risk Management Dashboard Report

1 October 2022 - 31 December 2022



GENERAL RISK UPDATE

In this quarter we have seen progress with the Efficient and Effective Service Delivery strategic risk, with operational risks and treatment actions being closed.

In early 2023 there will be an Internal Audit on Risk Management which will review our current risk management framework and the way Council monitor and manage their risks, this will prompt risk workshops with Council departments.

Active Risks:

There are 10 Strategic Risks which have Operational Risks within them.

- Workforce has 9 Operational Risks
- Stakeholder Engagement and Relationship has 4 Operational Risks.
- Management of Council Assets has 6 Operational Risks
- IT Security and Data has 9 Operational Risks
- Governance has 34 Operational Risks
- Financial Sustainability and Budget control has 10 Operational Risks
- Efficient and Effective Service Delivery has 23 Operational Risks
- Environmental Management has 1 Operational Risk
- Advocacy and Role of Council in Social Outcomes has Nil Operational Risks
- Compliance has Nil Operational Risks

NEW RISKS

A compliance Audit of Jackson Street Landfill was completed in June 2022 by Environment Protection Authority (EPA) Officer Shane Hogue. This audit was conducted against Permit (former Licence to Operate Scheduled Premises) No. 3541 as varied by Environment Protection Notice (EPN) No. 7189/3.

Thirty-three of fifty-five conditions were audited, this resulted in seven instances of minor non-compliance with Permit requirements being identified. A response was provided in December 2022 responding to the matters of minor non-compliance.

Internal Audit Risks

WLF Accounting & Advisory have undertaken an Internal Audit on Councils Gifts & Benefits and Conflicts of Interest Practices. This will be presented to Audit Panel at the February 2023 meeting and will be discussed in the next risk management dashboard report due in April 2023.

CLOSED RISK TREATMENTS

The following Treatment Actions have been closed and the related control/s have been updated between 1 October 2022 to 31 December 2022.

Closed Treatment Action- Risk (Management of Councils Assets)

- Review the Asset Management Improvement Plan.
- Undertake a Core Technology Review.

Closed Operational – Risk (Financial Sustainability and Budget Control)

- The SAMP should provide decision makers with sufficient information to manage infrastructure assets.

Closed Treatment Action – Risk (Financial Sustainability and Budget Control)

- Review the Asset Management Plans annually and produce the projected required annual capital expenditure based on the level of Service Council committed and associated asset modelling results.
- Asset section to provide revised 10-year capital expenditure projection to finance each year before finalising the LTFP.

UPCOMING REPORTING/ WORKSHOPS

Quarterly Risk Reporting as at 31 March 2023 – due to ELT April 2023.

COMPARISON OF STRATEGIC RISK RATING TO RISK APPETITE THIS QUARTER

STRATEGIC RISK NAME	RISK DESCRIPTION	OPENING RISK STATUS 2020	COUNCILS RISK APPETITE	CURRENT RISK STATUS	ADDITIONAL TREATMENT REQUIRED
Governance	The ability of GCC to maintain effective and transparent governance processes including the management and reporting of actions and priorities through the Council structure, and accurate and timely reporting to all levels within Council.	Moderate	Low	Low	No additional treatments required. Progress has been made with treatment actions being closed off relating to fraud, hazard exposure, and inaccurate information to regulatory bodies. Significant improvements having been undertaken surrounding the review and renewal of policies and directives. The risk status meets Council's risk appetite.
Efficient and Effective Service Delivery	The ability of GCC to deliver services in an efficient and effective way within the resources available.	Moderate	Moderate	Moderate and declining	This area continues to be a work in progress. We have seen significant progress with a Customer Service Audit recommendations being implemented and closed, specifically around reporting and analysis of customer complaints. Further improvements are being undertaken within Asset Management and Community & Customer Service surrounding service delivery, maintenance works and change management. Asset Masterplans developed help to prioritise asset renewals, upgrades and maintenance in key areas of the municipality. This further work is due for completion in 2022.
IT Security and Data	Ability of GCC to keep data and information secure and maintain a functioning IT system according to legislative requirements and expectations of the community.	Moderate to High	Moderate	Moderate	Although this meets Councils risk appetite, this continues to be a work in progress with the core system review process. The ICT Disaster Recovery Plan has been approved by Council's Audit Panel and Executive Leadership Team and is to be tested. We have seen ongoing business engagement between ICT and all GCC Directorates.

STRATEGIC RISK NAME	RISK DESCRIPTION	OPENING RISK STATUS 2020	COUNCILS RISK APPETITE	CURRENT RISK STATUS	ADDITIONAL TREATMENT REQUIRED
Compliance	Ability to ensure the Council is compliant with all relevant legislation, regulation, and contractual obligations.	Moderate	Low	Low	No additional treatments are required. The risk status is now below Council's risk appetite.
Workforce	Ability to attract, retain and develop a workforce with the right skills, capabilities, and attitudes to service the community.	Moderate	Moderate	Moderate	No additional treatments required. This quarter has seen progress of the HR Strategic Plan and Workforce Development Plan, investigating building an attractive team culture which attracts potential candidates, Casual employment as required, Graduate program, Internal career growth. The risk status now meets Council's risk appetite.
Financial Sustainability and Budget Control	Ability of GCC to manage the financial sustainability of the Council and deliver the services expected by the community including the revenue base, cost control, maintenance of infrastructure, and the management or sale of key assets.	Moderate	Moderate	Moderate and constant	No additional treatments required. This quarter an operational risk has been closed: The Strategic Asset Management Plan (SAMP) should provide decision makers with sufficient information to manage infrastructure assets. The risk status now meets Council's risk appetite.
Stakeholder Engagement and Relationship	Ability to create, maintain and develop positive stakeholder relationships including good communication and consultation, managing stakeholder risks, and proactive engagement.	Moderate to High	Moderate	Moderate	No additional treatments required. There has been little improvement since the last quarterly report. The risk status now meets Council's risk appetite.

STRATEGIC RISK NAME	RISK DESCRIPTION	OPENING RISK STATUS 2020	COUNCILS RISK APPETITE	CURRENT RISK STATUS	ADDITIONAL TREATMENT REQUIRED
Environmental Management	Ability of GCC to effectively manage environmental risks such as natural disasters and waste management, including the impacts of climate change.	Moderate to High	Moderate	Moderate to High	This risk is escalating. Council has been issued with a notice from the EPA regarding non-compliances at the Jackson Street Landfill. Work is underway to assess the impact. Council's insurance broker has been notified (Environmental Liability insurance). Council issued a response to EPA in December 2022.
Advocacy and Role of Council in Social Outcomes	Ability of GCC to manage or influence social outcomes within the municipality including key issues such as homelessness.	Moderate	Moderate	Moderate	No additional treatments required. The risk status now meets Council's risk appetite.
Management of Council's Assets	The ability of Council to manage all assets effectively and efficiently from acquisition/ construction through to disposal.	Moderate to High	Moderate	Moderate and declining.	This risk is declining. Continued progress in this area is expected. Controls are being updated and are moving closer to closing operational risks which will bring the risk status down to meet Council's risk appetite. Further updates to be provided next quarter.

RISK MANAGEMENT HEATMAP COMPARISON

TABLE 1. 1 JULY 2022 - 30 SEPTEMBER 2022

Consequence	Severe (5)	Moderate (5) 2 ↔	Moderate (10) 3 ↔	High (15)	Extreme (20)	Extreme (25)
	Major (4)	Low (4) 6 ↔	High (8) 2 ↔	High (12) 3 ↔	High (16) 3 ↔	Extreme (20)
	Moderate (3)	Low (3) 2 ↓	Moderate (6) 12 ↓	Moderate (9) 29 ↑	Moderate (12) 4 ↔	High (15) 1 ↔
	Minor (2)	Low (2) 3 ↔	Low (4) 13 ↑	Low (6) 8 ↔	Moderate (8) 1 ↔	Moderate (10)
	Insignificant (1)	Low (1) 3 ↔	Low (2) 1 ↔	Low (3) 1 ↔	Low (4) 1 ↔	Low (5)
		Rare (1)	Unlikely (2)	Possible (3)	Likely (4)	Almost Certain (5)
Likelihood						

TABLE 2. 1 OCTOBER - 31 DECEMBER 2022

Consequence	Severe (5)	Moderate (5) 1 ↔	Moderate (10) 2 ↓	High (15)	Extreme (20)	Extreme (25)
	Major (4)	Low (4) 7 ↑	High (8) 1 ↓	High (12) 2 ↓	High (16) 2 ↓	Extreme (20)
	Moderate (3)	Low (3) 3 ↑	Moderate (6) 9 ↓	Moderate (9) 25 ↓	Moderate (12) 4 ↔	High (15) 1 ↔
	Minor (2)	Low (2) 3 ↔	Low (4) 19 ↑	Low (6) 10 ↑	Moderate (8) 1 ↔	Moderate (10)
	Insignificant (1)	Low (1) 3 ↔	Low (2) 1 ↔	Low (3) 1 ↔	Low (4) 1 ↔	Low (5)
		Rare (1)	Unlikely (2)	Possible (3)	Likely (4)	Almost Certain (5)
Likelihood						



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● Draft
 ● Not started
 ● Behind
 ● On Track
 ● Overdue
 ● Complete
 → Direct Alignment
 ---→ Indirect Alignment

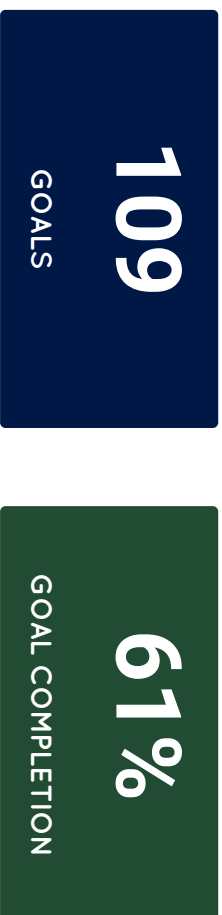
GLENORCHY CITY COUNCIL PLAN

Goal	Owner	Update	Start Date	Due Date	Current Completion
1.1.04 Undertake a review of the Community Engagement Framework : 2 Milestone(s)	Coordinator Communications & Engagement	NEW Comments: The Review Project Plan was approved by ELT and presented at an aldermanic workshop for discussion. Project working group was established and first meeting held. The project survey has been developed ready for distribution in Q3. 10/02/2023	01/07/2022	01/07/2023	50% 1 / 2 Milestone(s)
1.2.05 Plan and support the delivery of community events and /or arts programs : 6 Event(s)	Coordinator Communications & Engagement	NEW Comments: As per the August 2022 Council meeting, Council has reviewed a number of events and activities and has proposed a change in the delivery of some activities in line with Council's review of service delivery and financial circumstances. These are as follows: <ul style="list-style-type: none">• Moonah Taste of The World Festival – Undertake a full review in preparation for 2024 – consultant due to be engaged with the review to be conducted between November 2022–March 2023.• Glenorchy Carols Event – Cease to deliver an event and trial a grants program for the community to access to run their own carols activities for 2022. Grant applications were developed opened during Q1 with a closing date mid October.• ANZAC Day Memorial Event – continue to deliver a 2023 ANZAC Day event in Glenorchy and work more closely with Claremont RSL. Discussions are being held with Claremont RSL to see where support can be provided.• Community Awards, Incl Glenorchy Citizen and Young Citizen of the Year – trial a combined event with Volunteer Awards in May 2023. Planning to commence in Q2.• Annual Volunteer Awards – as above.• Citizenship Ceremonies (approximately 5 ceremonies per year) – Continue to deliver. Two ceremonies were held during the quarter, in July and September. 10/10/2022	01/07/2022	30/06/2023	33% 1.98 / 6 Event(s)
2.1.04 Provide and maintain a range of community and recreation facilities : 100%	Operations & Maintenance Supervisor	NEW Comments: Maintenance program is on track, workload expected to increase due to above average rainfall during spring. 26/09/2022	01/07/2022	01/07/2023	53% 53 / 100%
1.1.04 Identify and progress amendments required to Glenorchy's planning scheme to facilitate growth : 100%	Senior Strategic Planner	NEW Comments: Q2 Drafting of SAPs near completion, final reviews underway and supporting documents being drafted 06/01/2023	01/07/2022	01/07/2023	50% 50 / 100%

1.1.07 Undertake structure planning for the future release of residential land in Granton : 100%	Senior Strategic Planner	NEW Comments: Q2: SAP control being drafted based on infrastructure assessment for Hilton Hill. Discussions with applicants for Granton ongoing. Further work on the Granton structure plan is dependent on the applicant submitting additional information. 06/07/2023	01/07/2022	01/07/2023	50% 50 / 100%
2.1.01 Deliver, partner and advocate for the implementation of the Berrisdale Peninsula Masterplan : 100%	Manager Development	NEW Comments: Q2: Further work on the Master Plan is subject to finalising the relocation of the BMX Club. Negotiations with Sorrell Council are ongoing regarding the relocation, noting this has been approved by Sorrell Council. 11/07/2023	01/07/2022	01/07/2023	50% 50 / 100%
1.3.01 Manage and maintain a road network that meets the transport needs of the community : 100%	Manager Infrastructure, Engineering & Design	NEW Comments: Traffic count program on track and Claremont Parking Survey to be delivered this FY 11/07/2023	01/07/2022	01/07/2023	75% 75 / 100%
1.3.02 Renew Council infrastructure through the delivery of a capital works program : 100%	Civil Supervisor	NEW Comments: Capital works program progresses in all asset classes for the second half of the year. The delivery targets of Council's recurrent capital works is met and scheduled to be completed by the end of this financial year. 14/02/2023	01/07/2022	01/07/2023	57% 57 / 100%
1.3.03 Provide a network of shared paths, footpaths and trails at is safe and provides access to all abilities : 100%	Operations & Maintenance Supervisor	NEW Comments: Remedial works on footpath defects are continuing, with works prioritised using condition surveys. 14/02/2023	01/07/2022	01/07/2023	55% 55 / 100%
1.2.08 Implement Stage One of the Tolosa Park Master Plan th TasWater : 100%	Project Manager - Sport and Recreation	NEW Comments: Project progressing with Taswater as the lead 18/07/2023	01/07/2022	01/07/2023	58% 58 / 100%
1.1.08 Facilitate the development of a new Strategic Plan and other plans, strategies and policies as per Section 70E of the Local Govt act : 100%	Manager Stakeholder Engagement	NEW Comments: Council has scheduled to review the current Strategic Plan during February 2023 whilst providing a draft document for the community to comment upon during March 2023. The final Strategic Plan is due to Council for adoption in April / May 2023. 22/07/2023	01/07/2022	01/07/2023	59% 59 / 100%
1.2.03 Sustainably manage Council's property, parks and creation infrastructure and facilities : 100%	Manager Property, Environment & Waste	NEW Comments: Sport and Recreation, and Playspace Strategies both developed and endorsed in December 2021 which outline the framework and priorities for sustainably managing recreation spaces. 18/07/2023	01/07/2022	01/07/2023	60% 60 / 100%

3.1.02 Deliver the Australian government funded recreation projects : 100%		Manager Property, Environment & Waste	NEW		30/06/2021	01/07/2024	
			Comments: Comments: New landfill cell fully completed and operational.				
			Eddy Street clubrooms and changerooms completed and operational.				
			Ground works and lighting works for both major soccer projects (KGV and North Chigwell) have commenced and are almost completed. New synthetic pitch and lighting upgrades at KGV are in the final stages. New pitches, pitch upgrades and lighting due to be completed at North Chigwell by May 2023 (grow in period for new turf).				
			Designs for KGV changerooms and toilets submitted for Planning Permits. Architect designs for North Chigwell clubrooms/changerooms have commenced.				
			Regional Playspace at Giblins Reserve - most elements have been awarded to various contractors with works expected to commence by March and be largely completed this calendar year.				60% 60 / 100%
			Montrose Skatepark Planning Permit granted and construction awarded to Grind Projects. Construction due to commence in March/April and be completed this FY.				
			Funding secured (\$1M) for renewal of Benjafield Playground in 23/24 FY. Concept planning commenced.				
			18/01/2023				
3.1.05 Facilitate and engage with partners to advocate for the development of safe, liveable, affordable housing options in our City : 100%		Manager Community	NEW	Comments: <ul style="list-style-type: none"> Council submission on the State Government Tasmanian Housing Strategy Discussion Paper. Annual Housing Report delivered to September 2022 Council meeting Housing Working Group met on 2 occasions during the quarter to coordinate Councils work toward the Statement of Commitment on Housing. The Property area has ongoing meetings with Housing Tasmania regarding their needs and potential land releases that may be suitable for affordable housing. 5a Taree Street was sold to Housing Tasmania via Council's land disposal process for \$1.25M (settled November), and Housing Tasmania intends to use this land to develop affordable housing. 	01/07/2022	30/06/2023	50% 50 / 100%
			20/01/2023				

1.1.01 Implement the Communications Strategy : 100%		Coordinator Communications & Engagement	NEW	01/07/2022	01/07/2023	54% 54 / 100%
			Comments: Q2 has seen the communications team continue using external consultants for strategic advice when delivering actions from the Communications Strategy. Council has also employed a new Communications Officer and continued to expand Council's Social Media presence with a new Instagram account which has been well received. Council continues to deliver online streaming of Council and CPA meetings and the Summer Newsletter was delivered inclusive of a survey to review the newsletters readership. 10/02/2023			
1.1.11 Engage with our Aboriginal Community to develop a Reconciliation Action Plan : 100%		Manager Community	NEW	01/07/2022	30/06/2023	50% 50 / 100%
			Comments: Engaged Reconciliation Tasmania to guide Council's work in developing the Reflect Reconciliation Action Plan (RAP) Drafted a project plan and communication plan. A RAP Council workshop was delivered on 12 December 2022. Introductory letter signed by the Mayor and General Manager send to all Aboriginal organisations with a link to Glenorchy. Come Walk With Us Aboriginal Awareness training sessions arranged for Aldermen, Project Team, Working group, Managers, EIT and several Community Department staff for early 2023. Created a RAP Let's Talk platform for staff and community in preparation for engagement in January 2023. Drafted surveys for staff and community. Formed the Project team and invited staff to be part of an internal working group. 20/01/2023			
1.1.12 Investigate the Multicultural Hub model : 100%		Manager Community	NEW	01/07/2022	30/06/2023	50% 50 / 100%
			Comments: Reviewed Welcoming Cities information regarding potential models for Multicultural Ambassador programs in local government. Met with the Manager, Welcoming Cities to share information regarding the Welcoming Cities Standards. Prepared a submission to the Tasmanian Community Fund in November to seek funding for a commercial kitchen at the Multicultural Hub. Worked with members of the migrant community to prepare a presentation and presented to the Tasmanian Community Fund in December to seek funding for the commercial kitchen at the Multicultural Hub. Contributed towards the Multicultural Council of Tasmania strategic planning process. 20/01/2023			



● Draft ● Not started ● Behind ● On Track ● Overdue ● Complete → Direct Alignment ----> Indirect Alignment

GLENORCHY CITY COUNCIL PLAN

Goal	Owner	Start Date	Due Date	Current Completion
1.1 Know our communities and what they value. : 100%	Manager Stakeholder Engagement	01/07/2019	30/06/2023	84%
→ 1.1.1 Guide decision making through continued community engagement based on our Community Plan : 100%	Manager Community	01/07/2019	30/06/2023	81%
→ 1.1.1.02 Support the operation of Council's Special Committees and Reference Groups 2022-2023 : 100%	Manager Community	01/07/2022	30/06/2023	50%
→ 1.1.1.03 Engage with our communities to guide our decision-making, using the Community Engagement Framework : 100%	Coordinator Communications & Engagement	01/07/2022	01/07/2023	58%
→ 1.1.1.04 Undertake a review of the Community Engagement Framework : 2 Milestone(s)	Coordinator Communications & Engagement	01/07/2022	01/07/2023	50%
→ 1.1.2 Encourage diversity in our community by facilitating opportunities and connections : 100%	Manager Community	01/07/2019	30/06/2023	87%
→ 1.1.2.04 Implement the Community Strategy 2022-23 : 100%	Manager Community	01/07/2022	30/06/2023	50%
→ 1.1.2.05 Plan and support the delivery of community events and awards programs : 6 Event(s)	Coordinator Communications & Engagement	01/07/2022	30/06/2023	33%
2 Support our communities to pursue and achieve their goals	Manager Stakeholder Engagement	01/07/2019	30/06/2023	89%
→ 1.2.2 Build relationships and networks that create opportunities for our communities : 100%	Manager Community	01/07/2019	30/06/2023	94%
→ 1.2.2.03 Partner with other stakeholders to support priority initiatives which address	Manager Community	01/07/2022	30/06/2023	50%

Goal	Owner	Start Date	Due Date	Current Completion
→ 1.2.3 Promote creative expression and participation and life-long learning as priorities for our communities : 100%	Manager Community	01/07/2019	30/06/2023	89%
→ 1.2.3.01 Deliver, partner, and support community and cultural development through programs, events, and awards : 100%	Coordinator Communications & Engagement	01/07/2022	30/06/2023	0%
→ 1.2.3.04 Plan, promote and present an annual program of arts and cultural exhibitions, workshops, concerts and events : 4 Quarter(s)	Coordinator Arts & Culture	01/07/2022	30/06/2023	50%
→ 1.2.1 Encourage and support communities to express and achieve their aspirations : 100%	Manager Community	01/07/2019	30/06/2023	84%
→ 1.2.1.04 Provide and maintain a range of community and recreation facilities : 100%	Operations & Maintenance Supervisor	01/07/2022	01/07/2023	53%
→ 3 Facilitate and/or deliver services to our communities	Manager Stakeholder Engagement	01/07/2019	30/06/2023	83%
→ 1.3.2 Identify and engage in partnerships that can more effectively deliver defined service levels to our communities. : 100%	Placeholder	01/07/2019	30/06/2023	77%
→ 1.3.2.01 Facilitate the operation of the Glenorchy Jobs Hub to connect local people with local jobs : 100%	Manager People and Governance	01/07/2022	01/07/2023	54%
→ 1.3.1 Directly deliver defined service levels to our communities : 100%	Manager Stakeholder Engagement	01/07/2019	30/06/2023	89%
→ 1.3.1.02 Implement year two actions from the Customer Service Strategy : 4 Quarter(s)	Manager Customer Services	01/07/2022	01/07/2023	50%
→ 1.3.1.03 Deliver waste services to reduce waste to landfill : 100%	Waste Services Coordinator	01/07/2022	01/07/2023	60%
→ 1.3.1.04 Deliver Customer Service Charter commitments : 4 Quarter(s)	Coordinator Customer Service	01/07/2022	30/06/2023	50%
→ 1 Stimulate a prosperous economy	Manager Stakeholder Engagement	01/07/2019	30/06/2023	67%
→ 2.1.1 Foster an environment that encourages investment and jobs : 100%	Director Infrastructure & Works	01/07/2019	30/06/2023	75%
→ 2.1.1.01 Implement the Open for Business improvement plan : 100%	Manager Development	01/07/2022	01/07/2023	20%
→ 2.1.1.02 Review the Glenorchy Parking Strategy 2017-2027 : 100%	Manager Infrastructure, Engineering & Design	01/07/2022	01/07/2023	49%
→ 2.1.1.04 Identify and progress amendments required to Glenorchy's planning scheme to facilitate growth : 100%	Senior Strategic Planner	01/07/2022	01/07/2023	50%
→ 2.1.1.05 Make zoning amendments where required to ensure sufficient industrial and commercial land supply : 100%	Senior Strategic Planner	01/07/2022	01/07/2023	50%
→ 2.1.1.06 Provide quality, sustainable, compliant childcare services for Glenorchy children 2022-23 : 100 % Compliant to 100 % Compliant	Child Care Delivery Coordinator	01/07/2022	30/06/2023	On Track 100%

Goal	Output	Start Date	End Date	Current Completion
2.1.1.07 Undertake structure planning for the future release of residential land in Granton : 100%	Senior Strategic Planner	01/07/2022	01/07/2023	50%
	Information Management Officer	01/07/2019	30/06/2023	83%
	Coordinator Eco Dev (Unappointed)	01/07/2022	01/07/2023	30%
	Manager Stakeholder Engagement	01/07/2019	30/06/2023	75%
2.2.1 Target growth sectors based on our understanding of the City's competitive advantages : 100%	Placeholder	01/07/2019	30/06/2023	70%
2.2.1.01 Deliver, partner and advocate for the implementation of the Berriedale Peninsula Masterplan : 100%	Manager Development	01/07/2022	01/07/2023	50%
	Manager Development	01/07/2022	01/07/2023	50%
	Manager Stakeholder Engagement	01/07/2022	01/07/2023	30%
	Manager Stakeholder Engagement	01/07/2022	01/07/2023	30%
2.2.1.04 Deliver, partner and advocate for the implementation of the Glenorchy Park Masterplan : 100%	Manager Stakeholder Engagement	01/07/2022	01/07/2023	30%
	Manager Stakeholder Engagement	01/07/2022	01/07/2023	30%
	Manager Stakeholder Engagement	01/07/2022	01/07/2023	30%
	Manager Stakeholder Engagement	01/07/2022	01/07/2023	30%
2.2.1.05 Deliver, partner and advocate for the implementation of the Marine and Innovation Masterplan : 100%	Director Infrastructure & Works	01/07/2019	30/06/2023	87%
	Director Infrastructure & Works	01/07/2019	30/06/2023	82%
	Manager Stakeholder Engagement	01/07/2022	01/07/2023	30%
	Manager Stakeholder Engagement	01/07/2022	01/07/2023	30%
3.1.1 Revitalise our CBD areas through infrastructure improvements	Manager Stakeholder Engagement	01/07/2022	01/07/2023	100%
	Manager Stakeholder Engagement	01/07/2022	01/07/2023	30%
	Director Infrastructure & Works	01/07/2019	30/06/2023	91%
	Director Infrastructure & Works	01/07/2019	30/06/2023	75%
3.1.3.01 Manage and maintain a road network that meets the transport needs of the community : 100%	Manager Infrastructure, Engineering & Design	01/07/2022	01/07/2023	57%
	Civil Supervisor	01/07/2022	01/07/2023	57%
	Civil Supervisor	01/07/2022	01/07/2023	57%
	Civil Supervisor	01/07/2022	01/07/2023	57%

Goal	Output	Completion	Progress	Current Completion
→ 3.1.3.03 Provide a network of shared paths, footpaths and trails that is safe and provides access to all abilities : 100%	Operations & Maintenance Supervisor	01/07/2022	01/07/2023	55%
→ 3.1.4 Deliver new and existing services to improve the City's liveability : 100%	Operations & Maintenance Supervisor	01/07/2019	30/06/2023	89%
→ 3.1.4.04 Ensure assessments under the Planning Scheme meet Council's statutory obligations : 100%	Coordinator Planning Services	01/07/2022	01/07/2023	50%
→ 3.1.4.05 Ensure assessments under building legislation meet Council's statutory obligations : 100%	Coordinator Building/Plumbing Services	01/07/2022	01/07/2023	50%
→ 3.1.4.03 Implement and update the Waste Management Strategy : 100%	Manager Property, Environment & Waste	01/07/2022	01/07/2023	60%
→ 3.1.4.06 Deliver, partner and advocate for the implementation of the Active Glenorchy 2040 Sport and Recreation Framework : 100%	Manager Property, Environment & Waste	01/07/2022	01/07/2023	60%
→ 3.1.4.07 Review and implement the Public Toilet Strategy 2020-2030 : 50% to 100%	Property Assets Coordinator	01/07/2022	01/07/2023	60%
→ 3.1.2 Enhance our parks and public spaces with public art and contemporary design : 100%	Director Infrastructure & Works	01/07/2019	30/06/2023	87%
→ 3.1.2.07 Review and update Council's Open Space Strategy : 100%	Manager Property, Environment & Waste	01/07/2021	28/06/2024	51%
→ 3.1.2.06 Invest strategically in parks, reserves and sporting facilities 2022-23 : 100%	Recreation & Environment Coordinator	01/07/2022	01/07/2023	60%
→ 3.1.2.08 Implement Stage One of the Tolosa Park Master Plan with TasWater : 100%	Project Manager - Sport and Recreation	01/07/2022	01/07/2023	58%
→ 3.1.2.09 Implement the Glenorchy Playspace Strategy 2021- 2041 : 100%	Recreation & Environment Coordinator	01/07/2022	01/07/2023	60%
→ 3.1.2.10 Establish the Public Art Oversight Group whose role is to oversee and advise on the development and maintenance of Council's Public Art in the City, addressing the strategies opportunities to embed arts into public spaces : 100%	Manager Community	01/07/2022	30/06/2023	25%
2. Manage our natural environments now and for the future	Director Infrastructure & Works	01/07/2019	30/06/2023	79%
→ 3.2.1 Identify and protect areas of high natural values : 100%	Director Infrastructure & Works	01/07/2019	30/06/2023	81%
→ 3.2.1.01 Support stewardship of our natural environment : 100%	Acting Environment Coordinator (Unappointed)	01/07/2022	01/07/2023	60%
→ 3.2.1.02 Implement the Bushfire Mitigation Program : 100%	Coordinator Bushfire Management (Unappointed)	01/07/2022	01/07/2023	50%
→ 3.2.1.03 Review the Environment Strategy 2013 - 2023 : 100%	Recreation & Environment Coordinator	01/07/2022	01/07/2023	55%
→ 3.2.2 Encourage access to and appreciation of natural areas through the development of trail networks and environmental education : 100%	Director Infrastructure & Works	01/07/2019	30/06/2023	75%

Goal	Output	Start Date	End Date	Current Completion
→ 3.2.2.02 Seek investment to facilitate implementation for the Mountain Bike Masterplan : 100%	Manager Property, Environment & Waste	01/07/2022	01/07/2023	50%
→ 3.2.3 Enhance, protect and celebrate the Derwent Foreshore : 100%	Director Infrastructure & Works	01/07/2019	30/06/2023	81%
→ 3.2.3.02 Participate in the Derwent Estuary Program by undertaking water quality monitoring and reporting : 100%	Coordinator Environmental Health Services	01/12/2022	31/03/2023	43%
1 Govern in the best interests of our communities	Director Infrastructure & Works	01/07/2019	30/06/2023	84%
→ 4.1.1 Manage Council for maximum efficiency, accountability and transparency : 100%	Director Corporate Services	01/07/2019	30/06/2023	80%
→ 4.1.1.02 Develop and monitor Councils Annual Plan : 100%	Manager Stakeholder Engagement	01/07/2022	01/07/2023	56%
→ 4.1.1.03 Implement the Project Management Framework : 100%	Director Infrastructure & Works	01/07/2022	01/07/2023	58%
→ 4.1.1.04 Deliver on all priority Audit panel recommendations 2022-2023 : 100%	Manager People and Governance	01/07/2022	01/07/2023	52%
→ 4.1.1.06 Issue Council's Annual Report : 100%	Manager Stakeholder Engagement	01/07/2022	01/07/2023	75%
→ 4.1.1.07 Complete a targeted review of Council services : 100%	General Manager	01/07/2022	01/07/2023	75%
→ 4.1.1.08 Facilitate the development of a new Strategic Plan and all other plans, strategies and policies as per Section 70E of the Local Govt act : 100%	Manager Stakeholder Engagement	01/07/2022	01/07/2023	59%
→ 4.1.2 Manage the City's assets soundly for the long-term benefit of the Community : 100%	Director Infrastructure & Works	01/07/2019	30/06/2023	88%
→ 4.1.2.02 Provide stormwater infrastructure with a priority on reducing the risk of flooding : 100%	Manager Infrastructure, Engineering & Design	01/07/2022	01/07/2023	60%
→ 4.1.2.03 Sustainably manage Council's property, parks and recreation infrastructure and facilities : 100%	Manager Property, Environment & Waste	01/07/2022	01/07/2023	60%
→ 4.1.2.04 Ensure we are prepared for disaster and maintain Emergency Management Strategies 2022/23 : 100%	Manager Stakeholder Engagement	01/07/2022	01/07/2023	58%
→ 4.1.2.05 Update Council's Asset Management Strategy : 100%	Manager Infrastructure, Engineering & Design	01/07/2022	01/07/2023	73%
→ 4.1.2.06 Collaborate with Regional Climate Change Initiative on the development of new regional strategies : 100%	Director Infrastructure & Works	01/07/2022	01/07/2023	60%
→ 4.1.2.07 Operate according to the requirements of the Financial Management Strategy : 100%	Chief Financial Officer	01/07/2022	01/07/2023	100%
→ 4.1.3 Maximise regulatory compliance in Council and the community through our systems and processes : 100%	Director Corporate Services	01/07/2019	30/06/2023	85%
→ 4.1.3.02 Ensure businesses comply with	Coordinator Environmental	01/07/2022	01/07/2023	50%

Goal	Output	Completion Date	Due Date	Current Completion
→ 4.1.3.01 Ensure residents comply with dog management regulations 2022-23 : 4 Quarter(s)	Public Compliance Coordinator	01/07/2022	30/06/2023	50%
→ 4.1.3.03 Ensure residents comply with parking regulations 2022-2023 : 4 Quarter(s)	Public Compliance Coordinator	01/07/2022	30/06/2023	50%
2 Prioritise resources to achieve our communities' goals	Director Corporate Services	01/07/2019	30/06/2023	91%
→ 4.2.1 Deploy the Council's resources effectively to deliver value : 100%	Director Corporate Services	01/07/2019	30/06/2023	88%
→ 4.2.1.01 Implement the year ONE program in the Information, Communication and Technology Strategy 2022-25 : 100%	Manager ICT Services	01/07/2022	01/07/2023	58%
→ 4.2.1.03 Review the Corporate Risk Management Directive 2022-2023 : 100%	Manager People and Governance	01/02/2023	01/07/2023	0%
→ 4.2.1.05 Prepare the plan for core technology implementation : 100%	Manager ICT Services	01/07/2022	01/07/2023	59%
→ 4.2.2 Ensure that we have a skilled, capable and safety-focused workforce : 100%	Director Corporate Services	01/07/2019	30/06/2023	94%
→ 4.2.2.04 Implement the People Strategy 2022 : 100%	Manager People and Governance	01/07/2022	01/07/2023	52%
→ 4.2.2.05 Deliver the People and Culture business as usual : 100%	Manager People and Governance	01/07/2022	01/07/2023	57%
3 Build strong relationships to deliver our communities' goals	General Manager	01/07/2019	30/06/2023	77%
→ 4.3.1 Foster productive relationships with other levels of government, other councils and peak bodies to achieve community outcomes : 100%	General Manager	01/01/2019	30/06/2023	73%
→ 4.3.1.02 Deliver the Australian government funded recreation projects : 100%	Manager Property, Environment & Waste	30/06/2021	01/07/2024	60%
→ 4.3.1.01 Participate in the implementation of the Greater Hobart Plan and the Hobart City Deal : 100%	Senior Strategic Planner	01/07/2022	01/07/2023	50%
→ 4.3.1.05 Facilitate and engage with partners to advocate for the development of safe, liveable, affordable housing options in our City : 100%	Manager Community	01/07/2022	30/06/2023	50%
1 All the activities of Council contribute to and support our Community's goal to Build Image and Pride : 100%	General Manager	01/01/2019	30/06/2023	88%
→ 5.1.1 We will show pride in our city and others will see it : 100%	General Manager	01/07/2019	30/06/2023	88%
→ 5.1.1.01 Implement the Communications Strategy : 100%	Coordinator Communications & Engagement	01/07/2022	01/07/2023	54%
→ 5.1.1.02 Review Welcoming Cities Standards for Local Government against Councils policies and practice : 100%	Community Development Coordinator	01/07/2022	30/06/2023	25%
→ 5.1.1.05 Partner with Destination Southern Tasmania to promote Glenorchy to visitors 2022-23 : 100%	Manager Stakeholder Engagement	01/07/2022	01/07/2023	54%

Goal	Owner	Start Date	End Date	Current Completion
→ 5.1.1.10 Implement the year two projects from the City of the Arts Strategy : 100%	Coordinator Arts & Culture	01/07/2022	01/07/2023	27%
→ 5.1.1.11 Engage with our Aboriginal Community to develop a Reconciliation Action Plan : 100%	Manager Community	01/07/2022	30/06/2023	50%
→ 5.1.1.12 Investigate the Multicultural Hub model : 100%	Manager Community	01/07/2022	30/06/2023	50%



Instrument of Delegation

General Manager
(100000)

Glenorchy City Council, pursuant to its powers under section 22 of the *Local Government Act 1993* (Tas), issues the following delegations to the position of General Manager (100000).

Delegations

By-Law	Powers Delegated	Conditions or Restrictions
<i>Glenorchy City Council Public Places and Infrastructure By-Laws</i>		
11(1)(b)	All Council's powers to prescribe approved forms for permits	Nil
13(1)	All Council's powers to issue and impose restrictions on a permit	Nil
14	All Council's powers to cancel, vary or suspend permits	Nil
N/A	The power to further delegate the above powers to Council Officers	Nil

Each delegation is subject to:

- (a) the conditions or restrictions (if any) referred to in the table to this delegation
- (b) such policies, policy guidelines and directions as the Council may from time to time approve, and
- (c) the provisions of any Act.

These delegations, authorisations and appointments are additional to any which have previously been made to the position.



Monthly Financial Performance Report

For the year-to-date ending 31 January 2023

Statement of Comprehensive Income

Glenorchy City Council Financial Report Statement of Comprehensive Income to 31 January 2023					
Year-to-Date (YTD)	Note	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000	2023 Variance Actual to Budget
Operating Revenue					
Rates	1	45,488	45,659	43,485	↑
User charges and licences	2	10,648	11,052	10,625	↑
Interest	3	30	401	31	↑
Grants	4	1,987	2,466	2,966	↑
Contributions - cash	5	23	30	63	↑
Investment income from TasWater	6	1,086	1,086	1,086	↔
Other income	7	214	225	314	↑
Total Operating Revenue		59,477	60,918	58,568	↑
Operating Expenditure					
Employment costs	8	15,401	14,132	14,290	↓
Materials and services	9	9,438	9,993	8,689	↑
Depreciation and amortisation	10	9,798	8,717	9,217	↓
Finance costs	11	89	14	89	↓
Bad and doubtful debts	13	-	-	-	↔
Other expenses	14	3,882	4,647	3,694	↑
Total Operating Expenditure		38,608	37,502	35,979	↓
Total Operating Surplus/(Deficit)		20,869	23,416	22,589	↑
Non-Operating Revenue					
Contributions – non-monetary assets	15	-	1,559	-	↑
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	16	1,387	430	69	↓
Capital grants received specifically for new or upgraded assets	17	2,275	3,111	2,652	↑
Total Non-Operating Revenue		3,662	5,101	2,721	↑
Non-Operating Expense					
Assets written off	12	-	341	74	↑
Total Non-Operating Expense		-	341	74	
Total Surplus/(Deficit)		24,530	28,176	25,236	↑

Operating 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.

Note 1 – Rates Revenue

Favourable to budget by \$171k, noting year to date supplementary growth of \$89k and overdue penalties \$72k.

Note 2 – User Charges and Licences Revenue

Favourable to budget by \$404k, noting additional kerbside waste management revenue of \$228k, landfill fees \$148k and property leases/licences \$132k, however planning fees are down \$193k.

Note 3 – Interest on Investments

Favourable to budget by \$371k, noting the average investment rate across all of Councils investments is 3.44%.

Note 4 – Operating Grants

Favourable to Budget by \$478k, noting unspent grants from last year \$590k, incentives for qualification courses for staff \$128k and childcare WT3 \$93k, less Glenorchy Jobs Hub grant to receive \$381k in accordance with contractual obligations.

Note 5 – Contributions

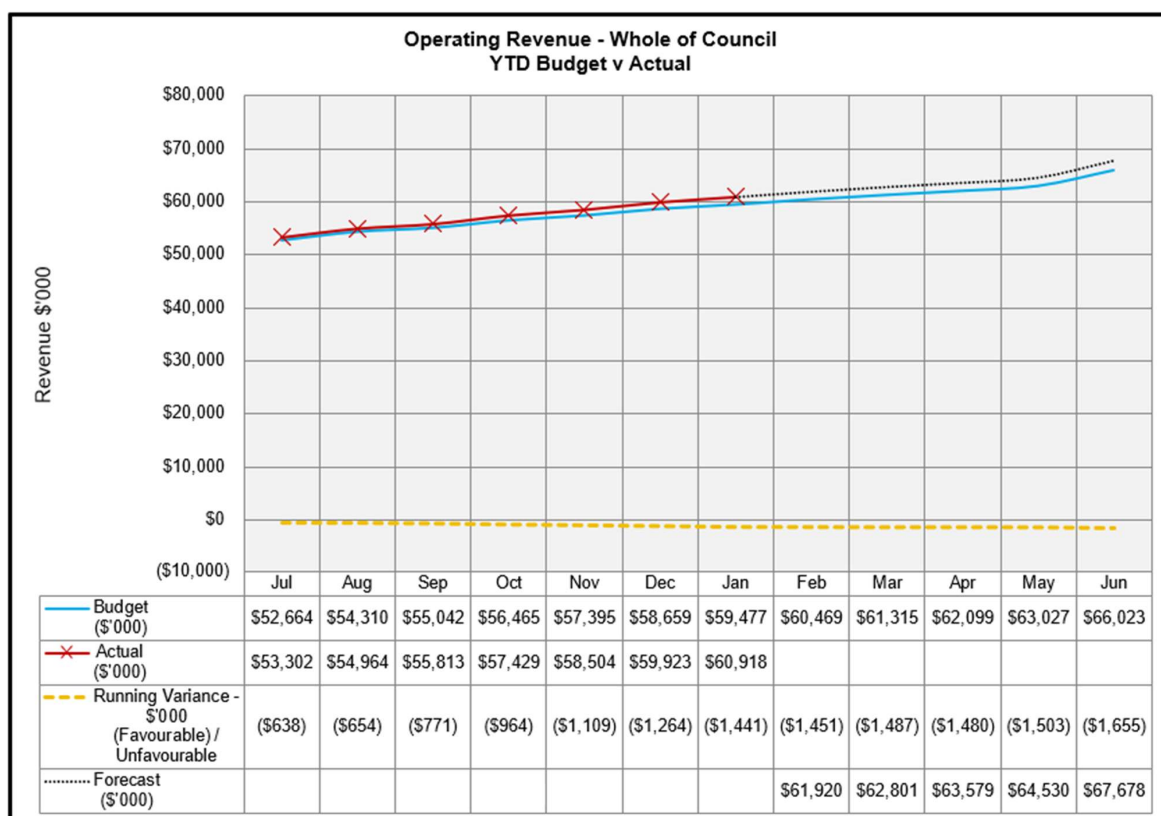
Favourable to Budget by \$6k, noting two contributions in lieu of open space have been received \$12k less reduced private stormwater connections \$6k.

Note 6 – TasWater Income

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

Note 7 – Other Income

Favourable to Budget by \$10k, noting insurance claims of \$30k, less fuel tax credits for January yet to receive.



Operating 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.

Note 8 – Employment Costs

Favourable to Budget by \$1.269m for the year to date, representing cumulative savings on temporary vacancies since 1 July and permanent position vacancies that commenced on 1 July.

Note 9 – Materials and Services Expenditure

Unfavourable to budget by \$449k, noting software licence accrual adjustments \$276k and vegetation control \$195k offset environment works yet to occur \$163k.

Note 10 – Depreciation and Amortisation

Favourable to Budget by \$765k, noting amortisation of fleet and property leases to 31 January is to be undertaken which will offset the underspend in Depreciation & Amortisation against the overspend in Other Expenses.

Note 11 – Finance Costs

Favourable to Budget by \$75k, noting amortisation of interest on fleet and property leases to 31 December is yet to be undertaken.

Note 12 – Assets Written Off

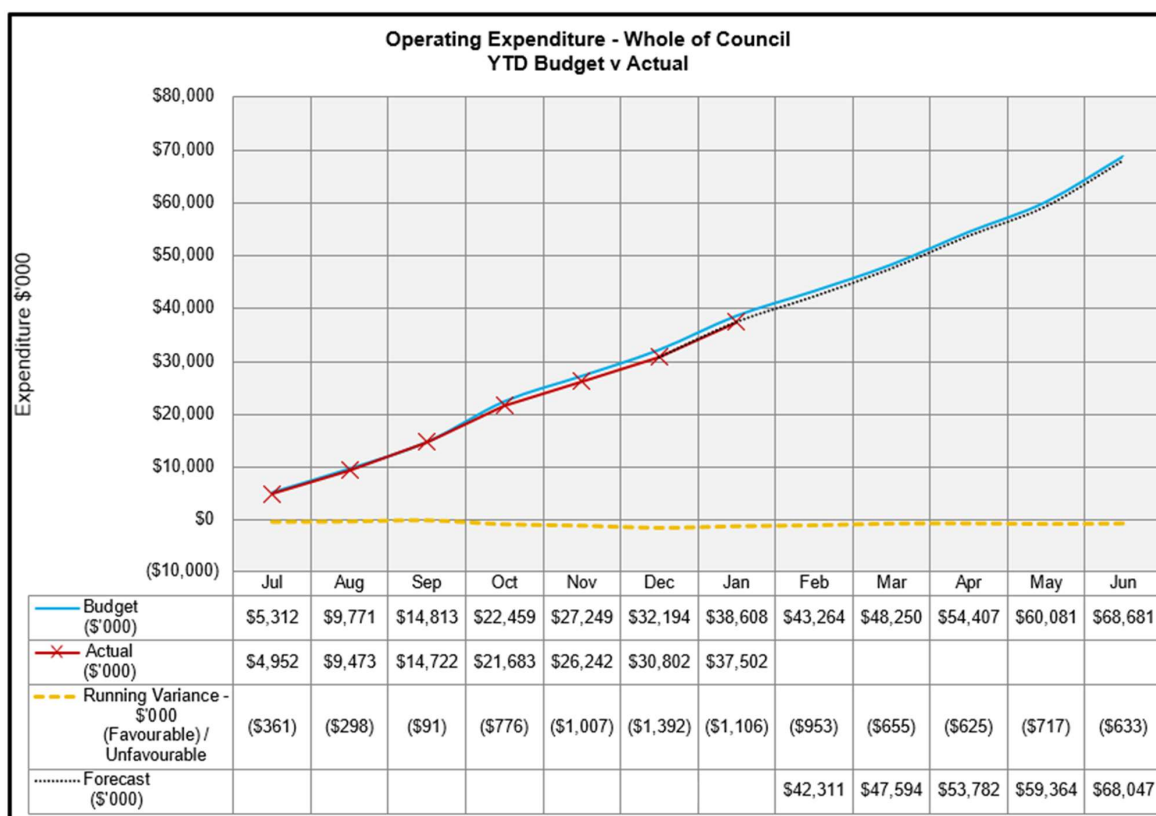
Reclassified as Non-Operating Expenditure.

Note 13 – Bad and Doubtful Debts

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

Note 14 – Other Expenses

Unfavourable to Budget by \$765k, noting amortisation of fleet and property leases to 31 January is to be undertaken which will offset the overspend in Other Expenses against the underspend in Depreciation & Amortisation

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

Favourable to Budget by \$1.559m, noting some assets have been brought to account in advance of the budgeted 30 June reconciliation date.

Note 16 – Gain or Loss on Disposal of Fixed Assets

Unfavourable to Budget by \$957k, noting \$914k in Disposed /Derecognised assets

Note 17 – Capital Grants

Favourable to budget by \$0.837m, noting \$1.700m of unspent grants from the previous financial year carried as well as receipts for Eady Street Clubrooms grant \$400k and blackspot funding \$209k, less still to receive final Local Roads and Community Infrastructure Phase 2 \$165k and Giblins Playspace \$1.4m.

Non-Operating Expenditure

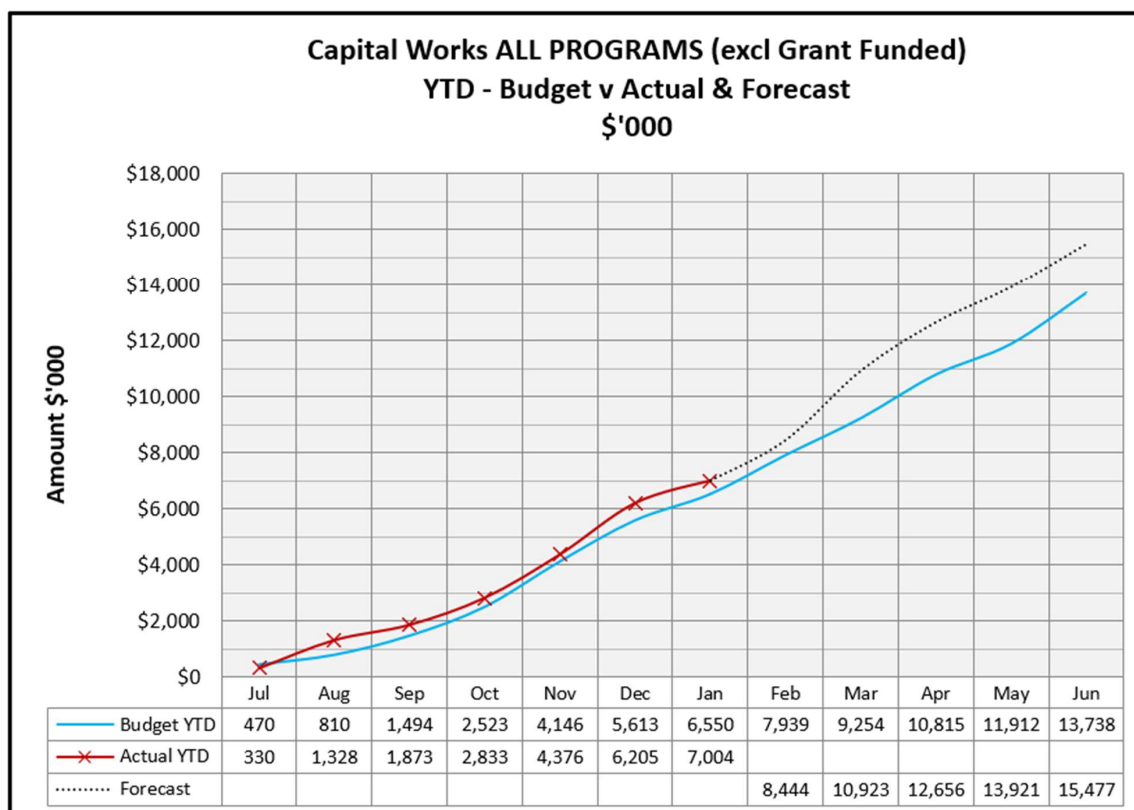
Note 12 – Assets Written Off

Unfavourable to budget by \$0.341m, noting some assets have been written-off in advance of the budgeted 30 June reconciliation date.

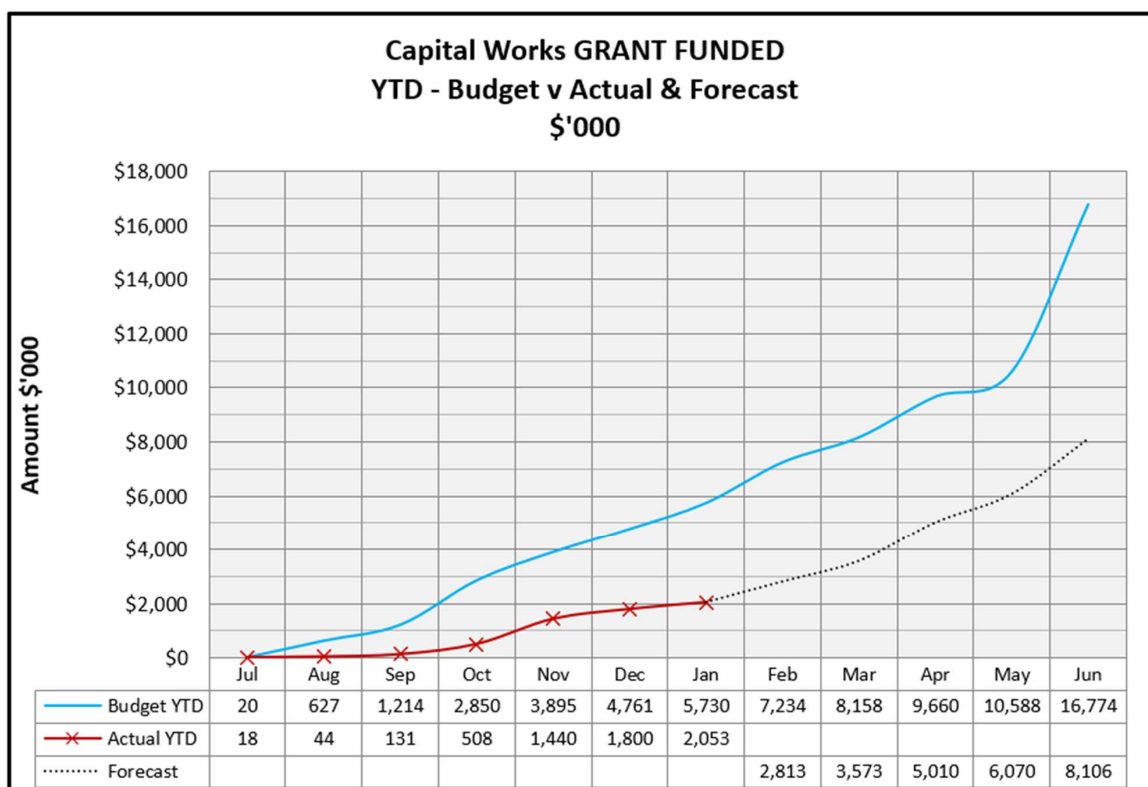
Capital Works

Year-to-date Capital Works expenditure is \$9.057m against a combined annual budget of \$30.512m and a combined annual forecast spend of \$23.584m. At the end of January, \$7.004m has been expended on Council funded recurrent projects and \$2.053m for Government funded projects.

Capital Program – Excluding Major Grant Funded Projects



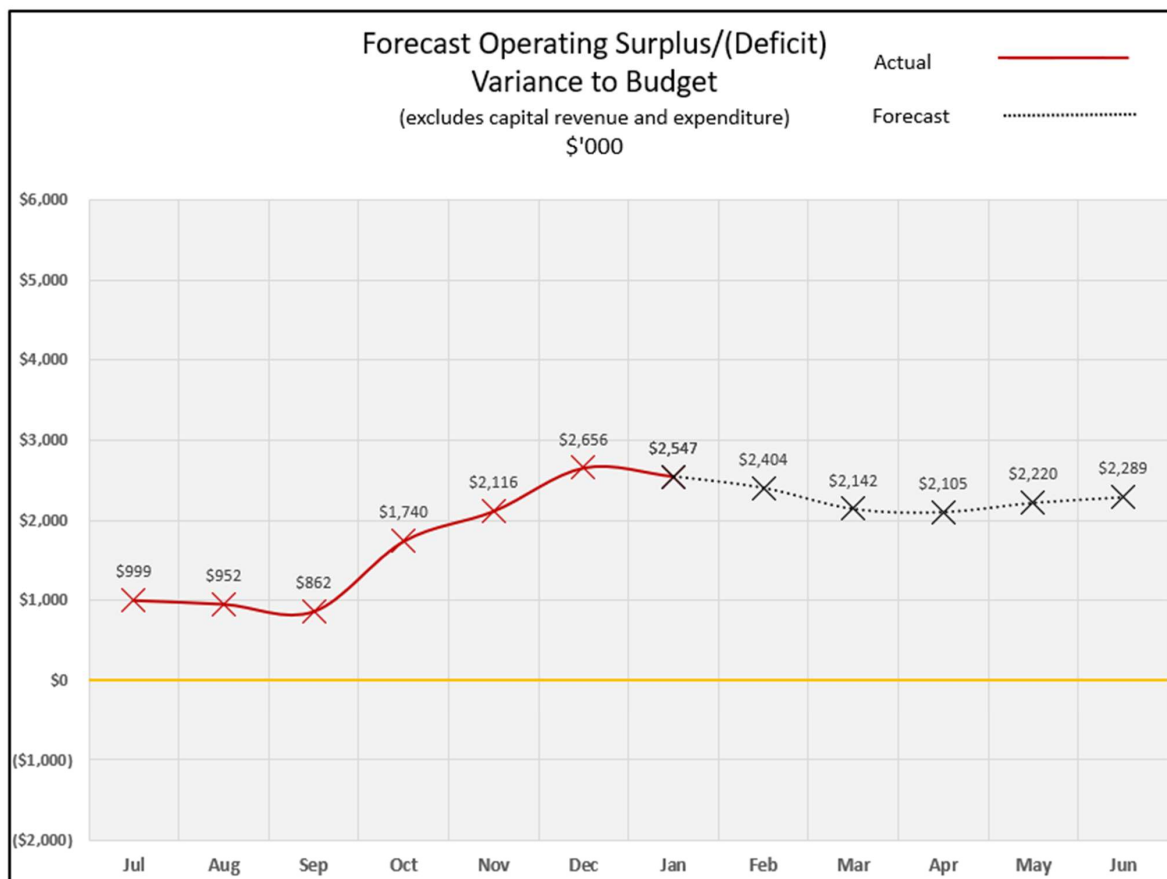
Capital Program –Major Grant Funded Projects*



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

Project	Actual YTD	Budget YTD	Forecast ANNUAL	Budget ANNUAL
101059 - KGV Soccer - Design & Construction	\$1,409,980	\$2,013,925	\$2,759,980	\$4,195,000
101246 - Giblins Reserve Play Space	\$108,760	\$542,500	\$1,808,760	\$3,255,000
101250 - North Chigwell Football and Community Facility	\$521,100	\$1,443,569	\$1,821,100	\$5,425,000
101282 - Montrose Foreshore Park Skatepark	\$5,471	\$0	\$555,471	\$440,000
101536 - Tolosa Park Dam Rehabilitation	\$7,856	\$1,729,539	\$1,160,879	\$3,459,075
TOTAL	\$2,053,167	\$5,729,533	\$8,106,190	\$16,774,075

Operating Forecast to 30 June 2023



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

Adjustments to amounts previously reported

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

Of particular note this month is the reclassification of Assets Written Off from Operating expenditure to Non-Operating in accordance with the revised Operating budget figure of \$68.680m adopted by Council on 28 November 2023.