

**GLENORCHY CITY COUNCIL
ATTACHMENTS
MONDAY, 27 MARCH 2023**



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To whom it may concern

Karadi Aboriginal Corporation, in the spirit of Reconciliation are seeking the land return/divestment of Rothesay Circle Reserve, in Rothesay Circle Goodwood.

Our proposed main land use is to provide space to extend our clinic, community services and activities.

The land is adjacent to Karadi's current premises at Rothesay Circle, Goodwood, in the northern suburbs of Hobart which is part of the Glenorchy City Council area.

Karadi have secured approx. \$1.8 million dollars from the department of Commonwealth Health to extend and refurbish our health clinic.

Karadi wish to redevelop this Rothesay Circle site to enable us to better meet the social needs of the Aboriginal community and the wider community.

The redevelopment will involve upgrading the existing Karadi facilities to include:

- a larger space for community events (Indoors and outdoors)
- office space and consulting rooms for Karadi and visiting services
- scope for child training facilities
- extended public community space

The expansion of Karadi to date has meant that our premises at Rothesay Circle are no longer adequate to accommodate all staff and consequently permission was sought from Council to locate temporary office accommodation on site. However, this is not sufficient to meet Karadi's current or future needs.

The additional land will enable these developments to go ahead at the scale needed.

Karadi receives funding to deliver the services it provides under the following programs:

Indigenous Australians Health Program
Integrated Team Care
Deadly Choices
Social and Emotional Wellbeing
Department of Communities - Neighbourhood Houses
Commonwealth Home Support
Culture and Capabilities (NIAA)
Children Schooling (NIAA)
Alcohol and Other Drugs prevention

Karadi Aboriginal Corporation

ABN 40776871469

rdunn@karadi.org.au

0362 723511

Home Care packages
Allied Health
Health Workforce

It is expected that some spaces on the combined property will be used for gardens that will incorporate an outdoor bush tucker walk with plant interpretation.

This phase will be project managed by a Karadi project manager who will have had experience in overseeing large projects having been involved in an earlier redevelopment of the current Karadi premises.

The majority of services and activities will be the responsibility of Karadi. However, it is anticipated that other community organisations and health or welfare professionals will hire or lease space for specific services or events. Any use by other parties will be arranged through a formal arrangement, such as a lease agreement, partnership agreement and/or other instruments that clarify roles and responsibilities, establish standards of practice and reduce risk for Karadi.

BENEFITS

Consultation within the Tasmanian Aboriginal community and with other service providers, has led to an awareness of service provision and infrastructure gaps which Karadi believes it is in a position to deliver - if its accommodation needs can be addressed. This demand for Karadi services has meant that our premises at Rothesay Circle are no longer adequate.

While other options have been investigated, the opportunity to expand land holdings at the current site to address these demands makes the most sense. Karadi has already invested significantly in the existing property and has established very valuable links within the local community.

The land divested will, therefore, benefit Karadi and the community by:

- providing a base for those services Karadi currently provides
- creating the capacity for Karadi to respond to demands for expanded services
- providing a base for Karadi to support other community initiatives, reconnecting Tasmanian Aboriginal community members with their culture and supporting engagement with the general Tasmanian community.

The project will lend greater sustainability to Karadi as an organisation, providing more certainty about the future.

The upgrading and construction project itself will employ people from the local community in building and landscaping, and also provide opportunities for training in these areas.

In addition, the provision of a GP clinic in the future will potentially service the wider community in the Glenorchy City Council area.

Expansion of Karadi at this site will create a stronger presence and focal point for the local Tasmanian Aboriginal community and increase its capacity for self-determination and self reliance.

The land is adjacent to the property currently owned by Karadi. Its return will mean that the existing and new land can be combined to:

- improve access for service users
- better position facilities in terms of light and weather

Karadi Aboriginal Corporation

ABN 40776871469

rdunn@karadi.org.au

0362 723511

- provide more options for an aesthetically pleasing design that celebrates Tasmanian Aboriginal culture and creates a focal point on what is a prominent piece of land in the local area.

The land is currently zoned as 'Reserve'. However, we would like to apply to change the zoning with the return.

Ongoing land ownership costs

Karadi is currently responsible for the ongoing land ownership costs of the existing Karadi property. The rates and taxes are currently paid from Karadi's existing resources.

The main land use

The main land use will be the provision of community services and activities which are funded through a range of grants as described above. **Public access will remain the same.**

Land management costs

Costs associated with managing current land are \$4500.00 per annum, this includes repairs and maintenance and rates. The cost of maintaining the additional land is expected to be marginal and can be met through existing program funding, and the leasing of the premises for other community activities.

What skills, abilities and experience do you have to manage and operate the property and the land use to achieve the primary purpose?

Karadi CEO and Directors have experience in overseeing large projects having been involved in the redevelopment of the current Karadi premises.

In relation to ongoing management, Karadi has 35 years experience in delivering services to the community. The Karadi board has dedicated the last 5 years ensuring that Karadi is in a position structurally to meet the needs of the community and that the programs offered are relevant to the community.

Karadi has the expertise to ensure that Tasmanian Aboriginal cultural values are protected through the development of the property and its activities. Karadi has a process of ensuring that activities have been reviewed and endorsed by Tasmanian Aboriginal community and elders.

Karadi's aim is to create a place in the community that benefits both the Tasmanian Aboriginal community and the local Tasmanian community that is sustainable. These principles would guide how we would deal with any conflicts affecting the use of the land.

The redevelopment of the combined site has already included significant consultation with Glenorchy City Council, members of the Tasmania Aboriginal community and members of the immediate local community, and many of the immediate neighbours in the street. This has indicated strong support with our intended purpose for the land.

I have attached our 21-22 annual report to show exactly what we do here at Karadi and how we have serviced and had a positive impact on the wider northern suburbs and the community.

If you would like any further information please don't hesitate to give me a call on 0417369299 or rdunn@karadi.org.au

Warm Regards



Rachel Dunn
CEO 14/2/2023

Karadi Aboriginal Corporation

ABN 40776871469

rdunn@karadi.org.au

0362 723511



March 2023

Strategic Plan

2023-2032





Guiding Legislation

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

Aboriginal Acknowledgement

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

Contact Us

This Strategic Plan covers the period from 2023 to 2032. If you would like further help or information about 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

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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



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.

Between December 2022 and February 2023, Council asked the people of Glenorchy to tell us their budget 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 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

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 was released for public comment in March 2023 and considered for adoption at the March 2023 Council meeting.

The strategies in the Strategic Plan will 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.

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 tens of 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.

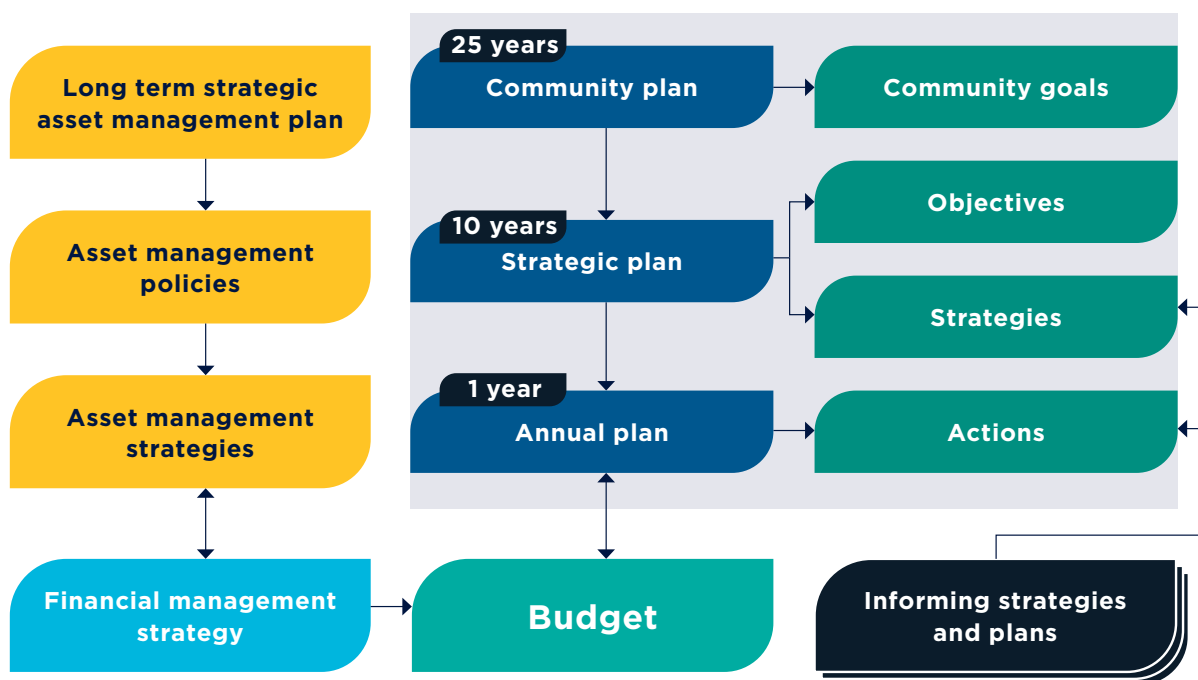
There are more jobs in Greater Glenorchy than resident workers. This means the City not only provides work for its residents, but it also employs and attracts people from across the region. Healthcare and

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.



Council's Strategic Planning Process

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



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.

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 acknowledgement: Glenorchy Open Market in partnership with Moonah Bazaar, 3 December 2022.

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 Elected Members and Council staff in preparing the draft Strategic Plan.

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



Making Lives Better

Our community faces a range of social and economic challenges. Council's role is to advocate for, and work with others to, improve the daily lives of people in our City.



Building Image and Pride

Our community values a strong sense of connection and a positive City image and Council strives to promote these.



Open for Business

Council seeks to be a City which is 'easy to do business with' while managing our City's growth responsibly.



Leading Our Community

Council exists to represent the best interests of the people of Glenorchy, working together to manage community resources and further community priorities.



Valuing Our Environment

Our community values the facilities provided in our City to improve its quality of life and protection of our natural environment and special places now and for the future.

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.



Leading Our Community

We are a leader and partner that acts with integrity and upholds our community's best interests.

We responsibly manage our community's resources to deliver what matters most.



Building Image and Pride

We work for a safe and clean City.

We nurture and celebrate our proud and vibrant City with its strong sense of belonging.



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.



Open for Business

We value our community by delivering positive experiences.

We encourage responsible growth for our City.



Strategies

Strategies define the way that Council will meet each objective.

Measures of success

Council will use 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 10 objectives in the Strategic Plan. The measures are being refined and will be adopted by Council at a later date.





Making Lives Better

We deliver services to meet our community's needs

STRATEGIES

- Deliver services to our community at defined levels.
- Identify and engage in partnerships that provide services effectively to our community.

We champion greater opportunities for our community

STRATEGIES

- In partnership with others, facilitate and advocate for a welcoming, inclusive, healthy and learning community.
- Work with others to improve access to housing and transport choices for our community.





Building Image and Pride

We work for a safe and clean City

STRATEGIES

- Work proactively with other governments, service providers and the community to improve public safety in our City.
- Maintain our roads, footpaths, trails, parks, playgrounds, open spaces, stormwater and building assets so they are functional, safe and clean.

We nurture and celebrate our proud and vibrant City with its strong sense of belonging

STRATEGIES

- Encourage creative expression and participation in our community.
- Welcome diversity and inclusion in our community, creating connections that enable a sense of belonging and acceptance.
- Deliver or facilitate events to strengthen our community's sense of pride and belonging.





Open for Business

We value our community by delivering positive experiences

STRATEGIES

- Build and maintain relationships with government and the private sector that create job opportunities and help our City to prosper.
- Work constructively with the development sector and our community to enable acceptable development opportunities.
- Provide a high standard of customer service and continuous improvement by investing in our people, systems and processes.

We encourage responsible growth for our City

STRATEGIES

- Maintain a progressive approach that encourages investment and jobs.
- Plan for the orderly future growth of our City, with particular focus on structure planning for the Northern Suburbs Transit Corridor and at Granton.





Leading Our Community

We are a leader and partner that acts with integrity and upholds our community's best interests

STRATEGIES

- Listen to our community to understand their needs and priorities.
- Communicate effectively with our community and stakeholders about what Council is doing.
- Champion and work together to address our community's needs and priorities.
- Make informed decisions that are open and transparent and in the best interests of our community.
- Build and maintain productive relationships with all levels of government, other councils and peak bodies to achieve community outcomes for Glenorchy and Greater Hobart.
- 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.

We responsibly manage our community's resources to deliver what matters most

STRATEGIES

- Manage the City's assets responsibly for the long-term benefit and growth of our community.
- Deploy the Council's resources effectively to deliver value while being financially responsible.
- Manage compliance and risk in Council and our community through effective systems and processes.
- Be a healthy, proactive and forward-looking organisation with a strong safety culture and a skilled and adaptable workforce.





Valuing Our Environment

We protect and manage our City's natural environment and special places now and for the future

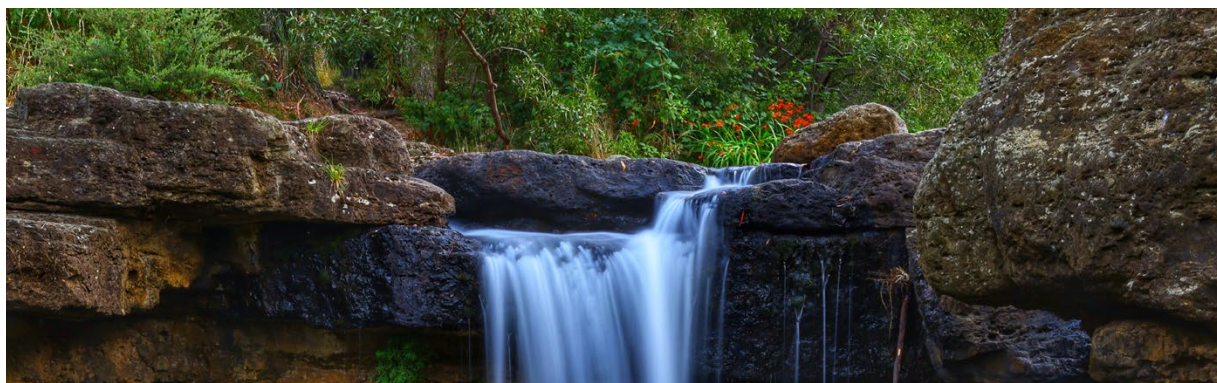
STRATEGIES

- Identify and protect our natural values and special places including Wellington Park and the River Derwent foreshore.
- Encourage access to and appreciation of our natural areas.
- Manage waste responsibly and innovate to reduce waste to landfill.
- 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

STRATEGIES

- Make our City more liveable by providing and upgrading public places and facilities for people to come together.
- Make our City more liveable by investing in our City's infrastructure.
- Improve our parks and public spaces for the enjoyment, health and wellbeing of our community.
- Working proactively with providers, manage the City's transport infrastructure sustainably to secure accessible, safe and reliable transport options for everyone.





374 Main Road, Glenorchy
PO Box 103, Glenorchy TAS 7010
(03) 6216 6800 | gccmail@gcc.tas.gov.au
www.gcc.tas.gov.au

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Council Meeting Agenda

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

Author: General Manager (Tony McMullen)

Qualified Person: General Manager (Tony McMullen)

ECM File Reference: GCC Strategic Plan Review 2023-2032

Community Plan Reference:

City of Glenorchy Community Plan 2015-2040

Our community goals are:

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

Strategic or Annual Plan Reference:

Glenorchy City Council Strategic Plan 2016-2025

Leading Our Community

Objective 4.1 Govern in the best interests of the community.

Objective 4.2 Prioritise resources to achieve our communities' goals.

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

Reporting Brief:

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

Proposal in Detail:

Background

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

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

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

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Council Meeting Agenda

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

This report explains:

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

Requirements for a strategic plan

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

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

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

Figure 1 - Strategic Planning Architecture



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

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Council Meeting Agenda

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

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

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

How the draft Strategic Plan was developed

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

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

Strategic context of the draft Strategic Plan

Environmental scan

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

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

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Figure 2 – Environmental Scan

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

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

Contents of the draft Strategic Plan

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

It contains the following sections:

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

Purpose

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

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

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

Council Values

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

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

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

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

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

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

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

Community Goals

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

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

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

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

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

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

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They are:

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

Objectives

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

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

Making lives better

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

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

Building image and pride

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

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

Open for business

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

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

Leading our community

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

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

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Valuing our environment

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

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

Strategies

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

Strategy wording was simplified where possible.

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

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

Key changes are:

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

Monday 27 February 2023

Council Meeting Agenda

Measures of success

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

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

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

The following measures of success have been developed:

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

Monday 27 February 2023

Council Meeting Agenda

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

Feedback sought on the draft Strategic Plan

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

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

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

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

Monday 27 February 2023

Council Meeting Agenda

We will be seeking to engage with the following groups:

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

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

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

Internal Consultations:

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

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

Human Resource / Financial and Risk Management Implications:Human Resource and Financial

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

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

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

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

Monday 27 February 2023

Council Meeting Agenda

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation The draft Strategic Plan fails to respond to community priorities.	Moderate (C3)	Unlikely (L2)	Medium	<ul style="list-style-type: none"> The Strategic Plan has been prepared by the incoming Council having regard to constituent feedback during the recent election period, past Community Plan consultation and an environmental scan to take account of the changing strategic context. Community engagement period on the draft Plan will test the Plan's relevance to current community priorities.
Do not adopt the recommendation Council delays reviewing its Strategic Plan further beyond the four-year review period required under the Act resulting in technical non-compliance. Review of the Plan was technically required to commence in November 2022. However, this was practically impossible due to the local government elections. The Review to date has been undertaken as soon as practicably following Council induction and Christmas holiday periods. However further delays would exacerbate the technical non-compliance. Further delay in completing the review would risk Council's operational planning (annual plan and budget) proceeding on out-of-date objectives and strategies that are not consistent with Council's forward agenda.	Moderate (C3)	Likely (L4)	High	<ul style="list-style-type: none"> Communicate with the Director of Local Government and explain the reasons for protraction of the review period. Foreshorten Annual Plan preparation and finalise Strategic Plan in parallel.

Community Consultation and Public Relations Implications:

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

Recommendation:

That Council:

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

Attachments/Annexures

- 1 Draft Glenorchy City Council Strategic Plan 2023-2032 for consultation

SUMMARY OF FEEDBACK ON THE DRAFT GLENORCHY CITY COUNCIL STRATEGIC PLAN 2023 – 2032

Background

In developing Council's new Strategic Plan Council resolved at its 27 February 2023 Council meeting to release the **Draft 2023 – 2032 Glenorchy City Council Strategic Plan** for public comment for the period 28 February - 19 March 2023. The timeframe is designed to ensure that all feedback received would be reported to the 27 March 2023 Council meeting.

Process

Following the decision to release the draft plan the following actions were undertaken to advise the community:

- Advertisements in the Mercury and Glenorchy Gazette Newspapers
- Mayoral Update column in the Glenorchy Gazette
- News Article on Council's Website
- Multiple Facebook Posts
- Survey release on Council's Let's Talk engagement page.
- Hard mail distributed to key stakeholders

The above was completed during the period 28 Feb – 3 March

Responses have been compiled and reviewed by Council's Executive Management Team as detailed in the table below.

Notification

As part of the above process the following key stakeholders were invited to comment:

- Let's Talk Panel
- Glenorchy Matters Panel
- Subscribers to the Activity City Website
- Hobart City Council
- Clarence City Council

- Derwent valley Council
- Brighton Council
- State Dept of Local Government
- State Dept State Growth
- State Dept Health
- Local Government Association of Tasmania (LGAT)
- Destination Southern Tasmania (DST)
- Migrant Resource Center (MRC)
- Multicultural Council of Tasmania (MCoT)
- Community Houses – Buccan, West Moonah, Goodwood and Dowsing Point

Submissions

From the above activities, Council received 16 submissions: 7 in hard copy and 9 through the Let's Talk page.

The Let's Talk page had 120 Visits on the Strategic Plan page, with 10 quick poll responses:

The ten (10) quick poll responses were to the question; "Do you Support the Strategic Plan or not?"

- All ten (10) responses were yes.

There is a summary of the feedback received and the related officer comments in Table 1 below:

COMMUNITY FEEDBACK ON THE DRAFT GLENORCHY CITY COUNCIL STRATEGIC PLAN 2023 - 2032

Submitter	Feedback	Officer comment
1.	Plan could be strengthened by alignment with public health guidelines and outcomes. Suggest include (from HCC's Strategic Plan):	See below
	<i>Provide and progressively enhance a range of quality places and facilities where people can enjoy education, recreation, socialising, healthy living and other activities and events.</i>	The sentiment is agreed. The proposed changes relate to the built environment and are better located there. Under "Valuing our environment", there is a strategy to "Deliver new and existing services and infrastructure to improve the City's liveability". It is recommended that this be split to separate out facilities from physical infrastructure as follows: <i>Make our City more liveable by providing and upgrading public places and facilities for people to come together.</i> <i>Make our City more liveable by investing in our City's infrastructure.</i>
	<i>Ensure neighbourhoods, streets and public spaces help all people to be healthy and physically active.</i>	The sentiment is agreed. Under "Valuing our environment", there is a strategy "Improve our parks and public spaces for the well-being and enjoyment of our community." Suggest: this strategy be modified as follows: <i>"Improve our parks and public spaces for the enjoyment, health and well-being of our community."</i>

<p><i>Consider mental, physical and social health and wellbeing in the development of strategies, policies, projects and initiatives.</i></p>	<p>While the sentiment is agreed, the strategy under “making Lives Better” can be modified to accommodate this with minor amendment: <i>In partnership with others, facilitate and advocate for a welcoming, inclusive, healthy and learning community.</i> The reference to “strategies, policies, projects and initiatives” fall under the umbrella of “facilitate and advocate for” and can be articulated through Annual Plan actions.</p>
<p>Object to housing under open for business and should have strategies under Making Lives Better.</p>	<p>Agree with the sentiment. The strategy under “Open for Business” is about appropriately managing the growth of our City – and can be modified from: Plan for the orderly future growth of our City, including opportunities for more housing and improvements in transport. to: <i>Plan for the orderly future growth of our City, with particular focus on structure planning for the Northern Suburbs Transit Corridor and at Granton.</i> Under Making Lives Better, a new strategy is recommended: <i>Work with others to improve access to housing and transport choices for our community.</i></p>
<p>Unclear why transport is listed under Open for Business.</p>	<p>See above.</p>

	<p>Suggest using Tas Population Health Survey as a measure for Making Lives Better – Glenorchy Community Health Check 2022</p>	<p>The Glenorchy Community Health Check 2022 is a well-presented set of key statistics about the public health status of the Glenorchy community, including the social determinants of health. Health data for the Health Check is from 2019. It is prepared by Primary Health Tasmania – which clearly has a core role in promoting improved health in our community. Council has an undoubted role. Council will use the Health Check as part of its advocacy and grant-funding activities. However, it is not a sufficiently targeted indicator of Council's strategic performance.</p>
	<p>Suggested measure: Engage with migrants and ethnic groups to determine the extent to which they feel a sense of safety and belonging</p>	<p>Agreed.</p> <p>We have two proposed measures that address this:</p> <p>Community self-perception of safety.</p> <p>Sense of belonging and pride in Glenorchy.</p> <p>At the moment, these are proposed to be whole of community measures. However, some work with local providers to our diverse community could enrich this understanding.</p>

2.	<p>Reflect accurately Council's Strategic Planning Processes</p> <p>Based on IPWEA National Asset Management Framework, suggest change to the order of the asset management elements of Council's strategic planning process diagram (left hand boxes) to:</p> <p>Long Term strategic asset management plan – "Asset Management Policy"</p> <p>Asset management Policies – "Long Term Strategic Asset Management Plan"</p> <p>Asset management strategies – "Asset Management Plans for different Asset Classes"</p>	<p>What is in the diagram is consistent with s. the Local Government Act.</p> <p>We will work to ensure the elements of our asset management planning framework are renamed to be consistent with the Act.</p>
3.	<p>Supportive of document – well thought out.</p> <p>Rates base and Council services must be front of mind for all of us.</p> <p>Encourages Council to focus on the issues our community is experiencing here and now (poor public place behaviour in the municipality and maintenance of public assets – weeds in footpaths).</p>	<p>Sentiments agreed. No changes to the draft strategies are required.</p> <p>Propose strategies already target financial responsibility and maintenance of our roads, footpaths and other infrastructure.</p> <p>In relation to community safety, there is already a draft strategy addressing this that reads:</p> <p><i>Work proactively with other governments, service providers and the community to improve public safety in our City.</i></p>

	<p>Supportive of increased focus on maintenance and underlines this needs to be funded vs budget competition from other priorities.</p> <p>Suggest a simple measure for maintenance of:</p> <ul style="list-style-type: none">• Defects on• Defects off• Network score start of period• Network score end of period <p>Supportive of Project Hudson to increase our ability to report on actions strategies and development of a Maintenance Methodology.</p>	<p>Following discussion with the Director Infrastructure and Works, it is recommended that the number of service requests received and completed within specified service levels and number of unresolved service requests be adopted as measures under "We work for a safe, clean and vibrant City".</p>
4.		
	<p>Measure "Increase in land supply for development" – changed to</p> <p>"Increase in housing /other development rather than an increase in land supply".</p>	<p>After discussion with the Building and Plumbing Co-ordinator, a "new dwelling completions" measure can be derived from certificates of occupancy for Class 1A building permits and certificates of completion for building notifiable works for dwellings.</p> <p>It is recommended that increase in land supply for development be retained as a further measure.</p>
5.	<p>Strategy – "Work to reduce our resource use and carbon emissions and prepare the City for the impacts of a changing climate" changed to;</p> <p>"Work to rapidly decarbonize our community, reduce resource use and prepare the City for the impacts of a changing climate."</p>	<p>The sentiment is agreed with. However, Council has limited agency to "rapidly decarbonize our community". The speed of decarbonisation relies particularly on national and State government policy intent. However, the existing draft strategy focuses on what Council can control – which is the rate of reduction in its own resource use and carbon emissions. The draft strategy is flexible as to the speed of reduction – allowing for changes in national and State government policy.</p> <p>The recommendation is to retain the existing draft strategy as proposed.</p>

6.	Request for fence of Windermere dog park and more seating on the oval overlooking the water.	The suggestion is below strategic plan level and has been forwarded to our Property team to consider for inclusion in its forward workplan.
7.	<p>The plan is clear and concise in its objectives.</p> <p>While the focus of the Plan within the Glenorchy municipal boundary feels fully appropriate, it would be good for the Plan to also reflect Council's important roles in the Greater Hobart conversation – whether it be City Deal, Macquarie Point or Mount Wellington.</p> <p>This is reflected in Leading Our Community, but suggests the involvement could be articulated more explicitly.</p>	<p>The sentiment is agreed.</p> <p>The current draft strategy under Leading Our Community reads:</p> <p>Build and maintain productive relationships with all levels of government, other councils and peak bodies to achieve community outcomes.</p> <p>It is recommended that this be modified as follows:</p> <p><i>Build and maintain productive relationships with all levels of government, other councils and peak bodies to achieve community outcomes for Glenorchy and Greater Hobart.</i></p>
	Suggest a one page summary in the final document.	We will arrange for a 'strategy on a page' to be prepared – probably as a separate element.
8.	<p>Under "We improve the quality of our urban and rural areas as places to live, work and play" suggests a strategy "to increase and improve active transport infrastructure."</p>	<p>Agree with the sentiment. It is considered the current draft strategy provides overarching support for active transport of modified as follows:</p> <p><i>Working proactively with providers, manage the City's transport infrastructure sustainably to secure accessible, safe and reliable transport options for everyone.</i></p> <p>Active transport can be picked up as a specific Annual Plan initiative.</p>
	<p>Include measure – Valuing our Environment:</p> <p>"Usage rates of active transport infrastructure"</p>	Agreed. It is recommended that usage rates of active transport infrastructure be included as a measure.

9.	Request for better playgrounds in Claremont.	<p>The request is consistent with our existing draft strategy: <i>Improve our parks and public spaces for the wellbeing and enjoyment of our community.</i></p> <p>(We also recommend above that this strategy be modified to include “health” as a benefit).</p> <p>The request is noted. Council is in the process of formally applying for \$1.5m in Federal funding to renew playspaces in the City - which was a Labor commitment at the last Federal election. Several of the playspaces identified for improvement are in the northern part of our City, including one in Claremont.</p>
10. Destination Southern Tasmania	Increase wording of the tourism sector up as many service providers for the tourism industry house themselves in the GCC area – though this may be more appropriate in an Annual Plan.	<p>The current draft strategies under Open for Business do not distinguish between different sectors. If we were to do so, the strategies would no longer be concise. We will include a focus on tourism in the Annual Plan</p>
11.	Development of walking tracks around Claremont and Austin’s Ferry along the water for prams.	<p>This is covered under existing draft strategies under Valuing our environment seek to protect our special places such as the Derwent River Foreshore and encourage access to and appreciation of them.</p> <p>The request has been referred to our Property team to consider for inclusion in its forward workplan.</p>
12.	Thank you for the opportunity to comment. I am very happy to continue this discussion.	No action required.

13.	<p>Suggestion: <i>'increase in land supply for development'</i> on page 16 could be modified to: <i>'increase in infill development'</i></p> <p>While the goal is about responsible growth, we are concerned people might think the reference to <i>land supply</i> could result in people anticipating the expansion of the Urban Growth Boundary</p>	<p>Agreed. Included under Open for Business the measure has been modified from <i>'increase in land supply for development'</i>, to <i>'land zoned for urban residential and infill residential development'</i>.</p>
14. TasWater	<p>TasWater supports councils, community goals, strategies and objectives and note they align well to matters TasWater also considers important such as making lives better, pride in our city, leaders in our communities and valuing our environment.</p> <p>We support councils' statement of maintaining stormwater assets, improving the natural environment and reducing carbon emissions.</p> <p>Council may wish to consider the inclusion of targets against its measures as a way of demonstrating progress and success on pages 15-17.</p>	<p>Acknowledged and note the alignment with matters TasWater also considered important.</p> <p>It is recommended that Council review the performance against the measures annually and set targets at the time of the first review.</p>

15. Dept of State Growth	<p>Thank you for the opportunity to review and comment on the Glenorchy City Council's new draft Strategic Plan. While we appreciate being kept up to date on these matters, State Growth does not ordinarily provide feedback on council strategic plans.</p> <p>We look forward to providing input on certain matters relating to State Growth responsibilities.</p>	No Action Required.
16.	<p>The Strategic Plan is concise and clear. A greater face to face connection with the community, rather than surveying would enhance collaboration.</p>	<p>Noted and mirrors results in the Community Engagement Review feedback.</p>
	<p>The Plan is broad and encompasses key Council responsibilities to community and Legislative requirements. I would like to see a strategic focus on Access and opportunities to partner with community for enhanced public safety, connection and inclusion.</p>	<p>Acknowledged and agreed. Council already has existing strategies in place, ie: 'In partnership with others facilitate and advocate for a welcoming, inclusive, healthy and learning community'. 'Work proactively with other governments, service providers and the community to improve public safety in our city'. 'Welcome diversity, inclusion in our community, creating connections that enable a sense of belonging and acceptance'.</p>
	<p>Greater promotion of strategy and human resource commitment to hands on community development and meaningful engagement.</p>	<p>The recent review of Council services has sought to increase focus in these areas. The plan also has a strategy to "listen to our community to understand their needs and priorities".</p>



March 2023

Strategic Plan

2023-2032





Guiding Legislation

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

Aboriginal Acknowledgement

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

Contact Us

This Strategic Plan covers the period from 2023 to 2032. If you would like further help or information about 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

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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



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.

Between December 2022 and February 2023, Council asked the people of Glenorchy to tell us their budget 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 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

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 was released for public comment in March 2023 and considered for adoption at the March 2023 Council meeting.

The strategies in the Strategic Plan will 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.

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 tens of 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.

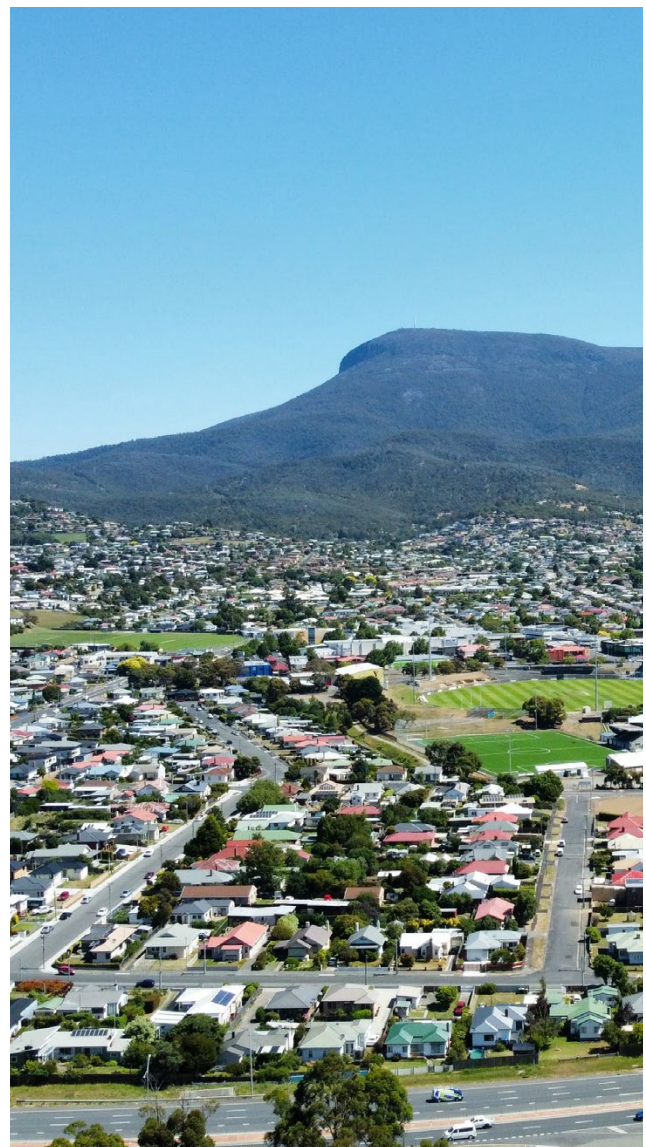
Glenorchy is culturally diverse, with 21.6% of people living in the City born overseas. Of the people born overseas, 33% arrived from 2016 onwards. Our residents come from 72 different countries and nearly 19% speak a language other than English at home.

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.

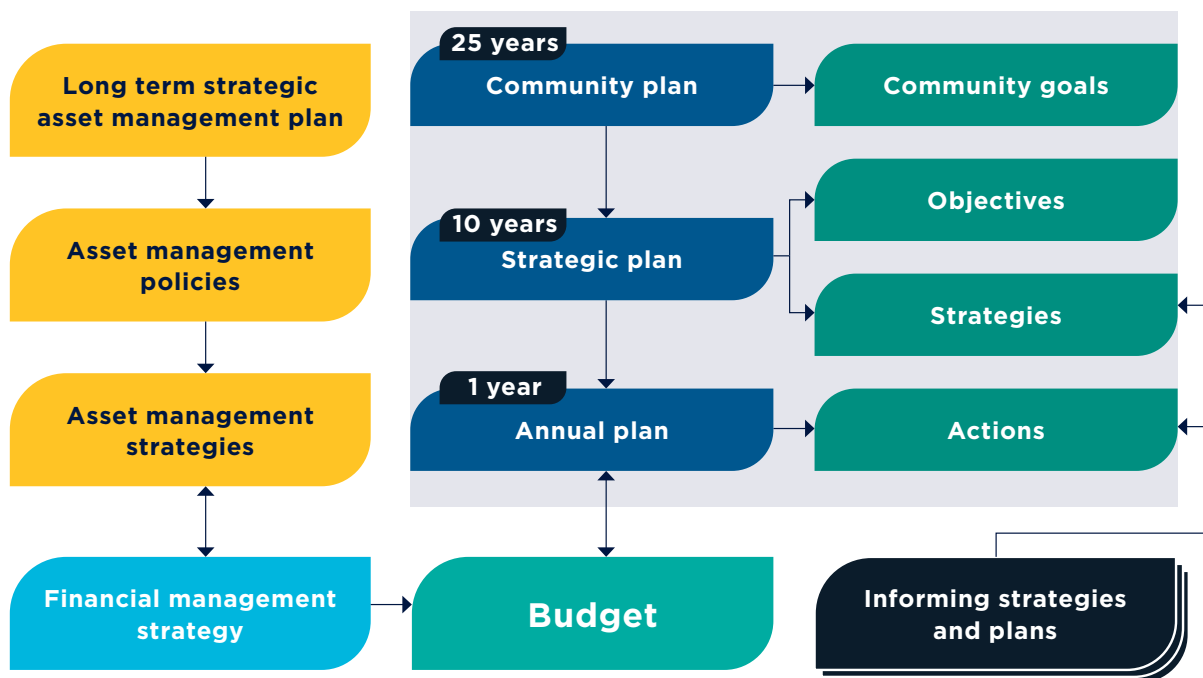
There are more jobs in Greater Glenorchy than resident workers. This means the City not only provides work for its residents, but it also employs and attracts people from across the region. Healthcare and

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.



Council's Strategic Planning Process

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



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.

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 acknowledgement: Glenorchy Open Market in partnership with Moonah Bazaar, 3 December 2022.

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 Elected Members 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 are intended to further them.



Making Lives Better

Our community faces a range of social and economic challenges. Council's role is to advocate for, and work with others to, improve the daily lives of people in our City.



Building Image and Pride

Our community values a strong sense of connection and a positive City image and Council strives to promote these.



Open for Business

Council seeks to be a City which is 'easy to do business with' while managing our City's growth responsibly.



Leading Our Community

Council exists to represent the best interests of the people of Glenorchy, working together to manage community resources and further community priorities.



Valuing Our Environment

Our community values the facilities provided in our City to improve its quality of life and protection of our natural environment and special places now and for the future.

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.



Leading Our Community

We are a leader and partner that acts with integrity and upholds our community's best interests.

We responsibly manage our community's resources to deliver what matters most.



Building Image and Pride

We work for a safe and clean City.

We nurture and celebrate our proud and vibrant City with its strong sense of belonging.



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.



Open for Business

We value our community by delivering positive experiences.

We encourage responsible growth for our City.



Strategies

Strategies define the way that Council will meet each objective.

Measures of success

Council will use 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 10 objectives in the Strategic Plan. The measures are being refined and will be adopted by Council at a later date.





Making Lives Better

We deliver services to meet our community's needs

STRATEGIES

- Deliver services to our community at defined levels.
- Identify and engage in partnerships that provide services effectively to our community.

We champion greater opportunities for our community

STRATEGIES

- In partnership with others, facilitate and advocate for a welcoming, inclusive, healthy and learning community.
- Work with others to improve access to housing and transport choices for our community.





Building Image and Pride

We work for a safe and clean City

STRATEGIES

- Work proactively with other governments, service providers and the community to improve public safety in our City.
- Maintain our roads, footpaths, trails, parks, playgrounds, open spaces, stormwater and building assets so they are functional, safe and clean.

We nurture and celebrate our proud and vibrant City with its strong sense of belonging

STRATEGIES

- Encourage creative expression and participation in our community.
- Welcome diversity and inclusion in our community, creating connections that enable a sense of belonging and acceptance.
- Deliver or facilitate events to strengthen our community's sense of pride and belonging.





Open for Business

We value our community by delivering positive experiences

STRATEGIES

- Build and maintain relationships with government and the private sector that create job opportunities and help our City to prosper.
- Work constructively with the development sector and our community to enable acceptable development opportunities.
- Provide a high standard of customer service and continuous improvement by investing in our people, systems and processes.

We encourage responsible growth for our City

STRATEGIES

- Maintain a progressive approach that encourages investment and jobs.
- Plan for the orderly future growth of our City, with particular focus on structure planning for the Northern Suburbs Transit Corridor and at Granton.





Leading Our Community

We are a leader and partner that acts with integrity and upholds our community's best interests

STRATEGIES

- Listen to our community to understand their needs and priorities.
- Communicate effectively with our community and stakeholders about what Council is doing.
- Champion and work together to address our community's needs and priorities.
- Make informed decisions that are open and transparent and in the best interests of our community.
- Build and maintain productive relationships with all levels of government, other councils and peak bodies to achieve community outcomes for Glenorchy and Greater Hobart.
- 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.

We responsibly manage our community's resources to deliver what matters most

STRATEGIES

- Manage the City's assets responsibly for the long-term benefit and growth of our community.
- Deploy the Council's resources effectively to deliver value while being financially responsible.
- Manage compliance and risk in Council and our community through effective systems and processes.
- Be a healthy, proactive and forward-looking organisation with a strong safety culture and a skilled and adaptable workforce.





Valuing Our Environment

We protect and manage our City's natural environment and special places now and for the future

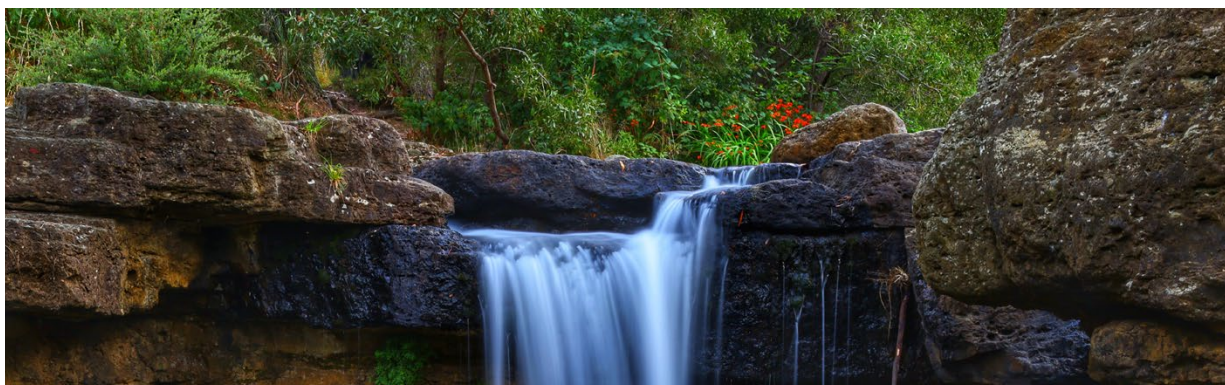
STRATEGIES

- Identify and protect our natural values and special places including Wellington Park and the River Derwent foreshore.
- Encourage access to and appreciation of our natural areas.
- Manage waste responsibly and innovate to reduce waste to landfill.
- 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

STRATEGIES

- Make our City more liveable by providing and upgrading public places and facilities for people to come together.
- Make our City more liveable by investing in our City's infrastructure.
- Improve our parks and public spaces for the enjoyment, health and wellbeing of our community.
- Working proactively with providers, manage the City's transport infrastructure sustainably to secure accessible, safe and reliable transport options for everyone.





374 Main Road, Glenorchy
PO Box 103, Glenorchy TAS 7010
(03) 6216 6800 | gccmail@gcc.tas.gov.au
www.gcc.tas.gov.au

Glenorchy City Council – Review of Arts and Culture Services

Frank Barta – January 2023

Executive Summary

Review Objectives

To consider ways to improve the revenue contribution of the Moonah Arts Centre to Council operations and explore potential cost-sharing opportunities.

Overview

The Service operates from the Moonah Arts Centre (MAC) and is resourced by a Co-ordinator, 4 permanent staff (total 3.8 FTE) and 1 fixed term staff member as well as 13 casual staff.

The MAC's business model is based on a 2015 Business Plan which preferences community-based arts and culture activities - which is the reason for being for the Centre. Based on the 2022/23 budget, expected net costs are \$550,000 of which projected expenditure is \$600,000 and revenue \$50,000.

Report Overview

- Council provides a significant Arts and Culture Service to its community, focussed at the Moonah Arts Centre.
- Service delivery has closely followed Council's MAC Business Plan.
- Revenue from the Service is modest, consistent its nature and intended outcomes under the Business Plan.
- Staff providing the Service appear skilled and dedicated to their roles.
- A range of opportunities exists to drive additional revenue. Some are consistent with the current level and scope of service provided, others require a change in strategic direction.
- The extent to which additional revenue may be generated will be materially influenced by the strategic outcomes of the Service required by Council.
- Specific reviews of key elements of the Service are appropriate, including business plan, fee structures, and facilities management.

Recommendations

Context

Council has significant scope to alter the level of revenue and/or costs of providing the Service depending on its desired strategic outcomes. A modest degree of additional revenue is achievable with little change to existing service delivery. However, major financial gains are only likely to be realised if Council were to alter the mix of use of the MAC away from community arts activities and towards commercial hire of various spaces. Given Council's current strategies and plans, which emphasise a desire for Glenorchy to be a "City of Arts", such a change would require a specific review by Council of its desired strategic outcomes from the Service.

Matters Requiring Strategic Consideration

- a. Council should consider whether its strategic statements and plans remain consistent with its expected outcomes, and review its strategies accordingly.
- b. Material levels of revenue are only likely to be generated through shifting the focus of various elements of the MAC to users with greater capacity to pay. In this context, major changes should be considered from a strategic perspective to ensure that decisions made are consistent with Council's overall objectives.

- c. Subject to Council's consideration of strategic and business outcomes, it should consider the operating model for the MAC best placed to deliver those outcomes.
- d. Council should consider whether increased engagement with other entities, including grant providers, might assist in delivering its desired outcomes and, if so, how it might dedicate effort to building such relationships over the medium to long term.
- e. Consideration should be given to whether there are opportunities to better integrate Council programs with similar objectives to the Service.

General Recommendations (unaffected by the level of service provision)

- a. Council should review its Business Plan for the MAC. Where relevant, this should be based on, and subsequent to, any alterations to Council's strategic direction.
- b. Council should undertake a comprehensive review of its schedule of hire rates (and discounts) applying to the MAC, including consideration of strategic objectives, market conditions, demand (including peak times), and direct costs.
- c. Council should actively promote various spaces for hire in the MAC, consistent with the strategy adopted following this review.
- d. Council may consider whether a basic customer service point should be incorporated into the reception space to undertake MAC functions as well as a range of common Council transactions and enquiries.
- e. Awareness of the MAC is likely to be enhanced by improvements to its street presence (for example, through signage) and a welcoming entrance.
- f. The structure of Council's financial data/reporting should be reviewed to ensure each activity has its revenues and costs clearly identified for enquiry and management reporting purposes.

Specific Revenue Ideas (based on current service provision)

- a. All beverage sales at the MAC should be undertaken by Council, subject to preparation of a sound business proposal considering matters such as risk management, staffing, pricing, stock control, and other direct costs.
- b. Consider whether the meeting room lends itself to a longer term lease arrangement if the facility is not critical to staff operations.
- c. Review box office revenue models, specifically with a view to implementing those proposed for "Touring Productions" and "Emerging Locals" to ensure Council meets its revenue objectives while allowing performers to generate appropriate income.
- d. Consider whether the engagement of staff under the Live Performance Award 2020 is a matter Council wishes to pursue both in terms of potential cost reductions and Council's industrial obligations and climate.
- e. Overtly seek sponsorships as Council staff build and develop relationships as part of the development and enhancement of the service.
- f. Engage a mid range commercial ticketing agency and pass on ticketing costs to the consumer.
- g. Consider whether hiring the foyer and other spaces for quality functions such as corporate events is appropriate to the MAC, taking into account potential hire and beverage sale revenue.
- h. Consider the facilitation of art sales and on commission, particularly in conjunction with the implementation of management and payment systems.
- i. Consider a range of MAC/Arts and Culture merchandise for sale and to enhance awareness of the Service, and whether a "MAC Shop" could be developed (likely in conjunction with a reception presence).
- j. Consider whether benefit exists to enter into an exclusive supply agreement for beverage stock.
- k. Consider placing a donations box in the MAC foyer or entrance to the main gallery space.



Reference: F06 03 06

Mayor Bec Thomas
Glenorchy City Council
PO Box 103
GLENORCHY TAS 7010

Level 3
169 Main Road
Moonah Tasmania 7009
PO Box 307
Moonah Tas 7009
Phone (03) 6208 8700
Fax (03) 6208 8791
ballot.box@tec.tas.gov.au
www.tec.tas.gov.au

Dear Mayor Bec Thomas

Local Government Association of Tasmania – 2023 General Management Committee election

The Tasmanian Electoral Commission has been asked to conduct the 2023 election of President and 6 members of the General Management Committee for a two-year term in accordance with the rules of the Local Government Association of Tasmania (LGAT) adopted at the AGM of the Association on 30 June 2021.

Nominations are now invited from LGAT members and must be received at my office by 5:00 pm Wednesday 19 April 2023.

Candidates will be notified of receipt of their nomination by this office.

Election timetable

Nominations open..... Monday 27 February 2023
Nominations close..... 5:00 pm Wednesday 19 April 2023
Ballot material posted (if a ballot is required) Monday 24 April 2023
Close of postal ballot..... 10:00 am Thursday 15 June 2023
Declaration of the result..... Thursday 15 June 2023

A nomination form and reply-paid envelope are enclosed.

If you would like further information or assistance, please call Sarah Richardson on 6208 8724

Yours sincerely

A handwritten signature in black ink, appearing to read 'SRichardson'.

Sarah Richardson
RETURNING OFFICER

24 February 2023

Electoral Districts

(for the purpose of electing members to the General Management Committee)

NORTH WEST AND WEST COAST ELECTORAL DISTRICT

Members within the electoral district having a population less than 20,000 – **one position**

Circular Head Council

King Island Council

Kentish Council

Latrobe Council

Waratah-Wynyard Council

West Coast Council

Members within the electoral district having a population of 20,000 or more – **one position**

Burnie City Council

Central Coast Council

Devonport City Council

NORTHERN ELECTORAL DISTRICT

Members within the electoral district having a population less than 20,000 – **one position**

Break O'Day Council

Dorset Council

Flinders Council

George Town Council

Northern Midlands Council

Members within the electoral district having a population of 20,000 or more – **one position**

Launceston City Council

Meander Valley Council

West Tamar Council

SOUTHERN ELECTORAL DISTRICT

Members within the electoral district having a population less than 20,000 – **one position**

Brighton Council

Central Highlands Council

Derwent Valley Council

Glamorgan-Spring Bay Council

Huon Valley Council

Southern Midlands Council

Sorell Council

Tasman Council

Members within the electoral district having a population of 20,000 or more – **one position**

Clarence City Council

Glenorchy City Council

Kingborough Council



Local Government Association of Tasmania Nomination Form

Nomination of a candidate for election of President or Committee Member of the General Management Committee, Local Government Association of Tasmania.

Nominations are invited and must be lodged, posted, or emailed to be received by the Returning Officer at the address shown below **before 5 pm on Wednesday 19 April 2023**. This nomination must be accompanied by a copy of the Resolution passed by the Council that lawfully nominated the candidate for election. Candidates will be notified of receipt of the nominations by this office.

It is the responsibility of the candidate to ensure that the nomination form is received by the Returning Officer before the close of nominations. Late nominations cannot be accepted.

Each member is entitled to:

- nominate one elected Councillor of a Member Council for the position of President of the Local Government Association of Tasmania: and
- nominate one elected Councillor of a Member Council for the position of Committee Member of the General Management Committee. Members can only nominate a Councillor within their own electoral district and population category.

Candidate

Family Name:	Given names:	Member Council:
Position of: <input type="checkbox"/> President <input type="checkbox"/> Committee Member		
Postal address:	Email address:	
Given names for ballot paper: (if different from above)	Contact phone numbers:	
	Mobile	
I accept the nomination as a candidate for election to the position shown above.		
Signature. Date.		

Nominator

Name of Member Council:	
Hereby nominates the above-named candidate for election.	
Name of person authorised to lodge nomination behalf of Member Council:	
.....	Contact mobile number:
Endorsed at council meeting held on:	This nomination must be accompanied by a copy of the Resolution passed by the Council that lawfully nominated the candidate for election.
Date.	
Signature of authorised person Date.	

The address for lodgement at the Tasmanian Electoral Commission is:
 Level 3, TasWater Building, 169 Main Road, MOONAH TAS 7009 Phone: (03) 6208 8724
Postal Address: PO Box 307, MOONAH TAS 7009
Email: nominations@tec.tas.gov.au
 PTO



RULES

*These Rules were adopted at the Annual General Meeting of the
Association on 25 July 2018*

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PRELIMINARY

1. THE LOCAL GOVERNMENT ASSOCIATION OF TASMANIA

The Local Government Association of Tasmania is a body corporate in accordance with the Act.

2. PURPOSE OF THE RULES

The purposes of the Rules of the Association are to provide for:

- (a) the management of the Association;
- (b) the appointment of the General Management Committee;
- (c) the membership of the Association;
- (d) the imposition of fees and subscriptions; and
- (e) such other matters concerning the operations of the Association as the Members in general meeting shall determine.

3. INTERPRETATION AND DEFINITIONS

- (a) Headings inserted are for guidance purposes only and do not affect the interpretation of these Rules.
- (b) Words importing the plural include the singular and vice versa.
- (c) Words importing either gender shall include both genders.
- (d) “Act” means the *Local Government Act 1993* (Tas) or any amendment or substitution thereof.
- (e) “ALGA” means the Australian Local Government Association;
- (f) “Alter” in relation to these Rules includes:
 - (i) the insertion of a new Rule;
 - (ii) the insertion of a new Rule in substitution of an existing Rule;
 - (iii) the amendment of an existing Rule; and
 - (iv) the rescission of an existing Rule.

- (g) “Annual General Meeting” means the meeting of the Association convened in accordance with Rule 11(a).
- (h) “Association” means the Local Government Association of Tasmania.
- (i) “Business Day” means a day on which banks are generally open for business in Tasmania (but does not include a Saturday, Sunday or public holiday).
- (j) “Chair” means the person who chairs a meeting.
- (k) “Chief Executive Officer” means the Chief Executive Officer of the Association appointed in accordance with these Rules.
- (l) “Council” means a council established under section 18 of the Act.
- (m) “Council Cost Index” means the annual index determined by the Association to reflect cost movements in council operations and the provision of services.
- (n) “Council Election Year” means any year in which a Council Election is held.
- (o) “Council Election” means an election held under Part 15 of the *Local Government Act 1993* (Tas).
- (p) “Electoral Commissioner of Tasmania” means the Electoral Commissioner appointed under Section 14(1) of the *Electoral Act 2004* (Tas) and includes a person appointed pursuant to an Act substituted for the *Electoral Act 2004* (Tas) who carries out functions the same as, or similar to, the functions of the Electoral Commissioner of Tasmania under the *Electoral Act 2004* (Tas) as at the date of these Rules.
- (q) “General Management Committee” and “GMC” mean the General Management Committee elected in accordance with these Rules.
- (r) “General Manager” means the person appointed as general manager of a Member in accordance with the Act.
- (s) “General Meeting” means a meeting of the Association convened in accordance with Rule 11(b), other than the Association’s Annual General Meeting.
- (t) “LGAT ASSIST” means the Board established to provide Local Government employees with support and assistance in certain circumstances, and includes its successors and assigns.
- (u) “Lord Mayor” means the Lord Mayor of the Hobart City Council.
- (v) “Mayor” means the person appointed as mayor of a Member in accordance with the Act and includes, where relevant, the Lord Mayor.

- (w) “Meeting of the Association” means:
 - (i) an Annual General Meeting;
 - (ii) a General Meeting; and
 - (iii) a Special General Meeting.
- (x) “Member” means a member of the Association.
- (y) “Mid Term Year” means each calendar year occurring two years after the holding of an Ordinary Election immediately following a Council Election Year.
- (z) “Municipal area” has the same meaning as in the Act.
- (aa) “Ordinary Election” means an election of members of the GMC pursuant to these Rules.
- (bb) “Policy” means the principles adopted by the Association, from time to time, to further the objects of the Association as set out in Rule 4.
- (cc) “Population” means the estimate for a municipal area taken closest to the proposed date of the Annual General Meeting in that year by the Australian Bureau of Statistics.
- (dd) “Population category” shall mean a category outlined in Rule 18(b).
- (ee) “President” means the President elected in accordance with these Rules.
- (ff) “Returning Officer” means the person responsible for conducting an election under these Rules.
- (gg) “Rules” means these Rules of the Association.
- (hh) “Sector Matter” includes a subject matter, topic or item for discussion that does not relate to or concern the objects of the Association and, or in the alternative, the Association has little or no power to alter or affect.
- (ii) “Special General Meeting” means a meeting of the Association convened in accordance with Rule 10.
- (jj) “State Grants Commission” means the commission established under the *State Grants Commission Act 1976* (Tas) and includes any body established pursuant to an Act substituted for the *State Grants Commission Act 1976* (Tas), which body carries out functions the same as, or similar to, the functions of the State Grants Commission under the *State Grants Commission Act 1976* (Tas) as at the date of these Rules.
- (kk) “Subscriptions” mean the subscriptions raised and payable in accordance with these Rules and the Act.

- (ll) “Sub-Committee” means a Sub-Committee appointed in accordance with these Rules.
- (mm) “Voting Representative” means a representative of a Member lawfully appointed by the Member and notified to the Association in accordance with Rule 13(f).

PURPOSE AND MEMBERSHIP OF THE ASSOCIATION

4. OBJECTS OF THE ASSOCIATION

The objects of the Association are to:

- (a) protect and represent the interests and rights of Councils in Tasmania;
- (b) promote an efficient and effective system of local government in Tasmania;
and
- (c) provide services to Members, councillors and employees of Councils.

5. POWERS OF THE ASSOCIATION

The Association has the power to do anything necessary or convenient for the attainment of its objects.

6. MEMBERSHIP OF THE ASSOCIATION

- (a) Membership of the Association is restricted to Councils.
- (b) Where there is a merger or amalgamation of two or more Councils that are Members, the Council resulting from the merger or amalgamation shall continue to be a Member.
- (c) A Council which is not a member of the Association shall be admitted as a member upon written application by that Council. Upon the Association receiving the application of such a Council, that Council shall be bound by these Rules.
- (d) A Member may resign from the Association provided:
 - (i) that the Member provides written notice of its intention to resign, detailing reasons, addressed to the Chief Executive Officer; and
 - (ii) that such resignation does not take effect until the completion of the Association's financial year following the Association's financial year in which written notice of the intention to resign is provided; and
 - (iii) that until the period referred to in Rule 6(d)(ii) expires, the Member pays the Subscriptions as determined by the Association in accordance with these Rules; and

- (iv) that the notice of intention to resign may be withdrawn at any time in writing by that Member.
- (e) A Member which does not withdraw its notice of intention to resign as permitted by Rule 6(d)(iv) ceases to be a member of the Association at the completion of the period referred to in Rule 6(d)(ii).
- (f) The Association may refuse to renew the membership of a Member which:
 - (i) has not paid any Subscriptions due and owing; or
 - (ii) fails to comply with, or contravenes, these Rules or any other rule of the Association.
- (g) A refusal to renew membership under Rule 6(f) shall not take effect until:
 - (i) the Association has provided the Council with at least one month's written notice; and
 - (ii) the Association has provided an opportunity for the Council to respond to the written notice at a Meeting of the Association.

7. RECOGNITION OF OTHER LOCAL GOVERNMENT ORGANISATIONS

- (a) The Association recognises that other Council interest and regional groups established throughout Tasmania assist with representing and protecting the rights and interests of Local Government within Tasmania.
- (b) The Association, where appropriate, will work with such other interest and regional groups established throughout Tasmania.

MEETINGS

8. ANNUAL GENERAL MEETING

- (a) The functions of the Annual General Meeting are to:
 - (i) receive the President's report;
 - (ii) confirm the minutes of the previous Annual General Meeting;
 - (iii) receive and adopt the financial statements for the preceding financial year;
 - (iv)
 - (A) determine the President's honorarium for the forthcoming year;
 - (B) determine any honorarium to be paid to the Vice President for the forthcoming year;
 - (v) determine allowances, sitting fees and expenses for attendance by committee members at meetings of the General Management Committee and Sub-Committees for the forthcoming year;
 - (vi) receive the declaration of the poll for the election of the President and General Management Committee elected in accordance with these Rules;
 - (vii) adopt a budget for the forthcoming financial year;
 - (viii) set Subscriptions for the forthcoming financial year in accordance with these Rules;
 - (ix) receive reports from Association representatives; and
 - (x) consider any amendments to these Rules.
- (b) Notice of the Annual General Meeting shall be given to all Members at least 28 days prior to the date of the Annual General Meeting.

9 GENERAL MEETINGS

- (a) In addition to the Annual General Meeting, there may be General Meetings.
- (b) General Meetings may be called:
 - (i) by the President; or
 - (ii) by the General Management Committee.
- (c) The functions of General Meetings include:
 - (i) to formulate and ratify policy of the Association;
 - (ii) to consider extending the term of office of the General Management Committee, the President, or the Vice-President for such period as the General Meeting thinks fit; and
 - (iii) subject to Rule 12, to conduct other business.
- (d) Notice of any General Meeting shall be given to all Members at least 14 days prior to the date of the General Meeting.

10 SPECIAL GENERAL MEETINGS

- (a) In addition to the Annual General Meeting and General Meetings, there may be Special General Meetings.
- (b) Special General Meetings may be called:
 - (i) by the President; or
 - (ii) by any 3 members of the General Management Committee acting together; or
 - (iii) by 3 or more of the Members in writing to the President stating the reasons for calling a Special General Meeting.
- (c) Notice of any Special General Meeting shall be given to all Members at least 14 days prior to the date of the Special General Meeting.
- (d) Subject to Rule 10(e), at any Special General Meeting, only business of which notice is given shall be transacted.
- (e) The General Management Committee may notify the Members that, due to an emergency, amendments to these Rules will be considered at a Special General Meeting called pursuant to Rule 10(b).

CONDUCT OF MEETINGS

11 WHEN AND WHERE MEETINGS OF THE ASSOCIATION ARE TO BE HELD

- (a) The Annual General Meeting of the Association is to be held, if possible, in July of each year.
- (b) There shall be at least 3 General Meetings in addition to the Annual General Meeting, in every financial year of the Association.
- (c) Meetings of the Association are to be held in a city or town in Tasmania as determined by the General Management Committee.

12 BUSINESS OF MEETINGS OF THE ASSOCIATION

- (a) Subject to Rules 12(b) and (d), any Member may bring forward for discussion at a General Meeting any subject connected with the objects of the Association or pertaining to matters of common concern to Members, on giving to the Chief Executive Officer 35 days written notice of such intention.
- (b) In March each year the Chief Executive Officer shall invite each Member to provide written notice to the Chief Executive Officer of items the Member wishes to include in the agenda of the General Meeting to be held immediately following the Annual General Meeting, such items to be received by the date determined by the Chief Executive Officer.
- (c) Within 7 days of receipt of the same, the Chief Executive Officer is to provide to each member of the General Management Committee a copy of written notices the Chief Executive Officer receives pursuant to Rules 12(a) and (b) that the Chief Executive Officer believes (acting reasonably) the General Management Committee should consider pursuant to Rule 12(d).
- (d) The General Management Committee may negotiate with a Member regarding the inclusion, or not, on the agenda of
 - (i) a subject matter sought to be discussed by a Member at a General Meeting in accordance with Rule 12(a); or
 - (ii) items sought by a Member in accordance with Rule 12(b) to be included in the agenda of a General Meeting.if the subject matter or item:
 - (iii) does not advance or concern the objects of the Association;
 - (iv) has been considered at a General Meeting held in the period 12 months before the date of the notice from the Member;

- (v) is considered by the General Management Committee to concern a Sector Matter; or
 - (vi) requires consideration by the Tasmanian Government and should be considered at the General Meeting to be held immediately following the Annual General Meeting.
- (e) The Chief Executive Officer is to prepare an agenda for a Meeting of the Association and provide each Member with the agenda and any supporting documents at least 14 days before the Meeting of the Association (and 28 days before an Annual General Meeting), which agenda is to include the matters and items specified by the General Management Committee (taking into account the notices received pursuant to Rules 12(a) and (b), but subject to Rule 12(d)).
- (f) Provided that the time limit in Rule 12(c) is complied with, the Chief Executive Officer may liaise with a Member in relation to a notice received pursuant to Rules 12(a) or (b) to, with the Member's consent, amend the notice so that its subject matter is connected with the objects of the Association and pertains to matters of common concern to Members.
- (g) The Association is not required to do anything, including taking any action or adopting any procedure, in respect of a resolution passed at a Meeting of the Association that concerns or relates to a Sector Matter, unless the resolution provides otherwise.

13. WHO MAY ATTEND A MEETING OF THE ASSOCIATION

- (a) Subject to Rule 13(f), each Member shall be entitled to send a Voting Representative to any Meeting of the Association, such Voting Representative exercising the number of votes determined according to Rule 16(a).
- (b) In addition to the requirements set out in Rule 13(f), after each ordinary Council Election, the Chief Executive Officer shall request each Member to advise the name of its Voting Representative and the proxy for the Voting Representative for Meetings of the Association until the next ordinary Council Elections.
- (c) Subject to Rule 13(f), Members may change their Voting Representative or proxy at any time by advising the Chief Executive Officer in writing of the Voting Representative prior to that representative taking his or her position at a Meeting of the Association.
- (d) A list of Voting Representatives will be made available at the commencement of any Meeting of the Association.
- (e) Members may send other elected members or Council officers as observers to any Meeting of the Association.

- (f) Each Member must provide the Association with written notice of the details of the Voting Representative who was by a resolution of the Member lawfully appointed as the Voting Representative of the Member at a Meeting of the Association.

14. PROXIES AT MEETINGS

- (a) Up to 1 hour prior to any Meeting of the Association, a Member may appoint another Member as its proxy.
- (b) The form of the proxy is to be provided by the Chief Executive Officer and is to be signed by either the Mayor or General Manager of the Council appointing the proxy.
- (c) The Chair of the meeting is not entitled to inquire as to whether the proxy has cast any vote in accordance with the wishes of the Member appointing the proxy.
- (d) Proxies count for the purposes of voting and quorum at any meeting.

15. QUORUM AT MEETINGS

- (a) At any Meeting of the Association, a majority of the Member Councils shall constitute a quorum.
- (b) If a quorum is not present within one hour after the time appointed for the commencement of a Meeting of the Association, the meeting is to be adjourned to a time and date specified by the Chair.

16. VOTING AT MEETINGS

- (a) Voting at any Meeting of the Association shall be upon the basis of each Voting Representative being provided with, immediately prior to the meeting, an electronic voting button or placard which is to be used for the purpose of voting at the meeting. The placard will be coloured according voting entitlement and the voting buttons will be coded according to voting entitlement:

Population of the Council Area	Number of votes entitled to be exercised by the Voting Representative	Colour placard to be raised by the Voting Representative when voting
Under 10,000	1	Red
10,000 – 19,999	2	White
20,000 – 39,999	3	Blue
40,000 and above	4	Green

- (b) Electronic voting buttons will be the first choice for voting on all decisions, with placards only to be used if the technology fails.
- (c) Voting buttons allow councils to vote for or against a motion or formally abstain from voting. An abstain is not to be taken as a negative vote.
- (d) The Chair of the meeting shall be entitled to rely upon the electronic vote or the raising of a coloured placard as the recording of the vote for the Member and as evidence of the number of votes being cast.
- (e) Except as provided in sub-rule (f), each question, matter or resolution shall be decided by a majority of the votes for a motion. If there is an equal number of votes upon any question, it shall be declared not carried.
- (f)
- (i) When a vote is being taken to amend a Policy of the Association, the resolution must be carried by a majority of the votes capable of being cast by Members present at the meeting.
 - (ii) When a vote is being taken for the Association to sign a protocol, memorandum of understanding or partnership agreement, the resolution must be carried by a majority of votes capable of being cast by Members and by a majority of Members, whether present at the meeting or not.
 - (iii) When a vote is being taken to amend these Rules of the Association, the resolution must be carried by at least two-thirds of the votes

capable of being cast by Members, whether present at the meeting or not.

- (e) A Voting Representative or his or her proxy in the name of the Member is entitled to vote on any matter considered at a Meeting of the Association.

GENERAL MANAGEMENT COMMITTEE AND OTHER COMMITTEES

17. FUNCTION OF THE GENERAL MANAGEMENT COMMITTEE

- (a) The functions of the General Management Committee include:
 - (i) appointing and reviewing the performance of the Chief Executive Officer of the Association;
 - (ii) determining Association Policy, with such policy to be ratified at a Meeting of the Association;
 - (iii) providing strategic direction to the Association in accordance with policies resolved by Meetings of the Association;
 - (iv) carrying out such delegations as may be made to it by Meetings of the Association;
 - (v) providing for the good management and administration of the Association;
 - (vi) ensuring that the accounts of the Association are:
 - (A) prepared in accordance with these Rules; and
 - (B) circulated to all Members not less than 28 days prior to the date of the Annual General Meeting;
 - (vii) investing the funds of the Association;
 - (viii) borrowing, raising or securing the payment of money in such manner as the General Management Committee may think fit;
 - (ix) taking or holding mortgages, liens, charges, and any other form of security to secure payment of the purchase price or any part thereof;
 - (x) making nominations to various statutory and other bodies related to the operations of Local Government;
 - (xi) nominating representatives to the Australian Local Government Association in accordance with Rule 30;
 - (xii) approving the appointment of the members of the Board of LGAT ASSIST;

- (xiii) nominating Directors for appointment to the Board of Directors of Tasplan Ltd in accordance with the Constitution of Tasplan Ltd as amended from time to time.
- (b) The General Management Committee may, by resolution, delegate with or without conditions any of its powers, functions or delegations other than this power of delegation, to an employee, contractor or other entity.
- (c) The General Management Committee may determine by simple majority in its absolute discretion all matters relating to the setting up or operation of any Board or Committee to which it delegates any of its powers, duties or discretions.

18. COMPOSITION OF THE GENERAL MANAGEMENT COMMITTEE

- (a) The General Management Committee shall consist of:
 - (i) the President;
 - (ii) provided the Hobart City Council is a current Member, the Lord Mayor of the Hobart City Council or his or her proxy; and
 - (iii) six members to be elected, as provided in Rule 18(b), from the three electoral districts set out in Rule 19.
- (b) The 3 electoral districts referred to in Rule 19 shall elect 2 members as follows:
 - (i) one from a Member within the electoral district having a population of 20,000 or more; and
 - (ii) one from a Member within the electoral district having a population of less than 20,000.
- (c) Where a member of the General Management Committee is subsequently elected President, a recount of votes for the Population category in the electoral district the President represented shall be held to fill the vacancy. If there are no votes to recount, the Council or Councils concerned shall fill the vacancy in accordance with Rule 20 in so far as practicable.

19. ELECTORAL DISTRICTS FOR THE PURPOSE OF ELECTING MEMBERS TO THE GENERAL MANAGEMENT COMMITTEE

The 3 electoral districts for the purposes of electing members to the General Management Committee are as follows:

- (a) NORTH WEST & WEST COAST ELECTORAL DISTRICT comprising the Burnie City Council, the Devonport City Council, the Central Coast Council, the Circular Head Council, the King Island Council, the Waratah-Wynyard Council, the Kentish Council, the Latrobe Council, and the West Coast Council;
- (b) NORTHERN ELECTORAL DISTRICT comprising the Launceston City Council, the Break O'Day Council, the Flinders Council, the Meander Valley Council, the West Tamar Council, the Dorset Council, the George Town Council, and the Northern Midlands Council; and
- (c) SOUTHERN ELECTORAL DISTRICT comprising the Clarence City Council, the Glenorchy City Council, the Kingborough Council, the Brighton Council, the Glamorgan-Spring Bay Council, the Derwent Valley Council, the Southern Midlands Council, the Central Highlands Council, the Huon Valley Council, the Sorell Council, and the Tasman Council.

20. CONDUCT OF ELECTIONS FOR MEMBERSHIP TO THE GENERAL MANAGEMENT COMMITTEE

Elections for the General Management Committee shall be conducted in accordance with the following procedures:

- (a) The Chief Executive Officer shall request the Electoral Commissioner of Tasmania to act as Returning Officer for the election unless otherwise determined by the General Management Committee.
- (b) In the month of March:
 - (i) following a Council Election; and
 - (ii) in each Mid Term Year;the Returning Officer shall request nominations for the General Management Committee from Members within the 3 electoral districts.
- (c) Each Member is entitled to make only one nomination and if more than one is received all nominations from that Member will be null and void.
- (d) In making a nomination, a Member is not restricted to nominating an elected member from its own Council provided that the nomination is for an elected member from a Member Council in the same electoral district and the same Population category as the nominating Member.

- (e) Nominations:
 - (i) are to be submitted on a form approved and issued by the Returning Officer;
 - (ii) must be accompanied by a copy of a certified copy of the Resolution passed by the Member at a duly convened meeting of the Member that lawfully nominated the candidate for election to the General Management Committee; and
 - (iii) shall close on a date determined by the Returning Officer;
- (f) Nominations cannot be withdrawn after the closing of nominations.
- (g) If at the end of the time for nominations the number of candidates for any office:
 - (i) does not exceed the number then to be elected, those candidates shall be deemed to be duly elected; or
 - (ii) exceeds that number, a poll shall be conducted by postal ballot in accordance with these Rules.
- (h) The Returning Officer shall prepare a postal ballot paper and material for each electoral district detailing nominations within each Population category. Candidates shall be listed on the ballot paper in alphabetical order.
- (i) The postal voting material shall be posted by registered mail to the Mayor of each Member Council within 10 Business Days of the close of nominations. The Mayor shall complete the ballot paper according to the policy or practice of his or her Council.
- (j) Each Member shall have one vote for both population categories within its electoral district.
- (k) The ballot is to close at a date and time determined by the Returning Officer but at least seven (7) days prior to the Annual General Meeting of that year.
- (l) Procedure for the conduct of the scrutiny shall comply as closely as practicable with that for the election of Mayors of Councils.
- (m) Upon completion of the scrutiny, the Returning Officer shall declare the result of the election and provide written advice of the result including scrutiny details to each candidate and the Chief Executive Officer.
- (n) Where more than 1 nomination is received for a Population category within an electoral district, the person polling second shall automatically be the proxy.

- (o) If at the ordinary elections for the General Management Committee there is only one nomination for a Population category, or if the position of proxy for a Population category becomes vacant and there were no further nominations at the last General Management Committee elections from which to draw a proxy, the Chief Executive Officer is to call nominations from Members in the Population category and, if a ballot is necessary, conduct a ballot as soon as practicable.

21. TERM OF OFFICE

- (a) Subject to Rule 21(c), members of the General Management Committee shall take up office at the conclusion of the Annual General Meeting at which his or her election is declared and shall hold office for a 2 year term concluding at the end of the relevant Annual General Meeting or as determined by the Annual General Meeting.
- (b) The office of any member of the General Management Committee shall be vacated if that member:
 - (i) resigns by notice in writing addressed to the Chief Executive Officer;
 - (ii) is absent without leave for three consecutive meetings of the General Management Committee;
 - (iii) ceases to be a Councillor or Alderman; or
 - (iv) has not been lawfully nominated as a candidate for election to the General Management Committee in accordance with Rule 20.
- (c) The term of office of the General Management Committee may be extended by any Meeting of the Association for such periods as it determines.
- (d) A casual vacancy on the General Management Committee shall be filled as soon as practicable by the conduct of a by-election in accordance with Rule 20.

22. CALLING MEETINGS OF THE GENERAL MANAGEMENT COMMITTEE

- (a) The General Management Committee shall determine the frequency, date, time and venue of its meetings.
- (b) At least 7 days before the date of holding any meeting of the General Management Committee, notice of the time and place and of the business to be brought forward at the meeting shall be given to each Member by the Chief Executive Officer.
- (c) Meetings of the General Management Committee may be held by telephone or other technology.
- (d) A resolution signed by the majority of members of the General Management Committee or the written acceptance (including by email transmission) of a resolution by the majority of members of the General Management Committee shall be deemed to be a resolution made at a meeting of the General Management Committee.

23. QUORUM FOR AND VOTING AT GENERAL MANAGEMENT COMMITTEE

- (a) At any meeting of the General Management Committee, no business shall be transacted unless:
 - (i) there is a majority of the General Management Committee present; and
 - (ii) there is at least one representative of a Member having a population of 20,000 or more; and
 - (iii) there is at least one representative of a Member having a population of less than 20,000.
- (b) Each member of the General Management Committee shall have one vote.

24. WHO MAY ATTEND MEETINGS OF THE GENERAL MANAGEMENT COMMITTEE

Meetings of the General Management Committee may be attended by:

- (a) any Councillor or Alderman from any Member Council; and
- (b) such other persons as the Committee determines,

and, with the permission of the President, they may address the Committee.

25. PRESIDENT

- (a) The President shall be a Councillor or Alderman of a Member Council.
- (b) The functions of the President are to:
 - (i) chair Meetings of the Association and the General Management Committee;
 - (ii) be the spokesperson of the Association;
 - (iii) provide leadership and direction in furthering the objects of the Association.
- (c) The President has the power to delegate any of his or her functions to other members of the General Management Committee.
- (d) At any Meeting of the Association and of the General Management Committee at which the President is present, he or she:
 - (i) has no deliberative vote on any question at a Meeting of the Association by virtue of being in the chair, but may exercise the vote or votes of a Member as the Voting Representative;

- (ii) in the case of equality of votes on any matter, does not have a casting vote.

26. ELECTION OF PRESIDENT

Elections for the President shall be conducted in accordance with the following procedures:

- (a) The Chief Executive Officer shall request the Electoral Commissioner of Tasmania to act as Returning Officer for the election unless otherwise determined by the General Management Committee.
- (b) The Returning Officer shall request nominations for the office of President at the following times:
 - (i) in the month of March following a Council Election;
 - (ii) in the month of March in each Mid Term Year;
 - (iii) where a President vacates the office of President pursuant to Rule 27(b);
 - (iv) where the President gives advance notice that he or she intends to resign or cease to be a Councillor or Alderman pursuant to Rule 27(c).
- (c) Each Member is entitled to make only one nomination and if more than one is received all nominations from that Member will be null and void.
- (d) Nominations for the office of President:
 - (i) shall be submitted on a form approved and issued by the Returning Officer;
 - (ii) must be accompanied by a copy of a certified copy of the resolution passed by the Member at a duly convened meeting of the Member that lawfully nominated the candidate for election as the President; and
 - (iii) shall close on the date determined by the Returning Officer.
- (e) Nominations cannot be withdrawn after the close of nominations.
- (f) If upon the close of nominations:
 - (i) only one nomination has been received, that candidate shall be deemed duly elected; or
 - (ii) more than one nomination has been received, a poll shall be conducted by postal ballot in accordance with these Rules.

- (g) The Returning Officer shall prepare a postal ballot paper and material. Candidates shall be listed on the ballot paper in alphabetical order.
- (h) The postal voting material shall be posted by registered mail to the Mayor of each Member within 10 working days of the close of nominations.
- (i) Each Member is entitled to one vote.
- (j) The Mayor shall complete the ballot paper according to the policy or practice of his or her Council.
- (k) Subject to Rule 26(l) the ballot is to close at a date and time determined by the Returning Officer but at least seven (7) days prior to the Annual General Meeting of that year.
- (l) If an election is called pursuant to Rule 27(b) or 27(c), the ballot shall close at a date determined by the Returning Officer.
- (m) Procedure for the conduct of the scrutiny shall comply as closely as practicable with that for the election of Mayors of Councils.
- (n) Upon completion of the scrutiny, the Returning Officer shall declare the result of the election and provide written advice of the result including scrutiny details to each candidate and the Chief Executive Officer.

27. TERM OF OFFICE OF PRESIDENT

- (a) Subject to Rule 27(d), the President shall take up office at the conclusion of the Annual General Meeting following his or her election and shall hold office for a two year term concluding at the end of the relevant Annual General Meeting.
- (b) The office of the President shall be vacated if the President:
 - (i) resigns by notice in writing addressed to the Chief Executive Officer;
 - (ii) is absent without leave for three consecutive meetings of the General Management Committee;
 - (iii) ceases to be a Councillor or Alderman; or
 - (iv) has not been lawfully nominated as a candidate for election as President in accordance with Rule 26,

and if the office of President becomes vacant more than twelve months before the next Annual General Meeting where a President is due to take up office in accordance with Rule 27(a), then Rule 27(g) applies.

- (c) If the President gives notice in writing to the Chief Executive Officer that he or she:
 - (i) intends to resign as President; or
 - (ii) intends to cease being a Councillor or Alderman,and if the office of President becomes vacant more than six months before the next AGM where a President is due to take up office in accordance with Rule 27(a), a new President shall be elected in accordance with the procedures in Rule 26.
- (d) Where a President is elected in an election held by operation of Rule 27(b) or 27(c), they shall take up office at the time of declaration of their election or at the date the office of President is vacated, whichever is later.
- (e) If the office of President becomes vacant within six months of the next Annual General Meeting where a President is due to take up office in accordance with Rule 27(a), the Vice President shall assume office as President until a new President is elected at that Annual General Meeting in accordance with Rule 26.
- (f) The term of office of the President may be extended by any Meeting of the Association for such periods as it determines.

28 VICE PRESIDENT

- (a) At its first meeting following the Annual General Meeting, the General Management Committee shall elect one of its members to be the Vice President of the Association.
- (b) Where the President is absent or ill, the Vice President shall be the acting President.
- (c) If the term of office of the General Management Committee is extended under Rule 21(c) the term of office of the Vice-President shall be extended for the same period of time as that of the General Management Committee.
- (d) If, on any count, 2 or more candidates for Vice President have an equal number of votes, the President is to decide which of them is to be elected by the drawing or casting of lots in the manner prescribed in Rule 29(b).

29. DRAWING OR CASTING OF LOTS

- (a) If, in an election or appointment under these Rules, 2 or more candidates have an equal number of votes and if applicable, the Returning Officer is unable or not otherwise empowered to resolve which candidate is to be elected or appointed, a drawing or casting of lots in the manner prescribed in Rule 29(b) is to apply.
- (b) To draw or cast lots, the Returning Officer (or President in the appointment of the Vice President) is to –
 - (i) make out, in respect of each candidate to be included in the draw, a slip bearing that candidate's name; and
 - (ii) place each slip in a non-transparent container sufficiently large to allow them to move about freely when shaken or rotated; and
 - (iii) shake or rotate the container and permit any other person present who wishes to do so to shake or rotate the container; and
 - (iv) take out of the container one of the enclosed slips; and
 - (v) record the name of the candidate which appeared on that slip.
- (c) The candidate elected or appointed is the candidate whose name is first recorded in accordance with Rule 29(b)(v).

30. AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION

- (a) The President and the Vice President shall be the Tasmanian delegates to the Annual General Meeting of the ALGA unless otherwise determined by a Meeting of the Association.
- (b) The President and the Vice President shall be the Tasmanian delegates to the Executive of the ALGA unless otherwise determined by the General Management Committee
- (c) Due to the absence or incapacity of the President or Vice President, the General Management Committee may nominate alternate delegates to the Executive of the ALGA.

31. SUB-COMMITTEES

- (a) The General Management Committee or a Meeting of the Association may appoint Sub-committees as required.
- (b) The composition of Sub-committees shall:
 - (i) include a member of the General Management Committee who shall be the Chair of the Sub-committee;
 - (ii) as far as possible, comprise such elected members and employees from Members as the General Management Committee determines as being appropriate;
 - (iii) be representative of the diversities of the composition of the Association, taking into account population categories, specific interest groups within Member Councils, and regional diversities; and
 - (iv) contain such employees of Members who may be appropriate in assisting with consideration of the specific issue being examined by the Sub-committee.
- (c) A Sub-committee shall:
 - (i) carry out such delegations as may be given to it by a Meeting of the Association, in which case the Sub-committee need only report back to General Meetings upon progress of the matter; or
 - (ii) investigate and report upon the specific issue to a Meeting of the Association; and
 - (iii) act in accordance with policies established by a Meeting of the Association.
- (d) At any meeting of a Sub-committee, no business shall be transacted unless there is a majority of the Sub-committee present.

RULES FOR CONDUCT OF DEBATE

The rules of procedure for the conduct of debates at Meetings of the Association and within Sub-committees and the General Management Committee shall be as follows:

32. AUTHORITY OF THE CHAIR

- (a) The Chair shall be heard without interruption.
- (b) The Chair may call any representative to order whenever, in the opinion of the Chair, the necessity arises to do so.
- (c) The ruling of the Chair on all questions of order or the proper conduct of the meeting shall be final.

33. ORDER OF BUSINESS

- (a) At every meeting, the first business shall be the confirmation of the minutes of the previous meeting, and no discussion shall be permitted in relation to those minutes except as to their accuracy as a record of proceedings.
- (b) The order of business at any meeting shall be as in the notice of the meeting, but such order may be altered by resolution to that effect.

34. DEBATE OF MOTIONS

- (a) A motion shall not be debated until it has been seconded.
- (b) When a motion has been proposed and seconded, it shall become subject to the control of the meeting, and shall not be withdrawn without the consent of the meeting.
- (c) Nothing shall prevent either a Meeting of the Association or the General Management Committee from dealing with any issue “in committee” and making only its conclusions public.

35. AMENDMENT OF MOTIONS

- (a) When a motion has been proposed and seconded, a Member may move an amendment, but such amendment shall not be debated until it has been seconded.
- (b) A second or subsequent amendment shall not be considered until the previous amendment has been dealt with.

- (c) If an amendment has been carried, the motion as amended shall become the motion before the meeting, whereupon any further amendment upon such motion may be moved.
- (d) If an amendment, whether on the original motion or on an amended motion, is lost, a further amendment to the motion before the meeting may be moved.

36. SPEAKING TO MOTIONS

- (a) A Member who has moved any motion or amendment, other than a motion for adjournment of the debate, shall be deemed to have spoken thereon; but any Member who has seconded any motion or amendment, without any further observation than that they second the same, may speak once on every such motion or amendment.
- (b) Subject to these Rules, every Member, other than the mover of the original motion, shall have the right to speak once upon such motion, and once upon every amendment moved thereto.
- (c) Except with the consent of the meeting, a Member shall not speak more than once on any motion unless misunderstood or misrepresented, in which case the speaker shall be permitted to explain, without adding any further observations than may be necessary for the purpose of such explanation.
- (d) Except with the consent of the meeting, a speaker shall not speak for more than 3 minutes at any one time, except that the mover of the original motion in their opening speech may speak for 5 minutes.
- (e) At the discretion of the Chair, when a motion or amendment has been moved and seconded, further speech in support of such motion shall not be heard until someone shall have spoken in opposition to such motion, and thereafter speakers shall only be entitled to speak for or against the motion in rotation PROVIDED that in any case where the same motion has been submitted by more than one Member, a representative from each Member so submitting the motion shall be entitled to be heard.
- (f) Every speaker shall confine his or her remarks to the matter under consideration.
- (g) The Chair may call the attention of the meeting to continued irrelevance or tedious repetition on the part of any speaker, and may direct the speaker to discontinue.
- (h) No speaker shall make personal reflections on or impute improper motives to any other speaker.
- (i) If 2 or more representatives rise to speak at the same time, the Chair shall decide which shall be first heard.

- (j) A Member shall be represented by the Voting Representative, unless an observer has been introduced to the Chair for that debate.

37. POINTS OF ORDER

- (a) Any representative who considers that any other representative is out of order may call the attention of the Chair thereto.
- (b) Upon a question being raised, the representative called to order shall immediately resume his or her seat unless explicitly permitted to offer an explanation, retraction or apology, in which case the representative may explain, retract or apologise for the matter or remark alleged to have been out of order; and if such explanation, retraction or apology is deemed satisfactory, no further discussion on the question of order shall be permitted.

38. CLOSURE OF DEBATE

- (a) The closure of a debate may be obtained by a motion, according to the evident sense of the meeting, "that the question be now put", and discussion shall not ensue thereon.

39. HOW QUESTIONS ARE TO BE PUT

- (a) The Chair shall put to the meeting all questions on which it is necessary that a vote be taken, first in the affirmative and then in the negative and Voting Representatives shall vote:
 - (i) at a Meeting of the Association, by voting cards identifying their voting entitlements in accordance with these Rules; or
 - (ii) at meetings, other than a Meeting of the Association, by show of hands,and the Chair shall declare the result to the meeting.
- (b) The Chair may put any question as often as is necessary to enable the Chair to form an opinion as to the result of the voting, or the Chair may appoint tellers to count the number of votes for and against the question, and to announce the result to the meeting.
- (c) Alternative methods of putting the question are permissible if deemed appropriate by the Chair.

40. SUSPENSION OF RULES

Any one or more of the rules of procedure for debate may be suspended by resolution at any Meeting of the Association PROVIDED that there shall be a distinct statement in every such resolution of the purpose and duration of the suspension, and that for every matter for which suspension is required there shall be a separate resolution.

- (a) In addition to Rule 40(a), the rules of procedure for debate will be automatically suspended:
 - (i) whilst the meeting is being addressed by a guest speaker in respect of a subject matter not the subject of a motion at the meeting and during questioning of the guest speaker; and
 - (ii) during any discussion in respect of a subject matter not the subject of a motion at the meeting and determined by the Chair to not require the rules of procedure for debate to apply.

41. VALIDITY OF PROCEEDINGS

Business conducted at any meeting at which a quorum is present is valid notwithstanding:

- (a) that there is some defect in the appointment of any representative present at that meeting; or
- (b) that there is an informality or irregularity in the proceedings to which attention is not called at the time, provided that such want of formality or irregularity does not materially affect the results of such proceedings.

EMPLOYEES

42. CHIEF EXECUTIVE OFFICER

- (a) The Chief Executive Officer has the following powers and functions:
- (i) to provide advice to Members, Meetings of the Association, the General Management Committee and any Sub-committees;
 - (ii) to co-ordinate the development of objectives, policies and programs for consideration by Meetings of the Association or the General Management Committee;
 - (iii) to prepare strategic and operational plans for the Association;
 - (iv) to manage the resources of the Association;
 - (v) to establish and maintain human resource policies and procedures;
 - (vi) to appoint employees of the Association in accordance with approved organisational structures and policies, to allocate duties to employees, and to suspend or dismiss employees; and
 - (vii) to sign contracts on behalf of the Association.
- (b) The Chief Executive Officer shall be responsible to the General Management Committee.

43. EMPLOYEES

The employees of the Association shall be responsible to the Chief Executive Officer.

FINANCES

44. FINANCIAL YEAR

The financial year of the Association shall commence on the 1st day of July and end on the 30th day of June in the following year.

45. SUBSCRIPTIONS

- (a) Every Member shall pay such annual subscriptions as are set and determined in accordance with these Rules.
 - (i) Each Council will pay an equal share as a flat fee, with the total to be equal to 40% of the Associations total annual subscriptions, as determined by the budget adopted at the Annual General Meeting.
 - (ii) Each Council will be placed within the appropriate population category as reported by the ABS annually. Each Council will pay an equal share of the category's percentage, with the total to be equal to 30% of the Associations total annual subscriptions, as determined by the budget adopted at the Annual General Meeting.
 - (iii) Each Council will be placed within the appropriate total assessed revenue category, as reported in the Annual Report of the State Grants Commission. Each Council will pay an equal share of the category's percentage, with the total to be equal to 30% of the Associations total annual subscriptions, as determined by the budget adopted at the Annual General Meeting.
 - (iv) At the absolute discretion of the General Management Committee, rounding up or down of the percentages referred to in Rule 45(b)(ii) and 45(b)(iii) may occur in the development of the budget for approval at the Annual General Meeting.
 - (v) The category parameters for Assessed Revenue are to be adjusted in line with the annual Council Cost Index as set by the Association.
- (b) The subscriptions formula as set out above and the average percent payable by each category shall apply as of 1 July 2018.
- (c) The annual subscription is due and payable at the office of the Association on the first day of July in the financial year to which it relates. The subscription must be paid within one month after a written notice specifying the amount payable has been delivered or sent by post to the General Manager of the Member.

Population Categories

Population	Category number	Percentage
<1000	1	0
1,000 to 4,999	2	0.5
5,000 to 9,999	3	2.5
10,000 to 14,999	4	3.0
15,000 to 24,999	5	4.5
25,000 to 34,999	6	5.5
35,000 to 54,999	7	6.6
55,000+	8	7.6

Revenue categories

Revenue range		Category number	Percentage
\$0.00	\$4,999,999.00	1	0.8
\$5,000,000.00	\$7,999,999.00	2	2.0
\$8,000,000.00	\$9,999,999.00	3	2.5
\$10,000,000.00	\$14,999,999.00	4	3.5
\$15,000,000.00	\$24,999,999.00	5	4.8
\$25,000,000.00	\$34,999,999.00	6	5.8
\$35,000,000.00	\$59,999,999.00	7	6.8
\$60,000,000.00	and above	8	7.0

46. ACCOUNTS

The General Management Committee shall ensure that the accounts of the Association comply with relevant requirements prescribed in the Act and are in accordance with relevant current accounting standards.

47. SITTING FEES AND EXPENSES

- (a) Members of the General Management Committee and members of Sub-committees shall be entitled to any allowance or sitting fee determined.
- (b) Members of the General Management Committee and members of Sub-committees shall be reimbursed for reasonable expenses incurred in carrying out the duties of office in relation to telephone rental, telephone calls, travelling and care of any child of the member by a licensed carer.

MISCELLANEOUS

48. IMMUNITY PROVISION

A Member, an employee of a Member, an elected representative of a Member and an employee of the Association is not personally liable for an honest act or omission done or made in the exercise or purported exercise of a power or in the performance or purported performance of a function of the Association either under these Rules, the Act or any other Act (whether State or Commonwealth) or Regulations.

49. LEGAL OPINIONS

- (a) Where the General Management Committee, on its own behalf or following a submission from a Member, believes that an issue has major ramifications for Local Government within the State of Tasmania, then the General Management Committee may request an opinion upon the matter from any legal advisers of the Association.
- (b) A copy of a legal opinion so obtained by the General Management Committee shall be forwarded to every Member.
- (c) The cost of the opinion and its distribution to every Member shall be met from the general funds of the Association.

50. NOMINATIONS TO OUTSIDE BODIES

- (a) Where the Association is requested to make nominations to any body, then the General Management Committee is empowered to nominate such persons as it believes have the requisite knowledge, qualifications, or experience required for the office.
- (b) Where any Act or Regulation states that an Alderman, Councillor, or an employee of a Council, Local Government regional authority or an employee of the Association cannot be a representative upon the subject body, then the General Management Committee shall nominate such persons as it believes have the requisite knowledge, qualifications, or experience required for the office.

51. COMMON SEAL OF THE ASSOCIATION

- (a) The Chief Executive Officer shall have the custody of the Common Seal.
- (b) The Common Seal shall not be attached to any document without an express order of the General Management Committee, unless to authenticate any document, or to comply with the provisions of any rule directing that such seal shall be attached to any document.
- (c) In every case where the Seal has been ordered to be attached to any document, such document shall also be signed by the President (or, in the case of the absence or illness of the President, by the Vice President and one member of the General Management Committee) and countersigned by the Chief Executive Officer.

52. NOTICES AND COMMUNICATIONS

Any notice or other communication under these Rules shall be in writing and shall be delivered by post or by facsimile or email transmission to a party at the address, facsimile number or email address as the party may from time to time notify to the Association. All notices and communications under these Rules (unless otherwise specified) shall be effective only upon receipt.

53. LGAT ASSIST

The General Management Committee is responsible for the management and operation of the monies of the Association identified as LGAT ASSIST, which responsibility will be fulfilled by the General Management Committee:

- (a) approving appointments to the Board of LGAT ASSIST;
- (b) approving the rules to be adopted by LGAT ASSIST;
- (c) approving interest rates in accordance with the rules to be adopted by LGAT ASSIST; and
- (d) other than the matters set out in (a) to (c) above, delegating its powers, duties and discretions in respect of the management and operation of the monies of the Association identified as LGAT ASSIST to the Board of LGAT ASSIST.

54. WINDING UP

Upon the winding up and dissolution of the Association, any property that remains after the satisfaction of its debts and liabilities shall be given and transferred to Member Councils in equal shares.



Notice of Nominations for Appointments to Committees and Other Bodies

Committees Nominations and Appointments Policy

Background

1. Clause 2 of Council's *Committee Nominations and Appointments Policy (the Policy)* relevantly provides:

"PART 1 – NOMINATIONS AND APPOINTMENT FOLLOWING A COUNCIL ELECTION..."

2. **Procedure**

(1) *Where it is necessary to appoint Aldermen to committees (including as a result of a casual vacancy), the General Manager will circulate a notice to Aldermen which –*

- (a) *notifies Aldermen that appointments, re-appointments and nominations for appointment to council bodies and external bodies are to be made at the relevant meeting, and*
- (b) *lists the appointments and nominations to be made, and, for each, identifies –*
 - (i) *the council body or external body*
 - (ii) *the position available (including, for an external body, whether Council will be making a nomination only)*
 - (iii) *the nature of the duties to be undertaken*
 - (iv) *the proposed term of the appointment*
 - (v) *whether the position is to be held ex-officio by the Mayor or Deputy Mayor, and*
 - (vi) *any other information the General Manager considers relevant.*
- (c) *requests that Aldermen submit nominations for the available positions one (1) week before the next council meeting."*

Call for Nominations

2. This notice is issued under clause 5 of the Policy.
3. In accordance with clause 5 of the Policy:
 - (a) Aldermen are invited to nominate for positions on the council bodies that are listed below.
 - (b) Nominations must be submitted by 10.00 am on Monday, **20 March 2023** for consideration at the Council Meeting to be held on Monday, 27 March 2023 (see 'Submission of nominations, below, for details).
 - (c) Candidates may provide a statement in support of their nomination, to a maximum of 150 words.
 - (d) Nominations may be for a position or for a proxy position.
 - (e) Where the number of nominees for a position does not exceed the number of positions, the Council will decide the nominees in accordance with its ordinary meeting procedures
 - (f) If the number of nominees for a position exceeds the number of positions available, a ballot will be held in accordance with the procedure set out in the policy.

Open Positions

LGAT General Management Committee

Committee type	External Body
Committee composition	<p>The General Management Committee is made up of:</p> <ul style="list-style-type: none"> (i) the President; (ii) provided the Hobart City Council is a current Member, the Lord Mayor of the Hobart City Council or his or her proxy; and (iii) six members to be elected, as provided in Rule 18(b), from the three electoral districts.
No. of Aldermanic positions available	<p>It will be recommended at the Council meeting that Council:</p> <ul style="list-style-type: none"> • nominates 1 Alderman for a position on the committee, and • considers nominating 1 Alderman to the position of President.
Meeting frequency	As determined by the committee.
Ex-officio appointments	None.
Proposed term of appointment	2 years (subject to rule 21(b) of the LGAT Rules)
Role and purpose of Committee	The functions of the GMC include performance review/appointment of the CEO, providing strategic direction, providing for the good management and administration of the Association and nominating representatives to the ALGA Board
Nature of duties to be undertaken	<p>Committee position</p> <p>The duties of a committee member, including (but not limited to):</p> <ul style="list-style-type: none"> • attending meetings of the committee, and • discharging the roles and functions of the committee. <p>President position</p> <p>The functions of the president are to:</p> <ul style="list-style-type: none"> (i) chair Meetings of the Association and the General Management Committee (ii) be the spokesperson of the Association, and (iii) provide leadership and direction in furthering the objects of the Association.
Extent of delegated authority	None.

Submission of Nominations

4. Please submit your nominations using the form which is [Attachment 1](#) to this Notice (use a separate form for each nomination).
5. **PLEASE NOTE: You are able to nominate any councillor/alderman from the three Southern District Councils with a population of 20,000 or more people (Glenorchy, Clarence and Kingborough). One nominee will be elected through the voting process.**

6. Nominations forms are to be submitted to the General Manager through Council's Executive Manager Stakeholder Engagement, David Ronaldson:
 - by email to david.ronaldson@gcc.tas.gov.au (please attach each completed nomination form as a separate file), or
 - in-person at Mr Ronaldson's office, located in the General Manager's unit - room no. 248.
7. Please direct any queries to Mr. Ronaldson on 6216 6369 / 0439 545 211.

Signed:

Date: **2 March 2023**



Tony McMullen
General Manager



Nomination Form

Committees Nominations and Appointments Policy Clause 2

Details

Alderman: _____

Nominating for:
(committee name)

LGAT General Management Committee; OR
LGAT President

As: ☐ Committee member
☐ Proxy

**Council meeting at which
nomination will be considered:**

Council meeting, 27 March 2023

Statement in Support of Nomination

Please provide a statement in support of the nomination to a maximum of 150 words (attach a separate sheet if necessary):

Signature

Signed: _____

Date: _____



Notice of Nominations for Appointments to Committees and Other Bodies

Committees Nominations and Appointments Policy

Background

1. Clause 2 of Council's *Committee Nominations and Appointments Policy* (**the Policy**) relevantly provides:

"PART 1 - NOMINATIONS AND APPOINTMENT FOLLOWING A COUNCIL ELECTION...

2. **Procedure**

(1) *Where it is necessary to appoint Aldermen to committees (including as a result of a casual vacancy), the General Manager will circulate a notice to Aldermen which-*

- (a) *notifies Aldermen that appointments, re-appointments and nominations for appointment to council bodies and external bodies are to be made at the relevant meeting, and*
- {b} *lists the appointments and nominations to be made, and, for each, identifies-*
 - (i) *the council body or external body*
 - (ii) *the position available (including, for an external body, whether Council will be making a nomination only)*
 - (iii) *the nature of the duties to be undertaken*
 - (iv) *the proposed term of the appointment*
 - (v) *whether the position is to be held ex-officio by the Mayor or Deputy Mayor, and*
 - (vi) *any other information the General Manager considers relevant.*
- (c) *requests that Aldermen submit nominations for the available positions one (1) week before the next council meeting."*

Call for Nominations

2. This notice is issued under clause S of the Policy.
3. In accordance with clause S of the Policy:
 - (a) Aldermen are invited to nominate for positions on the council bodies that are listed below.
 - (b) Nominations must be submitted by 3.30pm on Monday, **20 March 2023** for consideration at the Council Meeting to be held on Monday, 27 March 2023 (see 'Submission of nominations, below, for details).
 - (c) Candidates may provide a statement in support of their nomination, to a maximum of 150 words.
 - (d) Nominations may be for a position or for a proxy position.
 - (e) Where the number of nominees for a position does not exceed the number of positions, the Council will decide the nominees in accordance with its ordinary meeting procedures
 - (f) If the number of nominees for a position exceeds the number of positions available, a ballot will be held in accordance with the procedure set out in the policy.

Open Positions

LGAT General Management Committee

Committee type	External Body
Committee composition	<p>The General Management Committee is made up of:</p> <ul style="list-style-type: none"> (i) the President; (ii) provided the Hobart City Council is a current Member, the Lord Mayor of the Hobart City Council or his or her proxy; and (iii) six members to be elected, as provided in Rule 18(b), from the three electoral districts.
No. of Aldermanic positions available	<p>It will be recommended at the Council meeting that Council:</p> <ul style="list-style-type: none"> • nominates 1 Alderman for a position on the committee, and • considers nominating 1 Alderman to the position of President.
Meeting frequency	As determined by the committee.
Ex-officio appointments	None.
Proposed term of appointment	2 years (subject to rule 21(b) of the LGAT Rules)
Role and purpose of Committee	The functions of the GMC include performance review/appointment of the CEO, providing strategic direction, providing for the good management and administration of the Association and nominating representatives to the ALGA Board
Nature of duties to be undertaken	<p>Committee position</p> <p>The duties of a committee member, including (but not limited to):</p> <ul style="list-style-type: none"> • attending meetings of the committee, and • discharging the roles and functions of the committee. <p>President position</p> <p>The functions of the president are to:</p> <ul style="list-style-type: none"> (i) chair Meetings of the Association and the General Management Committee (ii) be the spokesperson of the Association, and (iii) provide leadership and direction in furthering the objects of the Association.
Extent of delegated authority	None.

Submission of Nominations

4. Please submit your nominations using the form which is Attachment 1 to this Notice (use a separate form for each nomination).
5. **PLEASE NOTE: You are able to nominate any councillor/alderman from the three Southern District Councils with a population of 20,000 or more people (Glenorchy, Clarence and Kingborough). One nominee will be elected through the voting process.**

6. Nominations forms are to be submitted to the General Manager through Council's Executive Manager Stakeholder Engagement, David Ronaldson:

by email to david.ronaldson@gcc.tas.gov.au (please attach each completed nomination form as a separate file), or

in-person at Mr Ronaldson's office, located in the General Manager's unit - room no. **248**.
7. Please direct any queries to Mr. Ronaldson on 6216 6369 / 0439 545 211.

Signed:

Date: **2 March 2023**



Tony McMullen
General Manager



Nomination Form

Committees Nominations and Appointments Policy

Clause 2

Details

Alderman:	Bec Thomas	
Nominating for: (committee name)	LGAT General Management Committee; and LGAT President	As: <input type="checkbox"/> Committee member <input type="checkbox"/> Proxy
Council meeting at which nomination will be considered:	Council meeting, 27 March 2023	

Statement in Support of Nomination

Having represented the Southern Electoral District (population greater than 20,000) on the LGAT General Management Committee (GMC) since June 2021, I have a sound understanding of the functions and priorities of the Association and its member councils. This, together with my five years' experience as an elected member, including two as Mayor, means I am well placed to continue on the GMC and serve as LGAT President.

It is crucial LGAT has strong leadership to represent and support our sector through this time of review and potentially significant change. Relationships are critical at this time and I have well established relationships within Government, industry and the not-for-profit sectors. I am not a member of or aligned with any political party.

Local government reform, work health and safety for elected members, and the ever-increasing regulatory burden and role expansion imposed on councils are key issues affecting our sector now and into the future. I will work hard to represent us in lobbying state and federal governments to improve the outcomes for our sector in these areas.

I am committed to working productively with the LGAT CEO and broader team to ensure the Association delivers programs and services that provide value to member councils and operates under a contemporary governance framework.

I pride myself on being approachable and respectful of all beliefs and views regardless of whether I agree with them. As President, I will actively seek out and listen to the views of member councils and be a strong voice for our local government sector in Tasmania.

I consider representing others to be a significant responsibility and honour and I would undertake the role of President with this always at the forefront of my mind.

Signature

Signed: 

Date: 18-3-2023



Monthly Financial Performance Report

For the year-to-date ending 28 February 2023

Statement of Comprehensive Income

Glenorchy City Council Financial Report Statement of Comprehensive Income to 28 February 2023					
Year-to-Date (YTD)	Note	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000	2023 Variance Actual to Budget
Operating Revenue					
Rates	1	45,525	45,676	43,546	↑
User charges and licences	2	11,249	11,528	11,150	↑
Interest	3	34	566	32	↑
Grants	4	2,313	2,987	3,423	↑
Contributions - cash	5	27	34	107	↑
Investment income from TasWater	6	1,086	1,086	1,086	↔
Other income	7	235	240	338	↑
Total Operating Revenue		60,469	62,116	59,682	↑
Operating Expenditure					
Employment costs	8	17,490	16,085	16,193	↓
Materials and services	9	10,578	11,129	9,715	↑
Depreciation and amortisation	10	11,198	10,047	10,466	↓
Finance costs	11	100	14	97	↓
Bad and doubtful debts	13	-	-	-	↔
Other expenses	14	3,923	4,720	3,735	↑
Total Operating Expenditure		43,289	41,994	40,205	↓
Total Operating Surplus/(Deficit)		17,180	20,121	19,476	↑
Non-Operating Revenue					
Contributions – non-monetary assets	15	-	1,559	4,220	↑
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	16	387	360	58	↓
Capital grants received specifically for new or upgraded assets	17	875	3132	2,652	↑
Total Non-Operating Revenue		1,262	5,052	6,930	↑
Non-Operating Expense					
Assets written off	12	-	341	181	↑
Total Non-Operating Expense		-	341	181	
Total Surplus/(Deficit)		18,442	24,833	26,406	↑

Operating Revenue

Year-to-date operational revenue is \$62.116m compared to budgeted operational revenue of \$60.469m. This represents a favourable result of \$1.647m or 2.7% against budget.

Note 1 – Rates Revenue

Favourable to budget by \$151k, noting year to date supplementary growth of \$86k and overdue penalties \$63k.

Note 2 – User Charges and Licences Revenue

Favourable to budget by \$279k, noting additional kerbside waste management revenue of \$229k, landfill fees \$169k and property leases/licences \$113k, however planning fees are down \$220k.

Note 3 – Interest on Investments

Favourable to budget by \$532k, noting the average investment rate across all of Councils investment accounts is 4.01%.

Note 4 – Operating Grants

Favourable to Budget by \$673k, noting unspent grants from last year \$590k, incentives for qualification courses for staff \$168k and childcare WT3 \$93k, less Glenorchy Jobs Hub grant to receive \$381k in accordance with contractual obligations.

Note 5 – Contributions

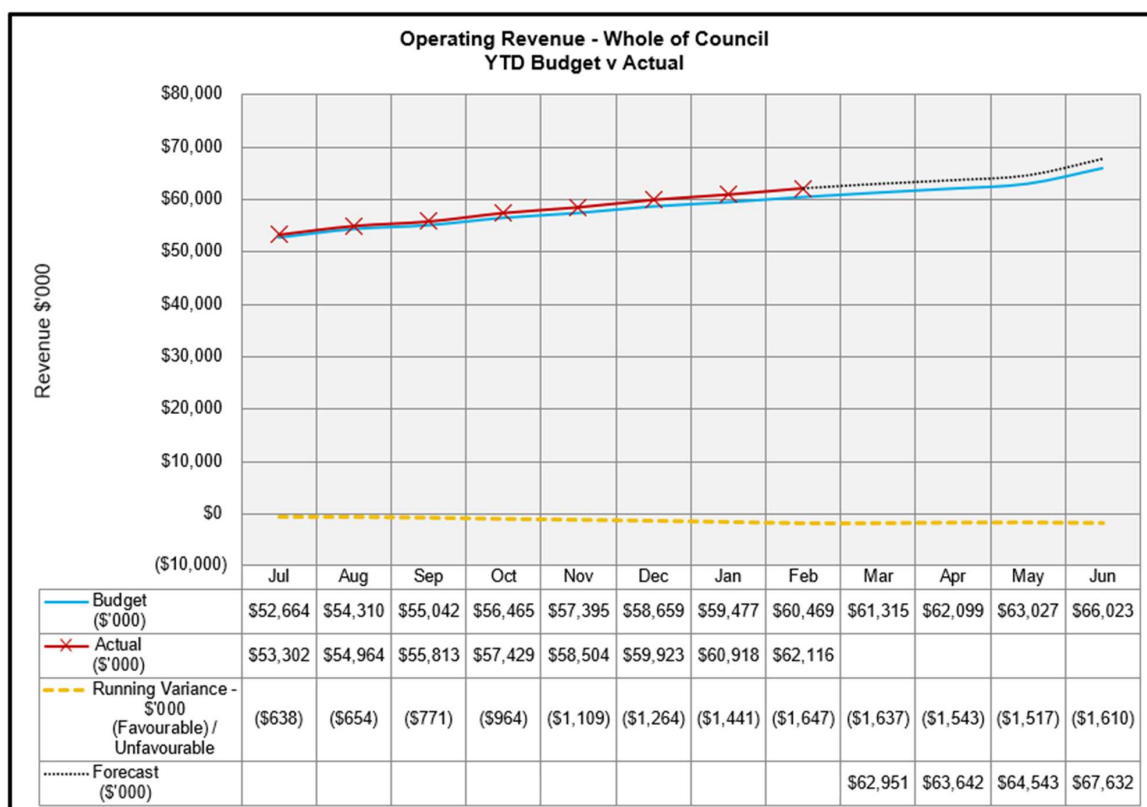
Favourable to Budget by \$7k, noting two contributions in lieu of open space have been received \$12k less reduced private stormwater connections \$5k.

Note 6 – TasWater Income

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

Note 7 – Other Income

Favourable to Budget by \$4k, noting insurance claims of \$32k, less fuel tax credits for February yet to receive.



Operating Expenditure

Year-to-date operational expenditure is \$41.994m compared to budgeted expenditure of \$43.289m. This represents a favourable result of \$1.295m or 3.0% against budget.

Note 8 – Employment Costs

Favourable to Budget by \$1.405m 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 \$551k, noting increased amounts for contractor costs \$408k and fleet and plant \$116k.

Note 10 – Depreciation and Amortisation

Favourable to Budget by \$1.151m, noting amortisation of fleet and property leases to 28 February is to be undertaken which will offset the underspend in Depreciation & Amortisation against the overspend in Other Expenses.

Note 11 – Finance Costs

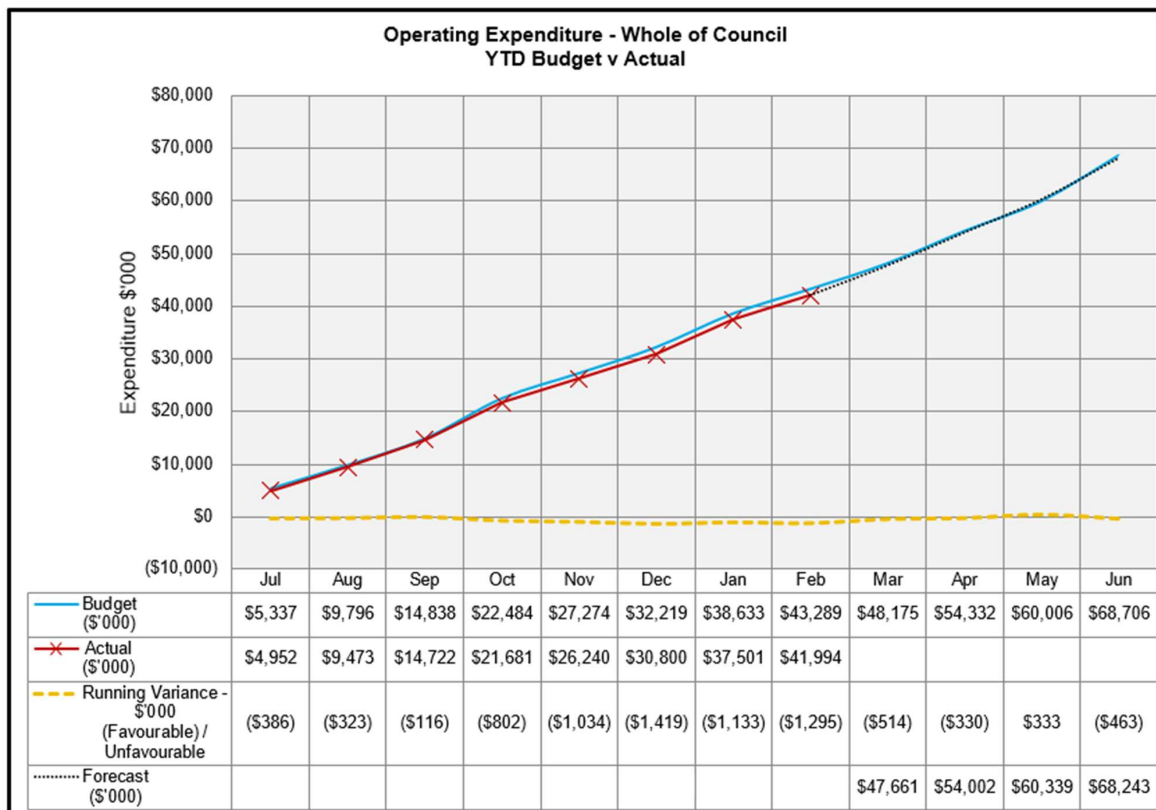
Favourable to Budget by \$86k, noting amortisation of interest on fleet and property leases to 28 February is yet to be undertaken.

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 \$797k, noting amortisation of fleet and property leases to 28 February 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 \$26k, noting \$914k in Disposed /Derecognised assets offset by Gain on Sale \$889k

Note 17 – Capital Grants

Favourable to budget by \$2.258m, 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 \$230k, less still to receive final Local Roads and Community Infrastructure Phase 2 \$165k.

Non-Operating Expenditure

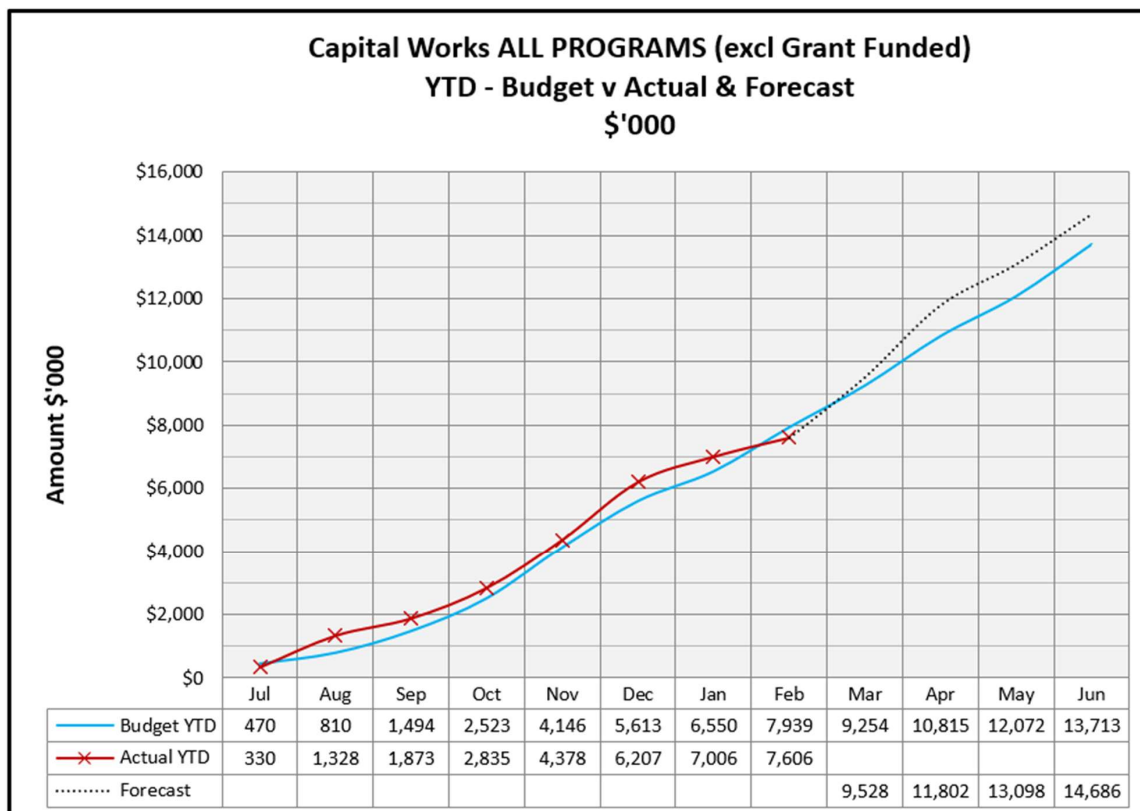
Note 12 – Assets Written Off

Unfavourable to budget by \$0.341m, noting some assets have been written-off in advance of the budgeted 30 June reconciliation date.

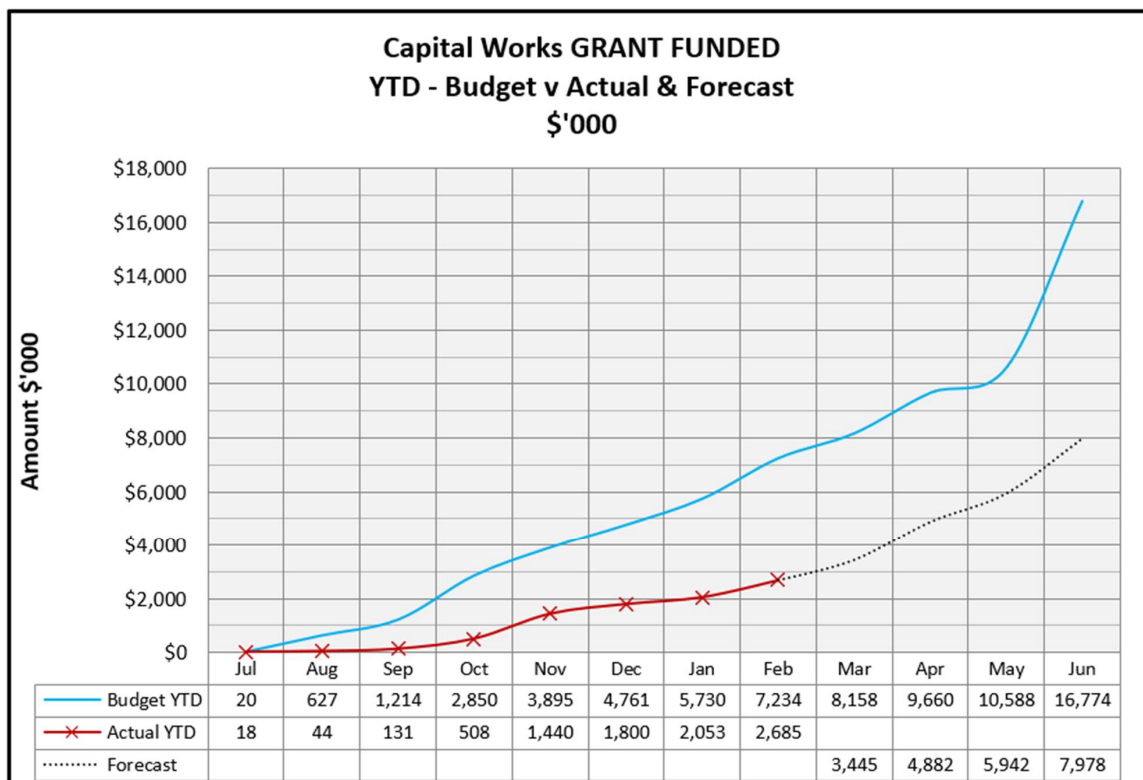
Capital Works

Year-to-date Capital Works expenditure is \$10.291m against a combined revised annual budget of \$30.512m and a combined annual forecast spend of \$22.664m. At the end of February, \$7.606m has been expended on Council funded recurrent projects and \$2.685m for Government funded projects.

Capital Program – Excluding Major Grant Funded Projects



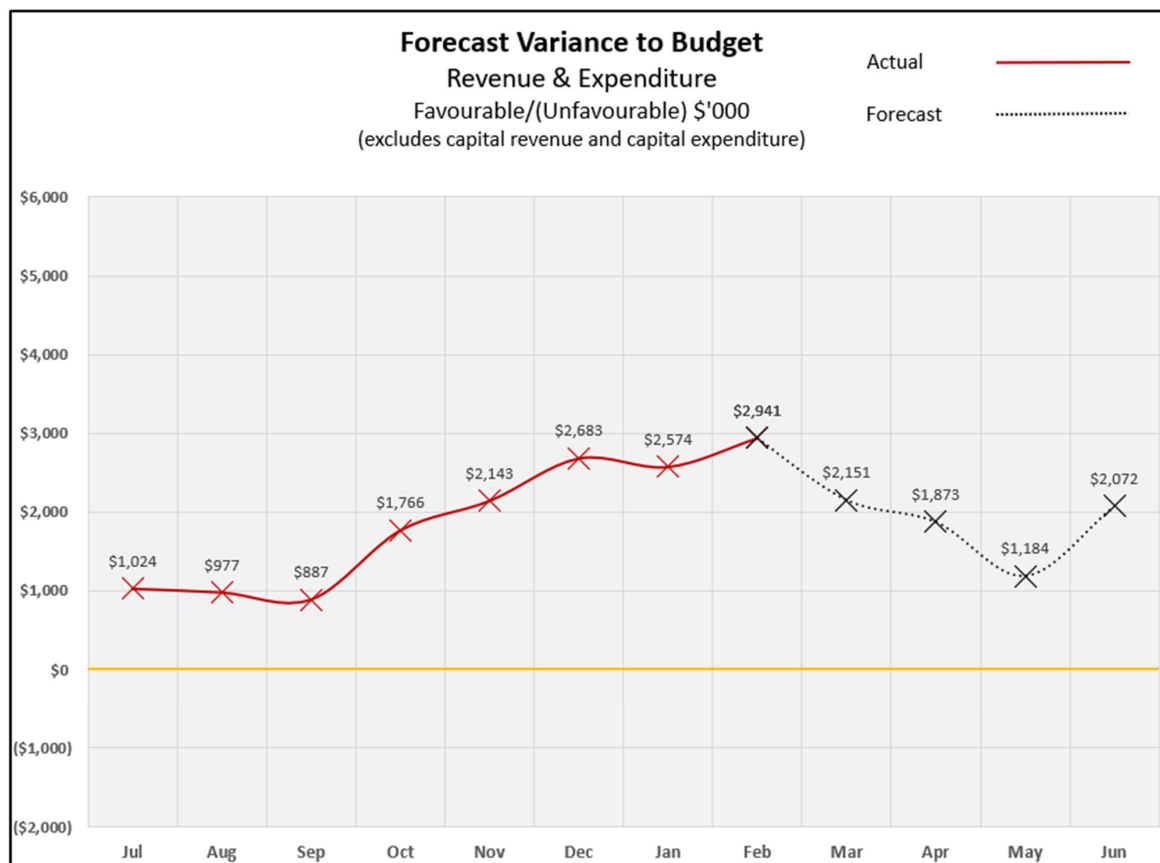
Capital Program –Major Grant Funded Projects*



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

Project	Actual YTD	Budget YTD	Forecast ANNUAL	Budget ANNUAL
101059 - KGV Soccer - Design & Construction	\$1,736,448	\$2,366,425	\$2,836,448	\$4,195,000
101246 - Giblins Reserve Play Space	\$114,814	\$1,085,000	\$1,714,814	\$3,255,000
101250 - North Chigwell Football and Community Facility	\$818,761	\$1,476,569	\$1,718,761	\$5,425,000
101282 - Montrose Foreshore Park Skatepark	\$6,225	\$0	\$546,225	\$440,000
101536 - Tolosa Park Dam Rehabilitation	\$8,813	\$2,306,052	\$1,161,836	\$3,459,075
TOTAL	\$2,685,061	\$7,234,046	\$7,978,084	\$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.

COUNCIL POLICY

AUDIO RECORDING OF COUNCIL MEETINGS

**PURPOSE**

This policy provides direction as to the management of the audio/~~visual~~ recording of meetings of Glenorchy City Council.

SCOPE

This policy applies to the audio/visual recording of all ordinary and special Council meetings, the Annual General Meeting ~~and~~ meetings of ~~the Glenorchy Planning Authority (GPA)~~.

STRATEGIC PLAN ALIGNMENT - Remove

~~Making Lives Better – Update to new Strategic Plan~~

~~Objective 1.1 – Know our communities and what they value~~

~~Strategy 1.1.1 – Guide decision making through continued community engagement based on our community plan~~

~~Leading Our Community~~

~~Objective 4.1 – Govern in the best interests of our community~~

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

~~Strategy 4.1.3 – Maximise regulatory compliance in Council and the community through our systems and processes~~

~~Objective 4.2 – Prioritise our resources to achieve our community's goals~~

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

RELATED DOCUMENTS

Tasmanian Good Governance ~~Guide for Local Government in Tasmania, Policy – 2021 – JGB – Is this ours???~~

STATUTORY REQUIREMENTS

Under Regulations 33(1) and (4) (Audio recording of Meetings) of the Local Government (Meeting Procedures) Regulations 2015 (Regulations), Council 'may determine that an audio recording is to be made of any meeting or part of a meeting' and 'may determine any other procedures relating to audio recording of meetings it considers appropriate', respectively.

Under Regulation 33(2)(a) and (b), having made that determination that an audio recording is to be made of any meeting or part of a meeting, that audio recording of the meeting that is not closed to the public must:

- be retained by the Council for at least six months, and
- made available for listening on written request by any person.



DD Month 20##

If after the minutes of a meeting have been confirmed as a true record a discrepancy between the minutes and an audio recording of that meeting or part of that meeting is noticed, the Council, at the next appropriate meeting, is to review the audio recording and either confirm that the minutes are a true record or amend the minutes to reflect the audio recording and then confirm the minutes as amended to be a true record:

Regulation 33(3).

Acts	<p><i>Local Government Act 1993</i></p> <p><i>Right to Information Act 2009</i></p> <p><u><i>Listening Devices Act 1991 – Check relevance?</i></u></p>
Regulations	<i>Local Government (Meeting Procedures) Regulations 2015</i>
Australian/International Standards	N/A

DEFINITIONS

N/A

POLICY STATEMENT

Subject to any limitations in this policy, Council will make audio/visual-recordings of all ordinary, ~~and~~ and special meetings of Council, the GPA and the Annual General Meeting, including both the open and closed parts of Council and GPA meetings. The open sections of these meetings will also be live streamed via a media application.

Only the audio/visual recording relating to open parts of a meeting will be made available to the public.

Audio/visual recordings of closed meetings will not be made available to the public. Any audio/visual recordings of closed meetings of Council will be retained to enable confirmation of the Council minutes and then destroyed after 6 months.

Where audio/visual recording and live streaming of a meeting is not possible for technical reasons, the Chairperson will advise those present that the meeting is not being recorded. If an audio/visual recording is not made, or if an audio/visual file becomes damaged or unreadable for any reason, this information will be noted on Council's website/social media.

At the start of meetings being audio/visual recorded and/or live streamed, the Chairperson will announce to all present that:

- an audio/visual recording and live streaming of a meeting will last the length of the open to the public part of that meeting, unless otherwise directed by the Chairperson.
- members of the public are not permitted to make audio/visual recordings of Council meetings.

The Chairperson may use any form of words to convey the above messages that they consider appropriate.



DD Month 20##

The Chairperson has the authority at any time in a meeting to direct that audio/visual recording or live streaming of a meeting. However, the Chairperson should only terminate the audio/visual recording or live streaming in exceptional circumstances including (but not limited to):

- if a person's safety may be placed at risk by the continuation of the audio/visual recording or live streaming
- it is clearly evident that the discussion is, or is potentially likely to be:
 - defamatory
 - discriminatory (including vilification, inciting hatred and/or offensive behaviour)
 - an infringement of copyright
 - a breach of privacy and/or unlawful disclosure of personal information
 - a release of privileged or confidential information of Council.

Council will ordinarily make any audio/visual recordings of open Council meetings available on Council's website (but the General Manager may, at their discretion, decide not to). Any recordings made available on Council's website will be considered by Council as a routine disclosure under the Right to Information Act 2009.

The original unmodified audio/visual recording will be retained in accordance with Council's information management requirements.

Background

Under regulation 33(1) (Audio Recording of Meetings) of the Regulations, Council 'may determine that an audio recording is to be made of any meeting or part of a meeting'.

A consideration in implementing audio/visual recording or live streaming is the increased exposure to litigation resulting from public discourse at meetings. Unlike Parliament, meetings of Council are not subject to parliamentary privilege, and both Council and the individual may be liable for things that are said that may be regarded as offensive, derogatory and/or defamatory.

It is therefore essential that Council is vigilant when audio/visual recording or live streaming its meetings to minimise any risks of litigation.

Table heading	Table heading	Table heading
First column is bold, 9 pt	Body text in table is 10 point Use these bullet points in tables.	
DOCUMENT CONTROL		
Version:	2.0	Adopted 27 October 2019
Commencement Date	28 October 2019	
Minutes Reference	Council meeting, 28 October 2019 (Item 14)	Review Period 4 Years from adoption
Previous Versions:	v 1.0 adopted 25 March 2019 (Council meeting, Item 15)	
Responsible Directorate	Executive Support	Controller: Executive Manager Stakeholder Engagement
ECM Document No.:	Policies by Directorate	

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Executive Support

Audio Recording of Council Meeting Policy

Page 4

COUNCIL POLICY

RECORDING OF COUNCIL MEETINGS**PURPOSE**

This policy provides direction as to the management of the audio/visual recording of meetings of Glenorchy City Council.

SCOPE

This policy applies to the audio/visual recording of all ordinary and special Council meetings, the Annual General Meeting and meetings of the Glenorchy Planning Authority (GPA).

RELATED DOCUMENTS

Tasmanian Good Governance Guide for Local Government in Tasmania.

STATUTORY REQUIREMENTS

Under Regulations 33(1) and (4) (Audio recording of Meetings) of the Local Government (Meeting Procedures) Regulations 2015 (Regulations), Council 'may determine that an audio recording is to be made of any meeting or part of a meeting' and 'may determine any other procedures relating to audio recording of meetings it considers appropriate', respectively.

Under Regulation 33(2)(a) and (b), having made that determination that an audio recording is to be made of any meeting or part of a meeting, that audio recording of the meeting that is not closed to the public must:

- be retained by the Council for at least six months, and
- made available for listening on written request by any person.

If after the minutes of a meeting have been confirmed as a true record a discrepancy between the minutes and an audio recording of that meeting or part of that meeting is noticed, the Council, at the next appropriate meeting, is to review the audio recording and either confirm that the minutes are a true record or amend the minutes to reflect the audio recording and then confirm the minutes as amended to be a true record:

Regulation 33(3).

Acts	<i>Local Government Act 1993</i> <i>Right to Information Act 2009</i>
Regulations	<i>Local Government (Meeting Procedures) Regulations 2015</i>
Australian/International Standards	N/A

DEFINITIONS

N/A



POLICY STATEMENT

Subject to any limitations in this policy, Council will make audio/visual recordings of all ordinary, and special meetings of Council, the GPA and the Annual General Meeting, including both the open and closed parts of Council and GPA meetings. The open sections of these meetings will also be live streamed via a media application.

Only the audio/visual recording relating to open parts of a meeting will be made available to the public.

Audio/visual recordings of closed meetings will not be made available to the public. Any audio/visual recordings of closed meetings of Council will be retained to enable confirmation of the Council minutes and then destroyed after 6 months.

Where audio/visual recording and live streaming of a meeting is not possible for technical reasons, the Chairperson will advise those present that the meeting is not being recorded. If an audio/visual recording is not made, or if an audio/visual file becomes damaged or unreadable for any reason, this information will be noted on Council's website/social media.

At the start of meetings being audio/visual recorded and/or live streamed, the Chairperson will announce to all present that:

- an audio/visual recording and live streaming of a meeting will last the length of the open to the public part of that meeting, unless otherwise directed by the Chairperson.
- members of the public are not permitted to make audio/visual recordings of Council meetings.

The Chairperson may use any form of words to convey the above messages that they consider appropriate.

The Chairperson has the authority at any time in a meeting to direct that audio/visual recording or live streaming of a meeting. However, the Chairperson should only terminate the audio/visual recording or live streaming in exceptional circumstances including (but not limited to):

- if a person's safety may be placed at risk by the continuation of the audio/visual recording or live streaming
- it is clearly evident that the discussion is, or is potentially likely to be:
 - defamatory
 - discriminatory (including vilification, inciting hatred and/or offensive behaviour)
 - an infringement of copyright
 - a breach of privacy and/or unlawful disclosure of personal information
 - a release of privileged or confidential information of Council.

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ECM Document No.:	Policies by Directorate				

Renewal of Tenderlink and Illion Tendering System

The current e-tender platform contract expires 23 June 2023. Illion/TenderLink has been Council's provider since around 2012.

The current contract was entered in 2020 by direct engagement with Illion. Approval for the direct engagement was obtained and the transaction was reported to Council as required by regulations. The approved duration was three years and upper limit expenditure was \$52,326 (excluding GST).

Expenditure to date under the contract is ± \$43,290.84. The estimated cost to retain Illion as Council's sourcing platform provider is summarised below:

Item	Unit	Quantity (or estimated quantity)	Rate (ex GST)	Extension
E-tender platform 2023 - 24	Lump sum	1	\$ 4,837.00	\$ 4,837.00
E-tender platform 2023 - 25	Lump sum	1	\$ 5,199.00	\$ 5,199.00
E-tender platform 2023 - 26	Lump sum	1	\$ 5,589.00	\$ 5,589.00
Subtotal				\$ 15,625.00
Financial viability report (financials at hand)	Each	5	\$ 795.00	\$ 3,975.00
Financial viability report (required to source financials)	Each	3	\$ 895.00	\$ 2,685.00
Comprehensive company report (current ASIC)	Each	6	\$ 250.00	\$ 1,500.00
Failure risk report (no PPSR)	Each	5	\$ 100.00	\$ 500.00
Failure risk report (with PPSR)	Each	6	\$ 107.70	\$ 646.20
Company extract	Each	10	\$ 20.00	\$ 200.00
Historical company extract	Each	10	\$ 34.00	\$ 340.00
Business verification report	Each	20	\$ 12.00	\$ 240.00
Sub total				\$ 10,086.20
Subscription (@ approx. \$300 per month)	Item			\$ 3,600.00
GST @10%	Item	1		\$ 2,571.12
Total	Item	1		\$ 31,882.32

Other than LGAT that adopts the VendorPanel platform, to the best of my knowledge other no other Tasmanian councils, which adopt electronic tendering, use anything other than the TenderLink.com platform. This is an important consideration due to the potential confusion caused to tenderers if Council were to adopt another platform without wide market consultation and pre and post cutover support.

Additionally, TenderLink and Illion Direct capture and retain historic tendering and supplier information and intelligence which would need to be retrieved, reorganised and made compatible for migration to any alternative system.

Council's current financial management and enterprise systems are not interoperable with any second and third party e-tendering platforms available on the market.

Essentially, all of Council's formal sourcing activities are TenderLink reliant.

Direct engagement of Illion to provide Council's e-tendering platform and to supply Council with business verification and other supplier management related reports is recommended as a change of service providers would cause significant disruption to business continuity or substantial duplication of costs for Council.

We are not aware of any pecuniary, close personal or conflicting interest in Illion remaining Council's provider or otherwise.