

**COUNCIL MEETING
AGENDA
MONDAY, 26 JUNE 2023**



GLENORCHY CITY COUNCIL

QUALIFIED PERSON CERTIFICATION

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

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

Tony Mullen
General Manager
MONDAY, 26 JUNE 2023

Hour: 3.30pm

Present (in Chambers):

Present (by video link):

**In attendance (in
Chambers):**

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

Leave of Absence:

**Workshops held since
last Council Meeting**

Date: Monday, 5 June 2023

Purpose: To discuss:

- Review MAC business plan
- Finalisation of Risk Appetite Review

Date: Monday, 19 June 2023

Purpose: To discuss:

- 2023/24 GM's KPIs draft based on Annual Plan
- Southern Tasmania Regional Waste Authority
- Glenorchy City Council Waste Management

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1. APOLOGIES

2. CONFIRMATION OF MINUTES (OPEN MEETING)

That the minutes of the Council meeting held on 29 May 2023 be confirmed.

3. ANNOUNCEMENTS BY THE CHAIR

4. PECUNIARY INTEREST NOTIFICATION

5. RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

Question without Notice – David Kernke, Claremont

Q: My question relates to conflict of interest.

I reside at 12 Lady Clarke Avenue, Claremont and I represent the local Claremont residents who are gravely concerned about McDonald's Australia's development application.

McDonald's Australia are seeking to have a 24-hour drive through facility established in a residential precinct, on inner-residential zoned land at 8-10 Main Road, Claremont. Such prohibited use on land strategically designated by the Council for housing and which it currently has a DA for housing.

This property at 8-10 Main Road, Claremont is owned by a company called 8MLC Pty Ltd. The Directors of the company are Nicholas Lambrakis and Peter James Barrett.

We are seeking confirmation that there is no conflict of interest between McDonald's Australia Limited for the 24-hour drive through facility, the owners of 8-10 Main Road, Claremont and the Glenorchy City Council, the elected representatives of the Glenorchy City Council, the Glenorchy Planning Authority, or any Glenorchy City Council officers involved in the assessment process.

Are you able to confirm whether any conflict of interest does exist or are you able to advise in due course?

A: [Mayor] The Question will be taken on notice. I can say no conflict of interest has been raised with myself and I have not been advised by the General Manager of any conflict of interest. However, the matter as you are aware is still to go before the Glenorchy Planning Authority and it is at that time if there was a conflict of interest by an elected member it would be raised at that meeting.

Response to question taken on notice

A: [General Manager] I note the request during public question time at the 29 May ordinary Council meeting for Elected Members and Council officers to declare their interests in relation to the proposal for a 24 hour convenience restaurant with drive through at 8 -10 Main Road, Claremont.

Council's Elected Members and officers are mindful of the need to comply with the statutory obligations that apply to them in relation to conflict of interest.

In summary:

Pecuniary Interest Provisions

Under Part 5 of the *Local Government Act 1993* (s. 48), a councillor:

- (1) *A councillor must not participate at any meeting of a council or council committee etc. , in any discussion, nor vote on any matter, in respect of which the councillor–*
 - (a) *has an interest; or*
 - (b) *is aware or ought to be aware that a close associate has an interest.**Penalty: Fine not exceeding 20 penalty units.*
- (2) *A councillor must declare any interest that the councillor has in a matter before any discussion on that matter commences.*
Penalty: Fine not exceeding 50 penalty units.
- (3) *On declaring that he or she has an interest, the councillor is to leave the room in which the meeting is being held.*
Penalty: Fine not exceeding 20 penalty units.
- (4) *The councillor, by notice in writing, is to advise the general manager of the details of any interest that the councillor has declared under this section within 7 days of so declaring.*
Penalty: Fine not exceeding 20 penalty units.
- (5) *The general manager is to –*
 - (a) *ensure that the declaration of interest is recorded in the minutes of the meeting at which it is made; and*
 - (b) *record the details of any interest declared in the register of interests kept under section 54.*
- (6) *In addition to any penalty imposed under this section, a court may make an order –*
 - (a) *barring the councillor from nominating as a candidate at any election for a period not exceeding 7 years; and*
 - (b) *dismissing the councillor from office.*

Code of Conduct Obligations

Under Part 3 of the Act (s. 28U):

Compliance with code of conduct

In performing the functions and exercising the powers of his or her office with a council, a councillor is to comply with the provisions of the council's code of conduct.

Council's Elected Member Code of Conduct (May 2023) provides:

PART 1 - Decision making

1. *An Elected Member must bring an open and unprejudiced mind to all matters being decided upon in the course of his or her duties, including when making planning decisions as part of the Council's role as a Planning Authority.*

2. *An Elected Member must make decisions free from personal bias or prejudice.*
3. *In making decisions, an Elected Member must give genuine and impartial consideration to all relevant information known to him or her, or of which he or she should have reasonably been aware.*
4. *An Elected Member must make decisions solely on merit and must not take irrelevant matters or circumstances into account when making decisions.*

PART 2 - Conflict of interests that are not pecuniary

1. *When carrying out his or her public duty, an Elected Member must not be unduly influenced, nor be seen to be unduly influenced, by personal or private interests that he or she may have.*
2. *An Elected Member must act openly and honestly in the public interest.*
3. *An Elected Member must uphold the principles of transparency and honesty and declare actual, potential or perceived conflicts of interest at any meeting of the Council and at any workshop or any meeting of a body to which the Elected Member is appointed or nominated by the Council.*
4. *An Elected Member must act in good faith and exercise reasonable judgement to determine whether he or she has an actual, potential or perceived conflict of interest.*
5. *An Elected Member must avoid, and remove himself or herself from, positions of conflict of interest as far as reasonably possible.*
6. *An Elected Member who has an actual, potential or perceived conflict of interest in a matter before the Council must:*
 - (a) *declare the conflict of interest and the nature of the interest before discussion of the matter begins; and*
 - (b) *act in good faith and exercise reasonable judgement to determine whether a reasonable person would consider that the conflict of interest requires the Elected Member to remove himself or herself physically from any Council discussion and remain out of the room until the matter is decided by the Council.*
7. *This Part does not apply in relation to a pecuniary interest.*

Misuse of Office

s. 339A of the Act provides:

- (1) *A councillor, an employee or a member must not procure the doing or not doing of anything by the council to gain, directly or indirectly, an advantage or to avoid, directly or indirectly, a disadvantage for—*
 - (a) *the councillor, employee or member; or*
 - (b) *a close associate of the councillor, employee or member; or*
 - (c) *a member of the councillor's, employee's or member's family.*

Penalty: Fine not exceeding 50 penalty units.

(2) *In addition to any penalty imposed under this section, a court may make an order –*

- (a) barring the councillor from nominating as a candidate at any election for a period not exceeding 7 years; or*
- (b) dismissing the councillor or member from office.*

Staff Code of Conduct (General Manager's Directive)

It is a Code of Conduct Principle:

- We identify conflicts of interest and manage them responsibly.

2.3 WHAT WILL HAPPEN IF I BREACH THE CODE?

Failure to comply with the Code or the Policy Framework is considered serious and a breach and will be investigated. Breaches may result in disciplinary action, ranging from a verbal warning through to the termination of your employment for serious breaches.

....

6. WE IDENTIFY CONFLICTS OF INTEREST AND MANAGE THEM RESPONSIBLY

6.1 WHAT IS A CONFLICT OF INTEREST?

A conflict of interest is when there is any possibility that personal interests (or the interests of people close to you) will conflict with your ability to perform your work

duties without bias. A potential conflict of interest does not need to be an actual conflict, it can be perceived or the potential for it can exist, separate from the actual situation.

- Declare all potential or actual or perceived conflicts of interest;
- Avoid situations that could comprise the organisation or ourselves;
- Do not accept gifts or any other benefits that could comprise GCC's integrity or reputation; and
- Do not use any information that you acquire through your work with GCC for your own personal gain or benefit.

6.2 THE 5 RS FOR MANAGING CONFLICTS OF INTEREST:

1. REGISTER (discuss and record) all actual and potential or perceived conflicts of interest with your supervisor, and then, together plan and carry out actions to manage the issue. Register this interest in GCC's Declaration of Interest Register.
2. RESTRICT your exposure to any actual, perceived or potential conflicts of interest.
3. RECRUIT someone to oversee the process that is completely neutral and has no direct involvement or interest in the situation.

4. REMOVE yourself from the situation or the issue.
5. RELINQUISH (give up or suspend) the private interest that is causing the conflict of interest.

Question without Notice – Janiece Bryan, Montrose

Q: Could you confirm the planning amendment PLAM 22/04, it changed the definitions for the central business zone. It was passed by the GCC Planning Authority on 15 May and it allows the disposal of our CBD car parks for apartment development, including the large Glenorchy Central shopping centre, all of the parking there is part of that planning amendment.

Could you confirm yes or no, that you can currently, if the planning amendment is passed through the Planning Commission, that those car parks, there is a possibility that they will be able to be developed for apartments?

A: [Mayor] Council has no intention to dispose of public car parks as part of that planning amendment.

Q: But is it possible because they're in the planning amendment, is it possible for them to be used for that purpose?

A: [Director Infrastructure and Works] The car parks are covered by a number of covenants, so they wouldn't be able to be disposed of, but other council car parks are classed as Council land and would have to go through a s178 process if Council decided that they wanted to dispose of the land.

Q: Why doesn't the Council rezone them to community purpose to protect them for the community?

A: [Director Infrastructure and Works] Because the zoning is more suitable for the location that they are in.

Q: Then why are they in the planning amendment? The car parks are used by the community to access businesses and services in Glenorchy.

A: [Mayor] The Council has no intention of disposing of that land for development.

Q: The question is it possible because they're in the planning amendment that they can be used for apartment developments?

Response to Question taken on notice

A: Yes. The Council car park at 9-11 Mill Lane, Glenorchy currently zoned for Light Industrial can be sold or developed for another use without a rezoning. However, Council does not have plans to dispose of this land. Any future disposal of this land would go through a public consultation and process under the *Disposal of Council Land Policy* and the *Local Government Act 1993*. There is currently no plan to sell the Council car park or change its use. The new controls could also allow for opportunities to keep the car park at ground level and have apartments on the top of the car park. This project is only reviewing planning controls to provide opportunities for the future. No development is being considered at this stage. Any future planning applications will have to go

through the formal planning approvals process which may include public advertising.

Q: Has the Berriedale Public reserve been disposed of?

A: [Mayor] We have not sold the land, but we do have a number of leases and licences in place and I understand we answered that question last month.

Q: I don't believe the question was answered adequately last month. It spoke about leases, but it also said there were separate titles and I have a letter from the Mayor stating that there is a combined title for that land, which includes the whole Berriedale reserve.

A: [Mayor] When you ask if the Berriedale land has it been disposed of, Council has not sold any of that land, but we do have a number of leases and licences in place over that land.

Q: What are the tenancies on the premium property report for the areas used by the public on that land, there are certain areas that are used by the public. Why have tenancies being created and why are we paying to rent our own land back? The Childcare centre, the Bowls Club, Tennis Club, BMX Park and recreational reserve, the BBQ shelters and car parking.

Tenancies have been created to the \$180,000 a year to rent those areas. Are we the ratepayers paying to rent those areas back? If the land has been disposed of?

A: [Mayor] No, ratepayers are not paying to lease the land back.

[Director Infrastructure and Works] The word disposal also refers to long-term leases and there are some parcels of land that have been long-term leased to MONA. The car park which was originally their staff car park and the BMX track, but they haven't actually taken that over as yet, as the BMX track still sits on that land.

Once the land is cleared and there's clear agreement between all parties, MONA will take over the lease of that land. They're the only parcels of land that have a long-term lease arrangement on them. There is a licence agreement on another parts of land which I understand you inquired about last time, which are being used by some builders that are working on the MONA site, but that is not a long-term disposal that has an end date. They are the only ones that we have in place for that land.

Response to question taken on notice

Council confirms that it is not paying \$180,000 in lease rental, but instead are receiving rental income from the various leases. All of the existing leases and licences in this area have already been provided to Ms Janice Bryan in March 2023 in response to her Right to Information request.

Q: The caravan park in particular has no lease on it, that is a large area of the public reserve, so a few things that don't add up. I'm just saying the answers to the questions don't make sense.

A: [Mayor] We haven't yet leased the land to MONA, Council has an intention too to lease the land but our services aren't in place to enable us to do so once the development is ready. At this point in time the land is still under Council's control.

Q: In 2020 the Mercury reported that the Council in their document said, given the long-term nature of the investment, MONA's preference would be to own this parcel of land. (We are talking about the peninsula). This would assist MONA with securing the necessary finance for the project and provide it with long-term surety of tenure.

MONA wants to own that land and there's a lot of things that are not clear to me about the land tenure. And I would like to clarify.

A: [Mayor] Council has not formed an intention to dispose of that land by way of sale to MONA or anyone.

Q: In the answers to the questions, it is stated that the Berriedale reserve has a number of different titles on it. I am not sure if you're referring to a specific title on the Berriedale public reserve. In July last year, you confirmed to me in writing that all titles had been combined into one PID (properly identify number) and the PID number was quoted. The letter also states the removal of the previous PID's was done by the Office of the Valuer General without the knowledge of the Council. Why did the Valuer General combine all of the titles for the public reserve into one title?

A: [Mayor] I am happy for it to be clarified if that was an error on my part.

[Director Infrastructure and Works] It's not unusual for land titles that are owned by the same owner to be included into one PID (a properly identify number). It groups the individual titles together under one identifier, but they are still individual titles.

Q: I understand that, but when they are leased, how do you manage the leases? Because if they were on individual PID's you could effectively manage the leases. So putting it onto one title takes that ability away.

A: [Director Infrastructure and Works] We can actually determine boundaries for at lease, without having to follow a title boundary or a peak boundary. Therefore, we can identify the area of land to be leased on a map, it is not necessarily to restrict it to just titles.

6. PUBLIC QUESTION TIME (15 MINUTES)

Please note:

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

7. PETITIONS/ADDRESSING COUNCIL MEETING (DEPUTATION)

COMMUNITY

Community Goal – Making Lives Better

8. ACTIVITIES OF THE MAYOR

Author: Mayor (Ald. Bec Thomas)
Qualified Person: General Manager (Tony McMullen)
ECM File Reference: Mayoral Announcements

Community Plan Reference:

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

Strategic or Annual Plan Reference:

Leading our Community

- Objective: We are a leader and partner that acts with integrity and upholds our community’s best interests.
- Strategy: Listen to our community to understand their needs and priorities.
- Strategy: Communicate effectively with our community and stakeholders about what Council is doing.
- Strategy: Build and maintain productive relationships with all levels of government, other councils and peak bodies to achieve community outcomes for Glenorchy and Greater Hobart.

Reporting Brief:

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

Proposal in Detail:

The following is a list of events and external meetings attended by Mayor Thomas during the period from Monday, 22 May to Sunday, 18 June 2023.

Monday 22 May 2023

- Met with Paul Jackson, CEO, Southern Tasmanian Regional Waste Authority
- Chaired the Council workshop

Tuesday 23 May 2023

- Participated in the Glenorchy City Council Staff Achievement Awards

Wednesday 24 May 2023

- Met with Peter Volelsanger from Neighbourhood Watch Tasmania and Inspector Jim Semmens at Claremont Shopping Centre for Cuppa with a Cop
- Participated in Greater Hobart Mayors Forum

Thursday 25 May 2023

- Attended the Karadi Community lunch
- Met with Charles Wolf regarding Aboriginal Art
- Attended online the facilitated Mayor and Deputy Mayors engagement session for online LGAT training modules

Friday 26 May 2023

- Participated in the Glenorchy City Council Community Pop Up at Claremont Village Shopping Centre

Sunday 28 May 2023

- Attended Red Day of Entertainment for 2023 Salvos Red Shield Appeal at Claremont RSL
- Attended Think Pink Day at Elwick Racecourse

Monday 29 May 2023

- Chaired the Council meeting

Tuesday 30 May 2023

- Met with Janet Saunders, CEO and Ruby Finlen, Strategic Partnerships Manager, Hobart Women's Shelter

Monday 5 June 2023

- Chaired the Council workshop

Tuesday 6 June 2023

- Participated in the special LGAT GMC meeting
- Met with Tom Darke, Project Manager Clubs Tasmania, Mark Blair, Tas Racing and Leigh Wilson, CEO and Sally Thompson from Multicultural Council of Tasmania in relation to Multicultural Race Day

Wednesday 7 June 2023

- Participated in the Reflect RAP Project Team meeting

Thursday 8 June 2023

- Met with Tom Darke, Project Manager Clubs Tasmania and Claremont Bowls Club representatives in relation to grant applications for club improvements
- Met with Joy Cairns, Managing Director of Services and Angelique Payne, Executive Officer from Aurora Disability Services at Old Chapel Tea Room and participated in tour of Mill Lane facility.

Friday 9 June 2023

- Met with Pat Mineeley at Cairnduff Reserve
- Met with Toya Raj Bhattarai and K Jagendra Satyal from the Nepali Society of Tasmania

Monday 12 June 2023

- Participated in media opportunity at KGV along with Senator Carol Brown to launch new lights and synthetic pitch

Tuesday 13 June 2023

- Attended the Welcome Reception for the Australia Local Government Association (ALGA), National General Assembly at Canberra Convention Centre

Wednesday 14 June 2023

- Attended the ALGA National General Assembly at Canberra Convention Centre

Thursday 15 June 2023

- Attended the ALGA National General Assembly at Canberra Convention Centre
- Attended the Australian Local Government Council Dinner at Parliament House, Canberra

Friday 16 June 2023

- Attended the Australian Local Government Council Forum in Canberra

Saturday 17 June 2023

- Co-hosted the 2023 Salvos Red Shield Appeal afternoon tea at Claremont House

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

Consultations:

Nil.

Human Resource / Financial and Risk Management Implications:

Nil.

Community Consultation and Public Relations Implications:

Nil.

Recommendation:

That Council:

1. RECEIVE the report about the activities of Mayor Thomas during the period from Monday, 22 May to Sunday, 18 June 2023.

Attachments/Annexures

Nil.

9. TASMANIAN HOUSING STRATEGY EXPOSURE DRAFT

Author: Manager Community (Marina Campbell)
 Senior Strategic Planner (Lyndal Byrne)
 Strategic Planner (Darshini Bangaru)

Qualified Person: Director Corporate Services (Jenny Richardson)

ECM File Reference: Housing

Making Lives Better

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

Leading Our Community

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

Strategic or Annual Plan Reference:

Making Lives Better

Objective We champion greater opportunities for our community

Strategy Work with others to improve access to housing and transport choices for our community

Leading Our Community

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

Strategies Champion and work together to address our community's needs and priorities

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

Community Strategy

Priority Outcome Safe

Objective Work with the community and other stakeholders to progress Council's Statement of Commitment on Housing to support residents at risk of homelessness to access safe and affordable housing options.

Reporting Brief:

To seek Council's authorisation for the General Manager to make a submission on the Tasmanian Government's Tasmanian Housing Strategy Exposure draft.

Proposal in Detail:

Homes Tasmania recently released the draft Tasmanian Housing Strategy Exposure Draft (**draft Housing Strategy**) (Attachment 1) for public comment.

Submissions for Local Government on the draft Housing Strategy are due on 17 July 2023. In preparing the submission Council officers will seek to be informed by consultation with peak bodies and key stakeholders.

This report provides information on the draft Housing Strategy and presents the recommended parameters of Council's submission to be drawn from the previous submission made to the Tasmania Housing Strategy Discussion Paper at (Attachment 2).

Background:Tasmanian Housing Strategy

The Tasmanian Government has developed Tasmania's first draft 20-year Housing Strategy. The draft Housing Strategy aims to build on investment made by the Tasmanian Government in the supply of social and affordable housing and homelessness initiatives. Council staff have been briefed and participated in the first phase of consultation, prior to the release of the Tasmanian Housing Strategy Discussion Paper (Discussion Paper). At its meeting 24 October 2022 Council endorsed a submission on the Tasmanian Housing Strategy Discussion Paper.

Tasmania's housing market has become one of the fastest growing in the country. Tasmania is experiencing soaring housing costs, historically low rental vacancy rates and growing housing supply pressures. Access to safe and secure housing has become a critical issue for many Tasmanians. Ongoing strategic action is needed to make comprehensive change and build a sustainable housing system for all Tasmanians. This means making the most of all the opportunities available to the State Government to influence the housing market through regulatory systems, strategic land use planning, policies, taxes, subsidies and capital investment.

Homes Tasmania, a new statutory authority has been created to deliver affordable housing solutions across the entire housing consortium. Council made a submission to the Housing Tasmania Bill (subsequently the Homes Tasmania Bill) on 4 July 2022 which sought greater clarity about Homes Tasmania's powers in relation to planning and land acquisition from local government.

The Tasmanian Housing Strategy will take the place of the existing Affordable Housing Strategy which has been in place for the past 10 years and currently in the final year of its second action plan. It is intended that the Tasmanian Housing Strategy will have a broader scope than the existing Affordable Housing Strategy to provide the mechanism, along with the new Homes Tasmania statutory body, to be agile in responding to the complexity and challenges of the housing system. Further, the draft Housing Strategy comes out of the Premier's 2021 Economic and Social Recovery Advisory Council (PESRAC) recommendation to the State Government to develop a comprehensive Tasmania Housing Strategy and drive practical actions to deliver more sustainable housing market outcomes across Tasmania for all Tasmanians.

Council's role in housing

Council adopted a Statement of Commitment on Housing on 31 August 2020 which recognises the importance of working closely with our residents, businesses, housing providers, developers, government and non-government partners. The Statement was reviewed to improve clarity of Council's role and to ensure Council's roles and responsibilities to its community have been carefully considered and clearly articulated. Council adopted the revised Statement at its 30 January 2023 meeting (Attachment 3).

Tasmanian Housing Strategy Exposure Draft (draft Housing Strategy)

The draft Housing Strategy provides:

- a vision,
- nine priority outcomes to achieve the vision, and
- four key themes with associated objectives.

The draft Housing Strategy addresses all types of housing in the housing system from rough sleeping and crisis housing all the way through to first home buyers and market ownership.

The draft Housing Strategy describes some of the social and economic issues it is framed within, including faster than expected population growth, an ageing population, changing market conditions, a rise in homelessness, childhood and youth development, family and domestic violence and workforce and productivity challenges. It also acknowledges the important role safe and affordable housing plays in improving the health and wellbeing of Tasmanians and reducing psychological stress.

Vision

The draft Housing Strategy describes its vision as "A well-functioning, viable housing system that provides safe, appropriate and affordable housing for all Tasmanians".

The overview of the vision acknowledges that all levels of government have a role to play in future housing supply. It emphasises the importance of inclusive and liveable communities that welcome diversity and are places where Tasmanians feel safe, connected and valued.

The importance of driving medium to higher density living in close proximity to existing infrastructure, amenities and jobs is also emphasised. The Aboriginal community, people with a disability, essential workers, young Tasmanians, children and people at risk of homelessness are all flagged as priority groups.

Priority outcomes

The draft Housing Strategy outlines a range of priority outcomes which are central to this vision, including:

- embedding housing considerations into policy making to deliver tangible, place-based outcomes. This includes identifying links to related policy outcomes across state and local government and the broader community;

- adopting a Housing First approach that responds to homelessness by providing housing that is not conditional on addressing a person's social, health and wellbeing issues;
- promoting the benefits of more inclusive communities, including well designed built and operated social and affordable housing that challenges some of the 'not-in-my-backyard' (NIMBY) attitudes;
- ensuring the continuation of private investment to deliver quality housing supply including affordable dwellings, long-term private rentals and medium-density infill development that maximises existing social and economic infrastructure;
- designing innovative and high-quality housing that considers climate change, environmental considerations and the needs of the population;
- coordinating delivery of social and economic infrastructure that promotes infill development in urban areas and along major transit corridors. This includes the strategic release of land for residential development with the provision of essential social and economic infrastructure;
- providing diverse types of housing to meet the needs of all Tasmanians including children, young people, those who are older, skilled and key workers, women and those escaping family violence, Aboriginal Tasmanians, veterans, people with disability, and both young people and adults who are exiting care, including prisoners and people on remand;
- piloting different housing models such as build-to-rent, key worker accommodation and co-housing, as well as developments that target different life-stages and support needs to cater for a diverse population; and
- reducing rental vulnerability and improve affordability including by working with the Australian Government to provide appropriate levels of rent assistance and to consider national taxation settings that affect housing, and investigating how affordability can be improved at a state level.

Themes and objectives

The themes demonstrate what is important to Tasmanians, where challenges and opportunities lie, and areas to focus on to enable the growth of safe, affordable, and appropriate homes within our communities as:

- *more homes built faster* – including prioritising infill development, increasing market supply growth, social housing property upgrades, design of universal homes, release and provision of well-located residential land, delivering on the planning reform agenda and legislative changes to expedite the approval of affordable and social housing, and partnership between three levels of government and the community and private sector;
- *affordability in the private market* – including facilitating an equitable housing market, using policy levers such as taxes and subsidies to promote affordability, investigating new ways to increase affordable rentals (identifies local governments have a role to play here), and reviewing legislation in the rental market to strengthen renters rights;

- *people at the centre* – including addressing homelessness through a Housing First approach and preventing at risk groups from becoming homeless through direct support, continuing to improve access to housing and homelessness services and regularly monitoring the demand for and effectiveness of relevant programs and incorporating lived experience or trauma-informed considerations into policy; and
- *local prosperity* – including collaboration with local governments to work with private industry to deliver suitable housing options for key workers, collaborating with local governments on housing programs specifically tailored to the local needs of communities, and collaborating with local governments to balance the impacts and opportunities of the short stay accommodation sector on housing and local prosperity.

Implementation

The draft Housing Strategy is intended to be accompanied by “a series of flexible and responsive action plans”. The draft Housing Strategy also states that there will be ambitious targets with a “robust reporting and governance process” to accompany the implementation of the strategy. Detail of these have yet to be released.

Council’s submission

Observations from Councils submission to the Discussion Paper

The draft Housing Strategy goes some way towards acknowledging some of the issues raised in Council’s initial submission to the Discussion Paper, but in many cases, it does not go beyond acknowledging the issue and does not provide clear strategies or directions. A table setting out the original Discussion Paper questions and Council officer views as to how the Council submission has been responded to in the draft Housing Strategy is included in Attachment 4.

As noted above, the draft Housing Strategy indicates that once finalised, the next steps will be to prepare action plans to guide the implementation of initiatives to achieve the vision. However, it is considered that, as a strategy document, the actions for implementation should be included. For example, Council submission to the Discussion Paper called for a focus area on the specific housing needs of women and their children, and whilst the draft Housing Strategy acknowledges the issue it fails to provide detail on how this will be delivered. It can be assumed that this detail will be addressed at the action plan / implementation phase. The action plan / implementation plan also needs to be subject to further consultation, for informed feedback to be provided on the actions we are committing to, noting that the Homes Tasmania website does not include a consultation phase in the development of action plans / implementation phase.

Some issues raised in Council’s submission that have been acknowledged in the draft Housing Strategy include:

- inclusion of themes for housing needs of women and their children (although no tangible strategies for this);
- an outcome that commits to a Housing First approach (with limits to primary homelessness);

- a review of the Residential Tenancy Act;
- general people focus/social equity lens throughout;
- benefits of inclusive communities and diverse housing while addressing 'not in-my-backyard' (NIMBY) community concerns of building affordable and social housing;
- importance of promoting medium density housing forms close to employment, services, facilities and public transport;
- importance of promoting environmental design principles and good design outcomes; and
- acknowledgement of car parking requirements affecting the construction cost, complexity, urban interface and development options for infill and medium-density housing and reduce its viability.

The draft housing Strategy goes part way or has not addressed on:

- housing needs of migrants
- data on projections of future housing demand linked to future scenarios of population growth at Regional or Local Government Area level (although provided at a state level), and approach to data collection for monitoring and reporting;
- specific direction around the mix of housing and dwelling types and forms required to move towards a more appropriate mix in the future including targets for the proportion of attached dwellings at regional and local government levels;
- the role of local and state government as land holders, disposing of land for housing development;
- many of the planning suggestions raised by Council including understanding the barriers to multiple unit developments, mandating percentages of affordable/social housing lots in subdivisions/multi-unit dwellings over a certain size, establishment of a development authority that can buy land to deliver medium density housing options and which planning processes are not operating 'efficiently and effectively' to deliver housing; and
- adequate and sustainable funding for services to ensure safety and good outcomes for clients and communities.

Other comments on the draft Housing Strategy

It is recommended that the following matters, primarily related to planning impacts be reiterated in Council's submission.

Accelerating planning approvals is not the issue

It is noted that the draft Housing Strategy discusses and provides actions about accelerating planning approvals for more housing. However, Tasmania's development application assessment timeframes are already the second quickest in the nation, with current timeframes barely enabling full assessment and meaningful community engagement. Reductions in planning application assessment timeframes are not supported. Perhaps the focus should be towards industry wide education to ensure

faster and efficient planning approvals processes, strategic planning systems and policy development. The draft Housing Strategy needs to address this.

Affordable housing

The draft Housing Strategy defines Affordable Housing as, “Housing designed to cater for people of all ages and abilities, for example a home that is wheelchair accessible. The adaptability of housing is measured by the capacity of buildings to accommodate substantial change in terms of flexibility, convertibility and expandability.” (page 44 – Glossary)

This definition would be more appropriate for the term ‘accessible housing’ or ‘universal housing’, rather than for affordable housing. While it is noted ‘affordable rental housing’ and ‘affordable home ownership’ have more suitable definitions, the definition of affordable housing in the draft Housing Strategy requires a review. Noting there are many well developed legislative definitions based on income that are used in other jurisdictions.

Tasmanian planning system to address affordable housing

The need for affordable housing is made clear in the draft Housing Strategy. However, there is a need for the draft Housing Strategy to bring affordable housing into the planning system. It is important to include this matter as one of the action items in the draft Housing Strategy to set the policy context, such as modifications to the objectives of the *Land Use Planning and Approvals Act 1993* (LUPAA) or planning policy direction relevant to the State Planning Provisions (SPPs).

It may be effective to define and address affordable housing within LUPAA, similar to other jurisdictions across the nation. Associated policies and strategies are to be comprised within the Tasmanian Planning Policies and the Southern Regional Land Use Strategies. This should then be reflected within the SPPs which may enable delivery, well-designed and managed affordable housing supply.

Provision of affordable housing to be approached more holistically

The draft Housing Strategy emphasises the importance of delivering affordable housing, primarily by Homes Tasmania with the target to deliver 10,000 new social and affordable homes by 2032.

The concept of delivery of affordable housing should be encouraged in a more holistic manner, including by the private sector. The draft Housing Strategy does mention that the demand for social and affordable housing will continue to grow unless the private sector is encouraged to invest in and deliver quality housing supply, including affordable dwellings. However, little has been mentioned regarding how to achieve this via the actions. Homes Tasmania as the sole producer of affordable / social housing may not be the sustainable approach in achieving a reasonable stock of affordable housing.

The private sector could be encouraged to provide affordable housing with incentives such as density bonuses / additional floor space ratios where a percentage of affordable housing is proposed in medium – higher density developments. This should be legislated, including the incentivised standards. A good example is the NSW State Environmental Planning Policy (Housing) – Affordable Housing which provides controls

for who can provide affordable housing, design requirements, incentives, how long should the housing be used for affordable housing, who manages it, etc.

Infill housing

The importance of infill housing has been clearly expressed in the draft Housing Strategy. It is important for the strategy to address associated infrastructure charges and advocate for legislative changes to facilitate developer contributions. A definition for infill housing in the Glossary would be of benefit.

More rigid Urban Growth Boundary (UGB)

The draft Housing Strategy states “while some greenfield development will be needed, particularly for regional and remote communities, infill in urban areas and positive settlement patterns around or close to existing health, education, and public and active transport opportunities will be prioritised.” It would be good to see the draft Housing Strategy addressing a more rigid urban growth boundary as favourable so infill housing can be encouraged.

Next steps and timeframes for the Tasmanian Housing Strategy

The submission date for the draft Housing Strategy has been extended for local government submissions by 2 weeks from 3 July to 17 July 2023. Once the consultation period for the draft Housing Strategy has ended, all submissions and responses will be reviewed and analysed by the Tasmanian Government. The final Tasmanian Housing Strategy and Action Plan/s are scheduled to be released later in 2023.

Consultations:

Executive Leadership Team
Strategic Planning Area
Housing Working Group members
Manager Community
Coordinator Community Development
Manager Property, Environment and Waste
Recreation and Environment Coordinator
Property Sales and Administration Officer
Social Planning and Policy Officer

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

There are no financial implications for Council making the submission.

Human resources

Council officer time to prepare and make the submission.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation	Minor (C2)	Unlikely (L2)	Low (4)	Communication of Council's obligations under the Local Government Act to provide for the health, safety and welfare of the community and Council Statement of Commitment on Housing
Concern raised that Council may be commenting on matters that are State Government regulated				
Do not adopt the recommendation	Moderate (C3)	Possible (L3)	Medium (9)	Adopt the recommendation
Council has a clear position on housing. Not adopting this recommendation would not live up to Council's commitment to advocate for safe, liveable, accessible and affordable housing				

Community Consultation and Public Relations Implications:Community consultation

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

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

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

Public relations

Housing and homelessness are important matters to the community. It is not anticipated that there will be any negative public relations in Council making the submission.

Recommendation:

That Council:

1. AUTHORISE the General Manager to make a Council submission on the draft Tasmanian Housing Strategy within the parameters outlined in this report.

Attachments/Annexures

- 1 Tasmanian Housing Strategy Exposure Draft
[📄](#)
- 2 Glenorchy City Council Submission_Tasmanian Housing Strategy
[📄](#) Discussion Paper
- 3 GCC Statement of Commitment on Housing Update 30 January 2023
[📄](#)
- 4 Table of responses to the draft Housing Strategy by Glenorchy City
[📄](#) Council 19 June 2023

10. DRAFT REFLECT RECONCILIATION ACTION PLAN

Author: Manager Community (Marina Campbell)
Community Development Coordinator (Jill Sleiters)

Qualified Person: Corporate Services Director (Jenny Richardson)

ECM File Reference: Reconciliation Action Plan

Community Plan Reference:

Making Lives Better

We continue to be a safe, inclusive, active, healthy, and vibrant community. We will focus on developing hub of multiculturalism, arts and culture

Building Image and Pride

We will show our pride as a city and others will see it

Leading our Community

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

Valuing our Environment

The active involvement of the community means we will maintain and enjoy our natural treasures...

Strategic or Annual Plan Reference:

Making Lives Better

Objective We champion greater opportunities for our community.

Strategy In partnership with others, facilitate and advocate for a welcoming, inclusive, healthy and earning community.

Building Image and Pride

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

Strategy Welcome diversity and inclusion in our community, creating connections that enable a sense of belonging and acceptance.

Strategy Deliver or facilitate events to strengthen our community's sense of pride and belonging.

Action Engage with our Aboriginal Community to develop a Reconciliation Action Plan.

Leading our Community

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

Strategy	Listen to our community to understand their needs and priorities.
Strategy	Champion and work together to address our community's needs and priorities.

Valuing our Environment

Objective	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.

Community Strategy 2021-30

Priority Outcome Accessible, inclusive and diverse

Goal A3	Our community understands and values the stories and aspirations of Aboriginal people.
Objective 4	Nurture Council's relationships with Aboriginal people and groups in the Glenorchy community to foster mutual respect and build cultural awareness.

Reporting Brief:

To present the draft Reflect Reconciliation Action Plan (RAP) to Council for authorisation to release for a period of community engagement ([Attachment 1](#)).

Proposal in Detail:

The development of the Reflect RAP <https://www.reconciliation.org.au/wp-content/uploads/2021/09/RAP-Levels-and-Framework.pdf> will assist Council to develop our vision and understanding for reconciliation and set out actions that will prepare us for the journey ahead for future RAPs.

Background and context:

Committing to a Reflect RAP has involved Council speaking and collaborating with people from the local Aboriginal and Torres Strait Islander community, including Karadi Aboriginal Corporation, Glenorchy Reconciliation Group, The First Tasmanians Aboriginal Corporation, Reconciliation Tasmania and the Aboriginal arts sector. This has been a process of organisational self-reflection, learning and cultural change.

Council's Commitment to Aboriginal Australians November 1997

Council has a long and proud history of working with the Aboriginal community. In recognition of the number of Aboriginal people living in Glenorchy, the Australians for Reconciliation Committee Glenorchy was established in January 1997, including representation from elders Aunty Ida West and Eva Richardson. Later in 1997, Council committed to reconciliation through its *Commitment to Aboriginal Australians* statement and has honoured this commitment by working to understand, acknowledge and appreciate Aboriginal history and society in our community since this time. The Commitment ([Attachment 2](#)) is promoted through Council's website,

and on display in the Council offices.
<https://www.gcc.tas.gov.au/services/community/aboriginal-programs/>

Furthermore, this commitment is reflected and put into action through Council's strategies as outlined below:

City of Glenorchy Community Plan 2015-2040 vision:	<i>Valuing our Aboriginal communities' arts, culture and heritage</i>
Glenorchy City Council Community Strategy goal:	<i>Our community understands and values the stories and aspirations of Aboriginal people</i>
Glenorchy City Council Annual Plan 2022/23 to 2025/26 priority action:	<i>Engage with our Aboriginal Community to develop a Reconciliation Action Plan</i>

Reconciliation Action Plan

The Reflect RAP is the first of four stages; Reflect, Innovate, Stretch, Elevate. Council can choose to enter on the reconciliation journey as outlined in the Reconciliation Australia templates. The Reconciliation RAP framework includes five dimensions; Respect, Relationships, Opportunities, Governance and Reporting to assist organisations to turn intent into actions.

The Reflect RAP can be summarised as follows:

- developing Council's vision and understanding for reconciliation
- listening openly to the local Aboriginal community about their stories and views on reconciliation
- developing genuine relationships with the local Aboriginal community
- building understanding of 'who', 'how', 'why' and 'when' to seek guidance and consultation
- laying the foundations for future collaborations
- developing a Reflect RAP that outlines achievable Council actions that support reconciliation in our community
- supporting the inclusion of Aboriginal people in Council and community programs
- working with the Aboriginal community to share their language, heritage and culture across community, both for residents of and visitors to our region; and
- developing protocols for Council's engagement with the local Aboriginal community.

Reflect RAP development

The Reflect RAP development project governance has been led by the Mayor and General Manager and has involved a Project Team including Aboriginal staff member involvement, Reconciliation Tasmania representative and senior Council officers.

Elected Members have received information and contributed towards the development of the Reflect RAP in workshops held in December 2022, April 2023 and May 2023.

Community engagement involved an online community survey, hard copy surveys provided to individuals and community groups and face to face meetings with Karadi Aboriginal Corporation, Glenorchy Reconciliation Group, and the First Tasmanians Aboriginal Corporation.

There has been significant Council staff engagement including the forming of the Reconciliation Action Working Group (RAWG), with representation from all areas of Council. The work of the RAWG has been an important contributor to the development of the actions and promoting the importance of the RAP to community and colleagues.

To-date, Come Walk With Me, historical and cultural awareness workshops have been delivered to 52 staff and 7 Elected Members. A further 40 staff (childcare educators) will participate in the workshops in early July. Opportunities for staff and Elected Members to participate in cultural awareness will continue to be provided.

The Reflect RAP will include work of an Aboriginal artist. The engagement of an artist, including advice on expression of interest process and involvement in selection of artists has been supported with advice from members of the Aboriginal community. The artwork is supported by a Healthy Tasmania Lift Local grant.

The Table of Actions included in the Reflect RAP details Council's commitments to specific actions to undertake over the coming 12 months. These include mandatory actions required by Reconciliation Australia as well as actions developed from community and staff engagement.

The draft Reflect RAP was submitted to Reconciliation Australia in May 2023 for comment, following the final internal consultation on the actions with the Project Team and RAWG.

National Agreement on Closing the Gap 2020

The objective of the National Agreement on Closing the Gap 2020 (National Agreement) is to enable Aboriginal and Torres Strait Islander people and governments to work together to overcome the inequality experienced by Aboriginal and Torres Strait Islander people and achieve life outcomes equal to all Australians.

The National Agreement has 19 national socio-economic targets across 17 socio-economic outcome areas that have an impact on life outcomes for Aboriginal and Torres Strait Islander people. The Tasmanian government committed to the National Agreement, developing its own Implementation Plan 2021-2023, and will report annually on their actions to achieve the outcomes of the Agreement.

Council's Reflect RAP was developed with the required template provided by Reconciliation Australia which includes some mandatory actions and although the draft Reflect RAP does not directly align to the National Agreement or the Tasmanian Government's Implementation Plan it does address a number of the Closing the Gap targets.

Next steps

The next steps for the Reflect RAP include:

- community and staff engagement and to seek feedback on the draft Reflect RAP
- artwork completed for the design and layout
- final endorsement of the Council's Reflect RAP by Reconciliation Australia
- final document to Council in the August 2023 meeting for adoption; and
- launch of Council's Reflect Reconciliation Action Plan in September 2023.

Consultations:

Elected Members
Executive Leadership Team
Executive Manager Stakeholder Engagement
Child Care Delivery Coordinator
Creative Communities Coordinator
Inclusive City Project Officer
Urban Services Coordinator
Works Manager
Manager Customer Services
Manager People and Governance
Manager Property Waste and Environment
Coordinator Recreation and Environment
Communications Officer
Community Engagement Officer
Visual Arts Officer

Human Resource / Financial and Risk Management Implications:

Financial

The draft Reflect RAP considers Council's existing resources with specific actions related to training and payment to Aboriginal organisations for consultation fees including Welcome to Country have been identified for inclusion in future budget.

Human resources

The Reflect RAP will be implemented within existing resources with coordination from Community Development and responsibility across Council as identified in the Reflect RAP Action Plan.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation	Minor (C2)	Possible (L3)	Medium	RAP explainer shared with community. Communicating clear timelines and goals and expectations of the Reflect RAP.
Misalignment of community and Council's expectations				
Do not adopt the recommendation	Moderate (C3)	Unlikely (L2)	Medium	Engage at a higher level with the local Aboriginal and Torres Strait Island organisations. Deliver on reduced actions that don't require the endorsement of the Reflect RAP.
Lack of trust and loss of respect for Council				

Community Consultation and Public Relations Implications:Community consultation

Community Engagement and Communication Plans have guided Council's engagement along the journey in developing Council's first Reflect RAP. Council has been guided by Reconciliation Tasmania throughout the process.

Community engagement has involved an online community survey, hard copy surveys provided to individuals and community groups and face to face meetings with Karadi Aboriginal Corporation, Glenorchy Reconciliation Group, and the First Tasmanians Aboriginal Corporation.

The following Aboriginal organisations have been provided with opportunities to be involved in the RAP development since the inception of the project:

- Karadi Aboriginal Corporation
- First Tasmanians Aboriginal Corporation
- Glenorchy Reconciliation Group
- Tasmanian Aboriginal Centre (TAC)
- Leprena UAICC (Uniting Aboriginal and Islander Christian Congress in Tasmania)
- Local Aboriginal and Torres Strait Islander artists

Although we know that many in the community and Council will welcome this initiative, it is possible that Council may experience some resistance from the Aboriginal community, the broader community and staff. While this may cause some obstacles towards progress, it is important to view the next twelve months as an opportunity for deep learning, the acknowledgment of the past and how we can work to improve and strength our relationships between Aboriginal and non-Aboriginal members of our community.

This next stage of community engagement will include continued engagement with the local Aboriginal community organisations as well as engagement more broadly. Staff will also be further engaged in this final stage toward endorsement.

Council will be seeking final input into the draft Reflect RAP prior to the final document being lodged with Reconciliation Australia. It is expected this feedback will mostly be regarding the actions detailed in the Reflect RAP. This engagement will include release of the Draft Reflect RAP on Council's Website, and Let's Talk Glenorchy with promotion through Council social media and sharing broadly across Council networks.

Public relations

Development of the Reflect RAP is a positive opportunity to celebrate Council's leadership in reconciliation in local government, demonstrating Council's commitment to building stronger relationships, through raising awareness of Aboriginal culture, aspirations of Aboriginal people and recognition of significant events.

Recommendation:

That Council:

1. AUTHORISE release of the draft Reflect Reconciliation Action Plan (Attachment 1) for community engagement.

Attachments/Annexures

- 1 Draft GCC Reflect RAP - Reconciliation Australia and community engagement ready
- 2 GCC Commitment to Aboriginal Australians 1997

11. COMMUNITY DEVELOPMENT ACTION PLAN 2022-23 UPDATE

Author: Manager Community (Marina Campbell)
Community Development Coordinator (Jill Sleiters)

Qualified Person: Corporate Services Director (Jenny Richardson)

ECM File Reference: Community Development

Community Plan Reference:

Making Lives Better

We continue to be a safe, inclusive, active, healthy, and vibrant community. We will focus on developing hub of multiculturalism, arts and culture.

Building Image and Pride

We will show our pride as a city and others will see it.

Leading our Community

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

Strategic or Annual Plan Reference:

Making Lives Better

Objective	We deliver services to meet our community's needs.
Strategy	Identify and engage in partnerships that provide services effectively to our community.
Objective	We champion greater opportunities for our community.
Strategy	In partnership with others, facilitate and advocate for a welcoming, inclusive, healthy and learning community.
Strategy	Work with others to improve access to housing and transport choices for our community.

Building Image and Pride

Objective	We work for a safe and clean City.
Strategy	Work proactively with other governments, service providers and the community to improve public safety in our City.
Objective	We nurture and celebrate our proud and vibrant City with its strong sense of belonging.
Strategy	Welcome diversity and inclusion in our community, creating connections that enable a sense of belonging and acceptance.

Strategy	Deliver or facilitate events to strengthen our community's sense of pride and belonging.
Action	Investigate the Multicultural Hub model.
Action	Engage with our Aboriginal Community to develop a Reconciliation Action Plan.

Leading our Community

Objective	We are a leader and partner that acts with integrity and upholds our community's best interests.
Strategy	Listen to our community to understand their needs and priorities.
Strategy	Champion and work together to address our community's needs and priorities.
Strategy	Build and maintain proactive relationships with all levels of government, other councils and peak bodies to achieve outcomes for Glenorchy and Greater Hobart.
Action	Facilitate and engage with partners to advocate for the development of safe, liveable, affordable housing options in our City.

Community Strategy 2021-30

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

Reporting Brief:

To present the annual update to Council on the Community Development Action Plan 2022-23 priority actions and to seek Council's agreement to extending the operation of the Multicultural Hub for the 2023/24 year.

Proposal in Detail:

Council adopted the Community Development Action Plan ([Attachment 1](#)) at its meeting 30 January 2023. The Community Development Action Plan (Action Plan) includes priority actions as included in Council's Annual Plan as well as actions identified in Council's Community Strategy 2021-30. This report provides an update on the Action Plan priority actions 1 to 5 against the specific activities.

The report also includes recommendation related to the implementation of the Multicultural Hub.

Action 1 - Develop Council's Reflect Reconciliation Action Plan (RAP)Project Governance and engagement with Reconciliation Tasmania

The Reflect RAP Project Team was established in January 2023 and has held four meetings to guide progress, receive information from the internal working group and provide advice on the key stages of the project and development of the RAP document. The team consists of the Mayor, General Manager, Executive Manager Stakeholder Engagement, RAP Project Officer, Manager Community, Coordinator Community Development, Urban Services Coordinator, Manager People and Governance, Manager Works, Manager Property, Environment and Waste, Manager Customer Services and Reconciliation Tasmania.

The internal Reconciliation Action Working Group (RAWG) was established in January to support the implementation of the project plan, share knowledge and connections, assist with staff and community engagement and act as champions for the project both internally and externally. The group has met five times, in addition to being involved in regular engagement with staff and community. Membership includes Council's Events Officer, Natural Areas Engagement Officer, Environment Officer, Recreation and Environment Coordinator, Customer Services Officer, Urban Services Coordinator, Manager Infrastructure, Engineering and Design, Early Childhood Educator, Human Resources Support Officer, Learning and Development Advisor, RAP Project Officer, Coordinator Community Development, Cultural Programs Officer, Manager Community and Reconciliation Tasmania.

Reconciliation Tasmania was engaged in December 2022 and has supported all project and internal working group meetings. They have attended all Council workshops in addition to providing regular guidance regarding cultural awareness, engagement methods and development of the draft RAP actions.

Cultural Awareness training

Cultural Awareness Training by Reconciliation Tasmania (Come Walk with Us) for staff and Elected Members was held during February, March and April with a total of 59 attending (52 staff and 7 elected members), <https://rectas.com.au/educate/#Come-walk-with-us>. A further two sessions have been planned for evenings to enable approximately 40 of Council's Early Childhood Educators to participate.

The workshops provided participants with a broad Tasmanian Aboriginal historical context before and after colonisation and how this continues to influence the contemporary Aboriginal experience.

Communication and engagement with Aboriginal organisations.

Six elected members and two Council officers met with seven Karadi Aboriginal Corporation staff on 29 May 2023. The CEO of Karadi provided a summary of the services provided and expressed the desire to have a deeper connection with Elected Members in the future.

The General Manager and Deputy Mayor joined fourteen Council staff at the Reconciliation Week breakfast held at MyState Bank Arena. The main speaker was Kamilaroi man and reconciliation champion, Ray Martin and co-speaker was UTAS law and sociology student Tyenna Hogan who delivered an inspirational and compelling speech around Voice, Treaty, Truth. National Reconciliation Week is held at the same time every year, 27 May to 3 June and the theme this year was *Be A Voice for Generations* [National Reconciliation Week 2023: Home](#)

Council officers are supporting Karadi Aboriginal Corporation's NAIDOC Week event, the Amazing Race. Information has been forwarded to Elected Members and staff.

Staff and community engagement

Around 150 staff have been engaged, with most providing input which has contributed to the themes and subsequent action plan within the RAP.

The timeline for completion of the Reflect RAP was adjusted by one month to enable deeper and meaningful engagement with Aboriginal community. The draft Reflect RAP was submitted to Reconciliation Australia in May 2023 for comment, following the final internal consultation on the actions with the Project Team and RAWG. The draft Reflect RAP will be presented to Council at its June 2023 meeting and released for broad community engagement during July.

Launch of Council's Reflect RAP

Reconciliation Australia will provide final feedback on the draft Reflect RAP prior to being presented to Council for endorsement at its August 2023 meeting. The Reflect RAP will be launched in September 2023.

Action 2 - Facilitate and engage with partners for the development of safe liveable affordable housing options in our CityStatement of Commitment on Housing reviewed

Council adopted a Statement of Commitment on Housing on 31 August 2020 which recognises the importance of working closely with our residents, businesses, housing providers, developers, government and non-government partners in implementing eight action areas of the Statement. The Statement was reviewed to improve clarity of Council's role and to ensure Council's roles and responsibilities to its community have been carefully considered and clearly articulated. Council adopted the revised Statement at its 30 January 2023 meeting ([Attachment 2](#)). The Statement clearly articulates Council's role against four action areas as follows:

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

Contribution to State Government policy

Council made a submission to the Greater Hobart Committee on the draft Greater Hobart Plan (the Plan). The Plan provides a detailed strategic approach to residential development, infrastructure and economic development for inner metropolitan Hobart over the next 30 years. The Plan applies to the urban metropolitan areas of the four central Hobart councils of Clarence, Glenorchy, Hobart and Kingborough.

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

Council made a submission to the Tasmanian Housing Strategy Discussion Paper as endorsed by Council at the 24 October 2023 meeting. Homes Tasmania recently released the draft Tasmanian Housing Strategy Exposure draft for public comment.

Partner with Shelter Tas and housing providers to develop Yes in My Back Yard (YIMBY) community awareness

Community Development team have been working with Shelter Tasmania and Centacare Evolve on activities for homelessness week and ways that Council can make an ongoing contribution to the YIMBY (Yes In My Back Yard) campaign.

Audit Council properties for disposal and zoning for potential residential use

The Council property at 23a Norman Circle Glenorchy progressed through investigations and consultation processes, and at the Council Meeting of 29 May 2023 was formally endorsed for disposal pending the statutory Section 178 process. The large (1.26-hectare), residential-zoned property is suitable for housing development and has interest from housing providers.

At the Council meeting on 29 May, an audit of surplus Council properties potentially suitable for residential development was presented and eight properties were

endorsed to start the investigation processes for potential disposal to support housing.

There are two planning scheme amendments currently being assessed by the Tasmanian Planning Commission that seek to promote housing opportunities:

- *PLAM-22/04: Principal Activity Centre Specific Area Plan (PAC SAP)* – promoting high quality urban design and apartments in Glenorchy’s principal activity centre
- *PLAM-22/10: Northern Apartments Corridor Specific Area Plan (NAC SAP)* – opportunities for apartments in Commercial zoned land along Main Road between Moonah and Montrose

The NAC SAP in particular, seeks to make housing opportunities available in the Commercial Zone where residential use is currently prohibited. Both amendments include amenity provisions to ensure residential development is designed to minimise noise and traffic impacts, without reducing operational requirements of businesses. The amendments have been through public exhibition and the issues raised in the representations were considered by the Glenorchy Planning Authority at its 15 May 2023 meeting. The Tasmanian Planning Commission will hold public hearings on the amendments before considering whether to approve them.

Maintain appropriate data to inform Council’s work

A Social Planning and Policy Officer position commenced in February 2023. The position is placed within Community Development and is a member of Council’s Housing Working Group. Data is collated from diverse external sources, including Profile ID, Homes Tasmania - Housing Dashboard, ABS, Anglicare National Rental Affordability Snapshots, State Government and National Government and peak bodies, Shelter Tasmania and TasCOSS.

Action 3 - Implement the Multicultural Hub Model

Secure future funding from State Government for the Multicultural Hub

At its meeting on 28 June 2021, Council received a report on the findings of the external review of the Multicultural Hub (the Hub) with recommendations for the future, including the ongoing appointment of an external service provider and the continued use of the facility for the purposes of the Multicultural Hub for a further two years, until 30 June 2023.

The external review outlined several recommendations, including planning for the sustainability of the Hub and the importance of consistency in the delivery of the Hub. Regular meetings have been held between Council officers and the CEO and the Multicultural Community Development Manager, Multicultural Council of Tasmania (MCOT) toward achieving surety and sustainability of service.

A submission was made to the State Government in November 2022 for further four-year funding of \$240,000 (\$60,000 per year). The May 2023 State budget allocated \$60,000 for funding in 2023-24 only. In February 2023, Council officers met, with the

Assistant Director, Community Partnerships and Priorities Division, Department of Premier and Cabinet in the lead up to the budget to discuss the collaboration between State Government, Council and MCOT, as the service provider and the importance of long-term funding. In addition to this, discussions have been held with Minister Street's Advisor with the most recent to discuss an extension on the 1-year budget allocation for the Hub. Council officers will work with MCOT to put forward a case for 3 years' funding of \$180,000 (\$60,000 per year).

Due to the short-term nature of the recent State Government budget allocation, Council officers have discussed and sought confirmation of MCOT's willingness to continue as the service provider for a further 12 months.

Deliver first stage of commercial kitchen development

Partial funding of \$63,000 was received from the Tasmanian Community Fund for the kitchen redevelopment. A grant criteria submission was provided for the Commonwealth-Local Multicultural Projects \$100,000 election commitment for the remainder of the funds required for this project. The Commonwealth grant is still to be finalised. However there has been flexibility built into the timeframes to deliver the project.

Council officers and MCOT are working to support community volunteers who would deliver the commercial kitchen service. This includes a 26TEN digital learning and literacy project that will support community members to develop appropriate processes and health and safety guidelines to operate a commercial kitchen being utilised by multiple groups.

Contribute to the update of Welcoming Cities Standards

Officers have met with the Manager Welcoming Cities to share information and resources. Officers are also regularly meeting with other Tasmanian Welcoming Cities network member councils and a representative of the Welcoming Cities Standards to contribute to the review of the Welcoming Cities Standards.
<https://welcomingcities.org.au/the-standard/>

Celebrate and promote multicultural events in partnership with MCOT, MRC and communities

Events are regularly promoted via a range of methods, including Council's interagency networks and Face Book page.

The Moonah Sounds of the World concert series was delivered from the Moonah Arts Centre (MAC) and involved a rich diversity of traditional music and dance.

The Citizens Tasmania, Moonah Bazaar was supported to deliver the monthly event from the MAC.

Creative Communities partnered with MCOT to deliver the Diverse Arts Project that supported emerging culturally and linguistically diverse emerging artists to work with

mentors to develop their skills to overcome barriers to become a successful professional artist.

Action 4 - Bring diversional programs and support services for young people to Glenorchy City Council

A report was provided to the 29 May 2023 Council meeting with a comprehensive update on CBD Safety and Youth Engagement (Attachment 3).

Community Development, Safe City have been developing networks and groundwork for funding applications including connections with Goodwood and Bucaan Neighbourhood Houses and Cosgrove High School and Montrose High School. A meeting is scheduled with the Tasmanian Community Fund to discuss the youth strategy and potential funding opportunities for diversional programs.

Council facilitation of the Thrive to 25 interagency network has created opportunities for Glenorchy Police, community services, schools and Community Houses to connect and share programs that are available for young people.

Council officers recently met with the Commissioner for Children regarding Council's role in the Commissioner's statewide consultation, about to be undertaken.

Councils Youth Engagement Officer attends Montrose Bay High School twice weekly in the capacity of Youth Mentor. There have been approximately 60 targeted students involved over the last two years. The school has reported that through student participation in the program, student engagement and participation with school has increased and the students have built stronger peer connections and gained greater education around risk-taking behaviour like the use of drugs and alcohol.

Community Development, Safe City supports delivery of the weekly Mission Australia Youth Beat program which attracts up to 30 young people each time and are currently exploring expansion of the program to two days per week.

Action 5 - Address anti-social and unsafe behaviour in the Glenorchy CBD

Facilitate the interagency support network and engage all relevant stakeholders

As above, a report was provided to the 29 May 2023 Council meeting with a comprehensive update on CBD Safety and Youth Engagement.

There are regular and ongoing meetings held with the PCYC. Council officers have recently met with the new Inspector for Glenorchy, Inspector Semmens.

Council officers met with Metro Tasmania in May 2023 regarding the approach currently being undertaken to increase the safety of Metro staff and community. This included discussion relating to specific training for staff to be able to better respond and de-escalate unsafe or anti-social behaviour.

Collaborate with PCYC and provide Youth Engagement support

Community Development has supported the PCYC trial in Glenorchy since September 2022, through engagement of a casual Youth Engagement Officer. The Youth Engagement Officer works with the PCYC high visibility team to connect with young people on Council lawns and in the bus mall areas. The presence of PCYC is successful in diffusing potential anti-social behaviour. PCYC also transports some students from school to home after school. Council officers are investigating community impact youth consultation models including discussions with other Councils.

Facilitate the CBD Roundtable to develop and deliver the CBD Community Action Plan

The CBD Roundtable was an important mechanism to provide Council and external services with information about the priority concerns and some potential solutions. It provided the impetus to develop the Community Action Plan. Community Development, Safe City is now working directly with individual members of the Roundtable and targeted services, schools, police and security who have the ability to take action.

Consultations:

General Manager
Executive Leadership Team
Housing Working Group members
Manager Community
Coordinator Community Development
Senior Strategic Planner
Manager Property, Environment and Waste
Recreation and Environment Coordinator
Property Sales and Administration Officer
Social Planning and Policy Officer
Safe City Lead
Health Wellbeing and Resilience officer
RAP Project officer

Human Resource / Financial and Risk Management Implications:Financial

The current model of the Multicultural Hub is funded as follows:

- \$60,000 per annum – funded via a State Government grant committed for a further 12 months (June 2024).
- \$3,600 per annum on maintenance averaged over the previous four years.
- \$25,000 in rental foregone as Council's in-kind contribution.

Human resources

Councils Community Development oversee the delivery of the Community Development action Plan. Council's Community and Property Departments contributing to the operation of the Multicultural Hub by overseeing targets, approach and delivery of the Hub objectives and carrying out building maintenance.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation	Minor (C2)	Possible (L3)	Medium	Adopt the recommendations in this report and monitor the implementation. Develop a sustainability plan.
Ongoing costs to Council, including staff time, building overheads and maintenance.				
Do not adopt the recommendation	Moderate (C3)	Unlikely (L2)	Medium	Effective communication plan in place. Review Council resources to plan and respond to community needs.
Dissatisfaction from community and funders of the Hub. Return to considerable Council staff time working with cultural groups and individuals to find suitable affordable spaces and places for cultural activities.				

Community Consultation and Public Relations Implications:Community consultation

The community is regularly engaged in the delivery of the Community Development Action Plan.

Public relations

It will be viewed positively that Council continues to support the operations of the Multicultural Hub.

Recommendation:

That Council:

1. RECEIVE and NOTE the attached report on the Community Development Action Plan 2022-23
2. APPROVE the continued use of the Council-owned building at 65 Hopkins Street, Moonah by the Multicultural Council of Tasmania as a multicultural hub for a further 12 months until 30 June 2024 to match the State government's announced grant funding envelope.

Attachments/Annexures

- 1 Community Development Action Plan Poster 2022-23



- 2 GCC Statement of Commitment on Housing Update 30 January 2023



- 3 CBD Safety and Youth Engagement May 2023



12. CHILD CARE CONNECTIONS ANNUAL REPORT 2022-23

Author: Manager Community (Marina Campbell)
Child Care Delivery Coordinator (Kate Whitbread)

Qualified Person: Director Corporate Services (Jenny Richardson)

ECM File Reference: Child Care Connections

Community Plan Reference:

Making Lives Better

There will be community services and programs for people of all ages and abilities to connect, support and make lives better.

Open for Business

We will champion education, innovation and new technologies to stimulate creativity and to generate even more jobs for the future.

Strategic or Annual Plan Reference:

Making Lives Better

Objective We deliver services to meet our community's needs.

Strategy Deliver services to our community at defined levels.

Open for Business

Objective We value our community by delivering positive experiences.

Strategy Provide a high standard of customer service and continuous improvement by investing in our people, systems and processes.

Action Provide quality, sustainable, compliant childcare services for Glenorchy children.

Reporting Brief:

To present the annual report for Child Care Connections which runs Council's education and care services. This report highlights the progress made following the Council's 2022 service review and subsequent decision to invest in the Services.

Proposal in Detail:

Background

Child Care Connections, Benjafeld and Berriedale Child Care Centres (Services) deliver quality early learning programs to enrolled children. The Service's philosophy is that early education is fundamental for future learning and on this basis offer child-centred play-based programs, with a strength-based approach that is linked to the Early Years

Learning Framework (EYLF) and the National Quality Standard (NQS). These are implemented to allow children to develop autonomy, responsibility, and respect and to create an environment of joy, wonder and exploration. The Service provide more than just childcare – the Services foster the development of positive learning outcomes for children and respectful relationships between educators, children and their families, providing experiences for children to expand their thinking and language, supporting them to learn and develop.

Utilisation

The utilisation during the 2022-23 financial year has been and continues to remain high. Since 1 January 2023 Benjafield has enrolled 34 new families and Berriedale has enrolled 35. There are strong waitlists at both Services with a high demand for children under the age of 2 years.

The Service participates in the Department for Education Children and Young People, (DECYP) Working Together (WT) initiative, a State government-funded program. The program provides free quality early learning for eligible children in the year before kindergarten. The program delivers holistic support to children and families assisting them to address barriers to participation. Tailored support is provided to individual children to support their learning. Educators foster supportive connections with families to encourage positive transitions to early learning and then into kindergarten. There are seven (7) WT enrolments at Benjafield and six (6) WT enrolments at Berriedale.

Staffing

There are currently 43 educators employed with a combination of full time, permanent part time and casual educators who work across both Services.

At present there are significant workforce shortages in education and care. This shortage contributed to the Service not operating on Fridays from 29 August 2022 to 13 February 2023, a period of 21 weeks. Friday education and care recommenced due to the recruitment of new educators. At times the Services have capped numbers, not offered care to wait-listed families or provided extra care to enrolled families as the workforce was not available to deliver the services they are approved to deliver.

The National Children's Education and Care Workforce Strategy, Shaping Our Future, has been developed by the Australian Government, Department of Education. The strategy aims to foster a sustainable and high-quality workforce of early childhood teachers and educators. The job turnover amongst early childhood education and care employees has been estimated to be more than 30% for over a decade and increasing. Alternatives of better pay, reduced hours of work and less challenging sources of employment are a major contributing factor to educators leaving the sector.

Quality Improvement

Assessment and Rating - both Benjafield and Berriedale Services have a Meeting rating under the National Quality Standard NQS. Services are assessed and rated by the State regulatory authority, the Education and Care Unit, ECU, Department for Education Children and Young People (DECYP). Each Service has currently 'met' all the requirements for the provision of quality education and care in all seven quality areas.

The Services have submitted Quality Improvement Plans (QIP's) to the ECU at DECYP prior to 1 May 2023 as requested by DECYP. The purpose of the QIP is to assist Services to self-assess their performance in delivering quality education and care and to plan future improvements. The QIP also includes the Services' current strengths identified by educators.

Child Care Connections has 49 policies. There is a range of policies and procedures to support all educators and support staff to deliver quality and safe education and care to children, to inform and be accountable to their families. The policies and procedures are reviewed biannually in consultation with educators and families. Policies and procedures protect and promote children's health safety and wellbeing and enable the Services to meet the requirements to ensure sound management and governance.

Council investment into the Services

During 2022 Council undertook a targeted review of Council's childcare centres, exploring the contribution the Services make to the City and future options for provision of those services. The review was expedited with an understanding for the need to provide security for parents accessing education and care places for the duration of the 2022 calendar year. At its August 2022 meeting Council determined to retain and invest in both the Benjafield and Berriedale Child Care Centres with the aim of ensuring they remain sustainable over the longer term.

A key factor in Council's decision was the ongoing shortage of childcare places and the need to continue this critical service for the benefit of the community. The review reinforced the value of the service our educators provide to the community. Council also acknowledged the staffing shortages and stressors, approving in principle additional staffing to ease the workloads. Council also approved investment in capital improvements to the building and equipment for the benefit of children and educators. The decision by Council provided certainty about the Services continuing going forward.

Staffing structure

With the August 2022 decision by Council to invest in the staff to ensure service sustainability for the longer term, along with the recommendations from the review consultancy, Council officers investigated and implemented an immediate plan to improve the staff shortages faced by the Services.

The approach included:

- ensuring that appropriate resources were allocated to the task,
- adopting a new service structure, and
- implementing a more flexible recruitment process.

The new structure was designed to focus the various roles and activities within the education and care program based on areas of expertise, provide additional resourcing, opportunities for further career paths, succession management particularly for the higher-level coordinator and supervisor positions. The structure also allows for the Services to be more efficient and flexible based on the ever-changing environment that is the sector of the education and care sector.

A timeline of actions was implemented with a focus on the development and recruitment of the new positions in particular the Service Supervisor position for both Benjafield and Berriedale. These positions will enable improved career development, staff support and succession planning. In addition, the development and recruitment of the Junior roles will provide entry level position with opportunity for school leavers entering the sector.

Council's Recruitment Directive processes were reviewed to implement rolling recruitment for the Services in line with the newly proposed organisational structure.

Recruitment

The process has involved some staff moving from casual to permanent hours or an increase in base hours and recruitment of new Certificate III and Diploma level roles.

Around 19 new staff have been onboarded to the Services over the past 6 months including the second administration officer position. Due to sector workforce issues these new staff have not all remained at the Services. Challenges for the sector also include staff presenting with a mismatch of skills with qualifications. It is apparent that some educators have not received the level of knowledge, skills and training required to fulfill the inherent requirements of the positions. This applies to Certificate III and Diploma Early Childhood Education and Care qualifications.

Facility upgrade and improvements

Council resolution passed in August 2022 to invest in the Services included investment in building and fixture upgrades at both Benjafield and Berriedale Child Care Centres with a budget of \$150,000 allocated in year 1 (2022-23) and \$60,000 for future years 2, 3, 4 and 5 for further investment in building and fixtures.

Work commenced in September 2022 on priority projects with both Services receiving facility improvements including fresh paint, new indoor window furnishings, lighting, air conditioning units and outdoor improvements. These improvements provide for improved conditions for both the children and educators in which to play and work. The buildings are refreshed and provide for welcoming spaces for the educators to set

up inviting environments for children to explore and learn. The new outdoor blinds / awnings allow for children's play to continue outdoors in inclement weather with shelter from wind and rain, while they also provide sun protection on warmer days. Benfield's swing has been replaced, and Berriedale has a new swing set, and a compound play structure has been replaced.

The equipment will support children's learning through exploration, discovery and challenge. The equipment will also enhance imaginative play outdoors, assist with the development of fine and gross motor development, support social play and problem-solving situations. The facility improvements have already and will continue to provide opportunities for children to learn about themselves, others and their environment with the support of educators.

Playspace development

In October 2022, the project began with concept development for the outdoor playground areas for the Services. The plans were developed in consultation with the Services as well as Council's internal building designer, to align newly planned outdoor areas with proposed building renovations.

In December 2022, a funding opportunity arose through the 'Local Roads and Community Infrastructure Program,' allowing a total of \$150,000.00 to be dedicated towards the childcare playground upgrades. A scope of works was created for Stage 1 works, focusing on three significant pieces of play equipment within the concept designs, these included:

- new swing set at Benjafield, with rubber soft fall, play bark and concrete edging
- new swing set and slide / cubby unit at Berriedale, with rubber soft fall, play bark and concrete edging.

A contract was awarded to supply and install the Stage 1 works scheduled for early May and the works were successfully completed by 30 May 2023. Stage 1 total works \$148,835.00 of the total budget allowance of \$150,000.00. Overall playground concepts, works and photos at [Attachment 1](#).

There is currently no funding allocated for the remaining playground works. However, this time can be used to review the initial concepts in greater detail with educators and children, to ensure that Council is prepared for the next funding opportunity.

Capital redevelopment of Benjafield

The capital redevelopment needs for Benjafield were identified to provide improved spaces for children and educators from which to deliver high quality education and care and nurturing outcomes for children and families accessing the Benjafield service.

The scope of works brief has consisted of several strategies and preferred outcomes related specifically to the need to redevelop existing physical spaces in and around the existing centre to include:

Education and care spaces

- outdoor specific space
- separate sleeping space
- nappy change and bathing facilities
- storage space

Staff facilities

- additional staff toilet (currently only one for all staff use)
- shower facilities for staff due to spillages and children care incidents
- administration space
- additional staff lunchroom/respite space
- interview/meeting room.

Concept designs have been developed by Council's Projects Team in consultation with the Services staff. It is proposed the works will be staged with stage one focusing on the priority areas of improvements to education and care spaces and the second stage predominantly staff amenities improvements.

The building works as planned at Benjafield are shown at [Attachment 2](#), the final scope of these works will be adjusted once the final budget allocations are known, and the builders' quotes are submitted. The works will be funded by a mix of Australian Government funding from the Local Roads and Community Infrastructure Program and Council's capital works program.

Financial position and improvementsYear to date

The financial performance for Benjafield Child Care Centre for the year-to-date ending 31 May 2023 at [Attachment 3](#).

The Report highlights that the operating result as at the end of May indicates revenue greater than expenditure by \$11,153 and a \$90,084 variance to budget. The favourable variance is the result of \$283,711 more revenue in User Charges (parent fees) and Grants and Benefits comprising Child Care Subsidy (CCS) and grants and subsidies.

The financial performance for Berriedale Child Care Centre for the year-to-date ending 31 May 2023 at [Attachment 4](#).

The Report highlights that the operating result as at the end of May indicates revenue greater than expenditure by \$153,327. The report also shows greater expenditure than budgeted in Employee Costs which can be attributed to the call on casual staff, additional staff requirements for the Working Together program and the day-to-day requirements for staff / child ratios. Overall, the favourable outcome is the result of

\$161,571 more revenue in User Charges (parent fees) and Grants and Benefits comprising Child Care Subsidy (CCS) and grants and subsidies resulting from higher utilisation than budgeted.

Highlights

The revenue year-to-date \$902,047 for Benjafield Child Care Connections is a marked improvement on the 2021-22 end of financial year \$869,292 revenue. This can be attributed to the increase in child enrolments / utilisation and the increase in places for the State Government-funded Working Together program.

Budget 2023-24

The 2023-24 budget for both Benjafield and Berriedale Services have been adjusted to reflect the expected enrolments and the new staffing structure. The budget also reflects the proposed increase to parent fees.

Child Care Subsidy

The Federal governments Child Care Subsidy (CCS) is increasing from 9 July 2023, which will result in childcare being cheaper for most families. This also means some families previously not eligible will now receive the subsidy. Families earning \$80,000 or less will receive a CCS rate of 90%.

Looking forward to 2023-24

The year ahead has both elements of excitement and challenge. With planned capital redevelopment for Benjafield this will be an exciting time for families and their children using the Service, and for educators to have upgraded and improved facilities including equipment which will be specific for individual age groups.

The review process provided for changes to the staffing structure. Long term, this will improve sustainability and develop career succession planning opportunities with support to the senior members of the team. Recruitment has produced new educators who continue to be mentored and supported on the job to ensure best practice and quality outcomes for all children. Recruitment continues with some positions remaining vacant.

Assessment and Rating is an opportunity to demonstrate the Services' practices and quality educational programs. The Services continually work to improve practices, and document reflections and plans for change in the Quality Improvement Plan (QIP). Many educators have not worked through the quality improvement process, and this is an opportunity for learning and professional development. With an exciting 12 months and a variety of challenges ahead, the team continues to work together to provide quality education and care for all children.

Consultations:

Educational Coordinator
Administration Officer Child Care
Manager Property Environment and Waste
Manager Finance
Property Assets Coordinator
Property Assets Project Designer
Recreation and Open Space Designer
HR Business Partner

Human Resource / Financial and Risk Management Implications:Financial

Financial implications are set out in the body of this report and ([Attachment 3 and 4](#)). This report is only for receiving and noting so no financial issues arise. Risks associated with Council's financial expenditure and sustainability are managed through the process for developing Council's annual budget and are monitored through ongoing monthly reporting and Council's Strategic and Key Operational risk register.

Community Consultation and Public Relations Implications:Community consultation

Community was consulted during the review process. Additional community consultation was not required due to the operational nature of this report.

Public relations

This is a positive community story and outcome from Council's decision in 2022 to invest in the service. It is not anticipated that there will be any negative public relations consequences flowing from this report.

Recommendation:

That Council:

1. RECEIVE and NOTE the Annual Report on Child Care Connections 2022-23

Attachments/Annexures

- 1 Child Care playground upgrades - Attachments



- 2 Benjafield CCC Proposed Redevelopment Planning Discussion



Drawings 06-06-2023

- 3 Benjafield Child Care Financial Report as at 31 May 2023



- 4 Berriedale Child Care Financial Report as at 31 May 2023



13. COMMUNITY ENGAGEMENT FRAMEWORK REVIEW

Author: Coordinator Community Planning and Engagement
(Andrea Marquardt)

Qualified Person: Executive Manager Stakeholder Engagement
(David Ronaldson)

ECM File Reference: Community Engagement Framework

Community Plan Reference:

Leading Our Community

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

Strategic or Annual Plan Reference:

Leading Our Community

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

Strategy Listen to our community to understand their needs and priorities.

Reporting Brief:

To report on the recently completed review of Council's Community Engagement Framework and recommend the adoption of an updated Framework and associated engagement methods.

Proposal in Detail:

Background

Council exists to serve its community, and to do this effectively Glenorchy City Council listens to and engages with the community. This is a requirement of the *Local Government Act 1993*:

- *In performing its functions, a council is to consult, involve and be accountable to the community [s. 20(2)], and*
- *A councillor in the capacity of individual councillor, has the following functions: to facilitate communication by the council with the community [s. 28(1C)].*

This engagement is achieved in a range of ways: from Elected Members listening to community concerns through to project-specific engagement.

Council's commitment to engagement is reflected in the 2023 – 2032 GCC Strategic Plan – Leading Our Community Goal:

- *Listen to our community to understand their needs and priorities.*
- *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.*

When effectively delivered, community engagement can lead to better outcomes for the community and Council. To ensure Council is effectively engaging with community on issues that affect them, Council endorsed the current Community Engagement Framework (based on the International Association of Public Participation Australasia best practice) in 2016. This Framework consists of four documents: Policy, Guide, Procedure and Toolkit; and a Brochure.

It was an appropriate time for the Engagement Framework to be reviewed and updated given our changing demographics and the emergence of new engagement tools.

Community Engagement vs Communications

Our community interacts with Council's engagement methods via various communication channels. However, there is a clear distinction between these two important areas.

When Council talks about our Communications we mean we will proactively share information on Council decisions, projects, initiatives and issues; and we will share the what, when, why and how we are delivering services, as often as possible. This works hand-in-hand with our Community Engagement methods.

Community Engagement involves two-way information between the Community and Council. When Council says "engagement" we mean any time we need to exchange information with the community or any time we need community input to enable quality decision making. Council's communication methods work to promote these opportunities and outcomes.

Review of the Framework

A Working Group was established comprising Council officers and six (6) community volunteers to oversee the project, provide guidance and test consultation results.

Rather than ask community members to comment directly on the existing Framework, as the framework is highly detailed and designed to guide Council officers on their engagement methods, consultation was based around how members of the community currently engage with Council and what their preferred methods are.

Round 1 Consultation

Council's Community Engagement Officer undertook an extensive consultation process from 6 October 2022 – 28 February 2023, spending over 55 hours speaking to over 270 people. This process included both online and in person opportunities for people to contribute to the Review. This included:

- As outlined above, the Establishment of a Working Group consisting of internal staff and external community members which met three (3) times throughout the project. Working Group members also attended some engagement activities, assisted with mail outs, and provided ongoing feedback of draft documents.
- Council's online engagement tool 'Let's Talk, Glenorchy', including a survey, quick poll and ideas wall
 - 53 people completed a hard copy survey
 - 139 people aged 14-87 completed the survey via Let's Talk, Glenorchy
 - 47 people answered the Quick Poll
 - 37 people completed a 'vox-pop' style survey
 - 29 people contributed to the Ideas Board tool
 - There was a total of 613 visits to the Let's Talk, Glenorchy project page
- A Community Yarn was held on 7 March 2023 which 14 people attended
- 19 social media posts during Round 1:
 - Total reach of 27,194 accounts
 - Average reach per post 1,431 accounts
- Three (3) Glenorchy Gazette articles, and two (2) advertisements
- Information on Council's website
- Poster distribution (300 posters around all Glenorchy suburbs) and displays (Council foyer, Moonah Arts Centre and Northgate Shopping Centre)
- In person (Community Engagement Officer) visits to events/functions:
 - Chigwell Family Fun Day - Bucaan Community House
 - Mental Health Expo – Glenorchy City Council lawns
 - Family Fun Day – Moonah Arts Centre
 - Glenorchy Open Market – Moonah Arts Centre
 - West Moonah Community House Christmas lunch
 - Collinsvale Market – December and February
 - Golden Years Club Christmas lunch
 - Family Fun Day and Garden Re-opening – Chigwell Community Garden
 - Goodwood Community House Playgroup

- In person (Community Engagement Officer) visits to organisations/groups:
 - Karadi Aboriginal Corporation
 - Chigwell Family Centre
 - School for Seniors
 - Migrant Resource Centre
 - Multicultural Council of Tasmania
 - Glenorchy Lions Club
 - Multicultural Accommodation and Learning Centre
 - Bucaan Community House
 - Goodwood Community House
 - West Moonah Community House
 - Claremont Volunteer Library
 - Thrive To 25 Network
 - Golden Years Club
- Six (6) Community Pop Ups at Northgate and Claremont Shopping Centres and Glenorchy Library engaging 114 people
- Distributed 6 newsletters to over 1,000 Let's Talk, Glenorchy registrants with an average open rate of 54% (industry standard for Government emails is 29%)
- Three (3) mail outs to Glenorchy Matters Community Panel (333 people, 162 via email, 171 via post).

Key Themes from the Round 1 Consultation

Quantitative data from the survey was analysed together with qualitative information received via in-person discussions and open-field questions in the survey. The following key themes emerged:

- positivity towards face-to-face engagement opportunities with strong feelings around:
 - democratic rights to be able to have your voice heard,
 - and Council's responsibility to the community; if a decision impacts them as a ratepayer and community member, they deserve to be involved.
- surveys are considered important by our community as a way for them to share their views and ideas
- Council's website and Let's Talk, Glenorchy site are viewed as important for engaging with Council and staying informed on local issues and Council decisions

- Social media and the Glenorchy Gazette are also important to our community, as well as direct contact with Elected Members
- only a small percentage of respondents indicated they felt they didn't know where to go to have their say or look for information about a Council decision
- while there was a mixture of positive and negative commentary regarding Council's engagement opportunities, respondents indicated a lack of trust in Council's accountability and transparency
- most comments related to Elected Members indicated respondents want to see more active presence in the community and at Council's engagement opportunities.

Information outlining this point has been developed to share with the community and is a component of the draft Community Engagement Framework.

Survey

A summary of Round 1 survey results is detailed in [Attachment 1](#).

Round 2 Consultation

Consultation results reaffirm the importance of hearing from the diverse range of community and demographic groups in our municipality. During Round 2 Council's Community Engagement Officer made further direct approaches to community organisations and schools, to include groups who work with younger people, people with a disability, 20-30yr olds and the multicultural community.

In round 2, participants were provided with Round 1 key themes and updates that Council were considering for the Framework. They were asked:

- if they had any other feedback Council should consider
- whether we had missed anything in terms of Framework updates
- if they had any further comments

Round 2 consultation ran from Friday, 28 April until Friday, 12 May. During that period:

- the online engagement page was viewed by 409 people
- 189 people downloaded the Round 1 Report
- 67 people completed the survey and Quick Poll.

Round 2 feedback

Feedback from Round 2 indicates:

- confirmation that the community sees both face-to-face and online engagement opportunities as important (reference quick poll)
- only a small number of comments with suggestions for future planning for engagement indicating the majority of participants are happy with proposed updates.

Round 2 Report

The detailed report from Round 2 engagement is listed in Attachment 2.

Updates to the Community Engagement Framework

Following the conclusion of both engagement rounds, updates have been made to the draft Community Engagement Framework to reflect feedback received. These include:

Community Engagement Policy

This policy was updated and endorsed in September 2021. It is proposed that this be re-endorsed with the remainder of the Framework documents. The updated Policy has been realigned with Council's current Strategic Objectives (Attachments 3 and 4).

Community Engagement Guide (formerly 'Community Engagement Procedure')

- the document has been updated to reflect Council's current structure/demographics
- some areas have been condensed and simplified. Sections that are more directed at staff processes will be moved to the Community Engagement Procedure and Toolkit
- language updated to be more aspirational, a document that talks to the community. This document provides information on how and when Council will engage with the community and why it is important. (Attachment 5).

Community Engagement Procedure and Toolkit

- rather than listing all possible engagement methods, the Toolkit instead highlights Council's most used engagement methods (as listed above), with other methods as an appendix. Officers would still be able to utilise methods in the appendix as tailored engagement methods where required but would be able to more easily focus on the most frequently used methods
- Responsibilities, Challenges, Steps and Appendices from the previous Procedure document have been brought into the new document
- this document provides an overview of how Council plans its engagement projects and becomes the go-to for staff needing more detailed suggestions and guidance in Council's engagement processes (Attachment 6).

Community Engagement Brochure

- This information lists how Council engages and how Council communicates. It is anticipated that this will assist in clarifying the difference between the two and be an easy reference that can be made available both online and in hard copy format (Attachment 7).

Key recommendations around frequently used engagement methods

Online Engagement Platform

Officers will continue to promote the online engagement platform and link through Council's website, which was also identified as a tool that is well utilised by the community. Council officers will continue to trial ways to improve search engine optimisation (Google visibility) in relation to this site. The introduction of the Open Office software (via Project Hudson) will be reviewed as it is introduced to the organisation to understand the implications this has for the engagement platform.

Community Yarns

Face to face engagement opportunities were identified as important. Therefore, Community Yarns still have a place in Council's engagement practices.

It is recommended to schedule four Yarns per financial year to be co-ordinated through the Communications and Engagement team and advise elected members of the dates and provide opportunity to attend. The Yarns could be a mixture of place based and topical discussions. It is also suggested that the umbrella of the Yarns concept could be extended to cover activities held throughout Council – i.e., information sessions, appropriate online discussions, and specific engagement opportunities as they arise (for example, the recent public meeting at Benjafield Park re: the playspace).

Collateral such as pull up banners and flags could be purchased so that a variety of activities could be branded as a 'Yarn' to help build familiarity with the concept as something people can attend to have their say.

Pop Ups

As per the Community Yarns, it is recommended these be continued as opportunities for face-to-face conversations in a less formal setting. It is suggested that 4-6 pop ups be scheduled for the financial year, and a system is set up for elected members to be able to rotate attendance.

Glenorchy Matters Community Panel

This was not rated highly by the community and is difficult to maintain and keep relevant. Thus, it is recommended that the Panel be discontinued. Council officers will contact all members of the Panel to advise and suggest that those with online access sign up to Council's online engagement platform. For those without online access, officers will:

- work across Council to ensure that when an engagement is held, that information is provided in the Glenorchy Gazette as well as mailed out to relevant stakeholders where appropriate
- as well as providing content in the Glenorchy Gazette, place paid ads to ensure that engagement opportunities and results are visible
- utilise notice board outside Council and other public displays
- make the reformatted Community Engagement Brochure available to Panel members so to provide clarity on how and where they can receive information and participate in Council's engagement opportunities.

Reference Groups

Council's Committees Policy was endorsed in 2021 and provides direction on the purpose, formation, constitution and procedures of committees and Council groups established by Council and Council Management. This is accompanied by a Reference and Working Group Toolkit, which assists Council officers in choosing and appropriate reference group or working group (including steering committee) where community engagement is likely to be required for the formulation or review of Council policy, advocacy and/or strategy. There are currently two Working Groups (Community & Volunteer Awards and the Community Engagement Review Working Group).

It is proposed that Managers work to identify opportunities for Core and Targeted Reference Groups and Working Groups and officers review the current supporting documentation to refine and simplify with a further report being brought back to Council on this aspect.

Tailored Engagement Methods

A variety of engagement methods will still be used depending on the engagement and stakeholders involved – for example the recent Collinsvale Playground engagement, which involved a visit to the Collinsvale Primary School and opportunities for students and parents to be involved. Council's Engagement Officer will continue to work with officers when developing Community Engagement Plans to consider methods appropriate to various stakeholders.

Consultations:

Council's Community Engagement Officer met with the internal stakeholders listed below to discuss community engagement processes within Council. These areas and project teams are the primary users of Council's engagement methods.

- Property, Environment and Waste Department
- Infrastructure (Engineering and Design, and Environment and Development) Department
- Works Centre
- ICT Section
- Customer Service Section
- Community Development Section
- Executive Leadership Team

It is proposed that further guidance is provided to officers for Council reports to improve reporting to Council and the community about Council's engagement activities and outcomes.

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

The project has been delivered from existing human and financial resources.

The draft Community Engagement Framework has been designed on the basis of one full time officer (Community Engagement Officer) to drive and deliver Council's Community Engagement activities.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation	Minor (C2)	Possible (L3)	Medium	The Community Engagement Framework is simplified and sets out preferred engagement methods which are within Council's resources to deliver.
Community expectations for engagement exceed Council's resources.				
Do not adopt the recommendation	Moderate (C3)	Possible (L3)	Medium	Officers will need to plan out a program to deliver engagement activities with the resources available.
Council will not have resolved several engagement methods and still be expected to consult on all issues without the resource to achieve this.				

Community Consultation and Public Relations Implications:Community consultation

The Community Engagement Framework Review has had extensive community consultation as listed in the body of the report and attachments.

Public relations

The approval of the revised Community Engagement Framework will be a positive demonstration of Council's commitment to talk with our community about the issues that affect them and how Council listens to the concerns and solutions the community has.

Recommendation:

That Council:

1. NOTE the feedback received from the Community over the length of the Community Engagement Framework Review project.
2. THANK the members of the community who provided feedback during the review process, and those who comprised the Community Engagement Framework Review Working Group for their work and diligence on this review.
3. APPROVE the continued use and development of Council 's online engagement tool, Let's Talk, Glenorchy.
4. APPROVE the continued use of "Community Yarns" to meet and talk with our community via a minimum of four (4) yarns per year.
5. APPROVE the use of "Community Pop Ups" to informally meet and talk with our community via a minimum of six (6) pop-ups per year with a roster system developed for elected members to rotate attendance.
6. APPROVE discontinuing the Glenorchy Matters Community Panel and support current panel members to be involved in consultations into the future.
7. REQUEST a report back to Council on refinements to the current supporting documentation for Council's reference and working groups.
8. ENDORSE Council officers to develop a template for use in Council reports for the consistent reporting of engagement activities.
9. ADOPT the revised Community Engagement Framework comprising the Policy (Attachment 4), Guide (Attachment 5), Procedure and Toolkit (Attachment 6) and Brochure (Attachment 7).

Attachments/Annexures

- 1** GCC Community Engagement Review Round 1 Survey Report



- 2** GCC Community Engagement Review Round 2 Survey Report



- 3** Community Engagement Policy - Tracked Changes



- 4** Community Engagement Policy - Final



- 5** Community Engagement Guide



- 6** Community Engagement Procedure and Toolkit



- 7** Community Engagement Brochure



14. MOONAH TASTE OF THE WORLD FESTIVAL REVIEW

Author: Executive Manager Stakeholder Engagement (David Ronaldson)

Qualified Person: Executive Manager Stakeholder Engagement (David Ronaldson)

ECM File Reference: Moonah Taste of the World

Community Plan Reference:

Making Lives Better

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

Strategic or Annual Plan Reference:

Making Lives Better

Objective We champion greater opportunities for our community.

Strategy In partnership with others, facilitate and advocate for a welcoming, inclusive, healthy and learning community.

Building Image and Pride

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

Strategies 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.

Annual Plan Reference

1.1.2 Plan and support the delivery of community events and awards programs.

Reporting Brief:

To seek Council's decision about the recommendations arising from the review of the Moonah Taste of the World Festival which was initiated at the August 2022 Council meeting.

Proposal in Detail:**Background**

Between 2011 and 2019, the Moonah Taste of the World Festival (the Festival) was the Glenorchy City Council's celebration and recognition of our diverse community, highlighting the contribution that the migrant and newly arrived members of our community bring to our community.

The Festival has traditionally been held in conjunction with the nationally celebrated Harmony Week, in March each year and brought together music, entertainment, food and culture in a free community focused event, traditionally running in Benjafield Park, Moonah.

In its previous format, the Festival has been attended by up to 10,000 people and has seen over 30 communities and cultural groups providing food, music, workshops, cultural programs, and performances throughout the day.

Escalating infrastructure costs and work health and safety requirements mean that the budget allocated to the Festival is now not sufficient to run the event in its former format. There have also been changes to staff resourcing, with the cessation of the Events Support Officer role (0.6FTE) that supported the Major Events Officer (now the Events Officer) in running the Festival.

The portfolio for the Events Officer position (formerly Major Events Officer) is currently at its maximum capacity, and additional human resources would be required in order for the Festival to continue to be delivered by Glenorchy City Council.

The current Events Officer position is responsible for the delivery of the following projects:

- Citizenship Ceremonies
- ANZAC Day Memorial Service
- Community and Volunteer Awards
- Christmas Carols Grants Program
- Events on Council Land Application processing

At its August 2022 meeting, Council reviewed a range of events and awards held in the City and endorsed a review of the Festival in line with Council's review of service delivery and financial circumstances.

It should be noted that the Festival has not been held in its traditional, outdoor format since 2019. The event was cancelled in 2020 due to COVID-19, and a modified version was held in 2021 from the Moonah Arts Centre. The event was not held in 2022 due to the State's border reopening and an escalation in COVID-19 cases, and a decision was made not to hold the event in 2023 due to this review.

The review of the Festival commenced in October 2022 with project consultant Inkhorn Projects to explore possible options for the event in 2024 and how it might be reshaped to achieve Council and community objectives.

Review Results

The review has been an opportunity for Council to ensure that any future options align with its civic, operational, and strategic responsibilities, and provide an opportunity to allow the community to have input.

During the review period, the Consultant met with a range of internal and external stakeholders as presented in his report ([Attachment 1](#)).

A survey was also undertaken on the Let's Talk, Glenorchy! engagement platform during January and February 2023, as well as a targeted survey of previous food stall participants.

The public participation survey yielded 72 responses from previous attendees of the event.

The stallholder survey yielded 10 responses from previous event participants.

Survey Findings (public participation)

The finds of the survey were as follows:

- most respondents attend to experience food and other cultures (73.3%)
- the overall event, the food offering, the engagement opportunities and location rates highly or very high
- the music, entertainment, and activity program rates highly
- strong comparable attendance to other Food and Wine focused events - Taste of Summer, Dark Mofo, Festivale
- 62% said the event was important
- 82% said the event was important to the Community
- 88% said it was important that the Council gives recognition to Culturally Diverse communities
- 98.5% said Council should ensure that events like this are maintained.

Options - Future Event Models

The following models were developed and considered following an extensive period of internal and external stakeholder consultation. The models take into account the evolving social and economic ecosystem of the Tasmanian events industry and consider the rising costs and budget and staffing limitations that would influence Council's ability to continue to deliver this event.

The Project Consultant presented details of each model a Council workshop. An overview of each is added below for ease of reference.

Model	Pros	Cons
Model 1 – Glenorchy City Council ceases to deliver the event.	<ul style="list-style-type: none"> • Ability to reallocate current event costs within CPE budget to other activities • Opportunity to deploy the funds to other activities with Community / Arts or Events portfolios • (i.e. 4 - 5 seasonal community lead events / markets etc) • Potential saving 	<ul style="list-style-type: none"> • Lack of profile focus / event for Community engagement activities • reduced alignment to Council objectives / strategies • Potential Community feedback / dissatisfaction • Loss of Community development function • Arts and Cultural component (delivered by Arts and Culture team) is not covered by the review of the event
Model 2 – New externally managed event	<ul style="list-style-type: none"> • event costs transferred to external partner and possibly fixed • Straightforward process for council to divest its interests in the program / event. • Public facing expectation may not change • Ability to review / reshape relationship 	<ul style="list-style-type: none"> • Little or no opportunity to undertake ongoing Community Development activities • reduced alignment to some Council objectives / strategies • GCC has little capacity to shape or locate the event • GCC already outsources significant components of event delivery to external providers to deliver the event • Officer time required to manage contract / agreement

Model	Pros	Cons
Model 3 – Partner GCC contracts external provider to provide a themed multicultural public event with some connection to GCC community programs (<i>sponsorship from the council</i>)	<ul style="list-style-type: none"> • Event costs transferred to external partner and possibly fixed • Relatively straightforward process for council to divest its interests in the program through public EOI. • There are a number of partners already interested – from Commercial producers to NGO's 	<ul style="list-style-type: none"> • Reduced alignment to Council objectives / strategies • Loss of control over events partners focus. • Envelope of funding available or offered currently is not commensurate with market expectations • Would require additional support from other sources • No Council officer identified who has capacity to facilitate
Model 4 – Developer GCC maintains control and operation of event for a limited time developing it to become stand-alone entity through: <ul style="list-style-type: none"> • Increasing stakeholder control • Funding partnerships • and Strategic alignment with State Government 	<ul style="list-style-type: none"> • GCC maintains a strategic cultural event within its boundary • Maintenance of the Community & Cultural Development programs and alignment to Council strategies • While event grows – income is diversified 	<ul style="list-style-type: none"> • More emphasis on managing stakeholders and significant commitment in strategic development • 3 – 5-year commitment to develop program

Further investigations

Further investigation was undertaken on models 2 and 3.

Model 2 – Council's recent Christmas Carol grants program has provided evidence that Community groups are able to deliver activities that align with Council's Strategic Plan objectives and strategies under the goal of Building Image and Pride. What is required from Council is an amount of funding and officer support / guidance to assist community to deliver.

Thus, while Model 3 is more fully explored (as outlined below) it is proposed to trial a multicultural grants program to explore the market and seek to fund organisations to

deliver activities / events to celebrate Glenorchy's multicultural communities and the benefit they bring to the Glenorchy community.

Guidance from the external consultancy is that grants of up to \$25,000 should be available to enable groups to have sufficient support to deliver significant activities / events.

The existing budget could accommodate this trial and the GCC Events Officer could both facilitate the grant program (based on the Carols grants program) and provide guidance for community groups to deliver.

It is important to note that in parallel with the Carols Grants program Council officers would not run the event(s), rather facilitate the grant program and provide expert guidance for grant recipients.

Model 3 – Further discussions with both State Government (Events Tasmania and Dept of Communities) and the Migrant Resource Centre (MRC) display there is willingness and capacity to develop a joint event / activity that could replace the MTOTWF. However, the State Government are unclear what outcomes they would seek from this joint venture and equally what resource level they are likely to contribute.

Further, MRC have capacity to be the event coordinator and delivery organisation but clearly require funding to achieve this – seeking funding from both State and Local Government to achieve an agreed outcome.

Thus, it is clear there are further discussions and negotiations to be held to clarify these points and confirm funding levels before a possible activity / event can be proposed.

It is recommended that Council officers continue these conversations via Council's Community Department, as this department has the established links with the MRC, MCoT and State Government via existing Multicultural Hub funding arrangements.

Other Considerations

Potential to repurpose some funding

The Festival was supported by a minor grant from the State Government Department of Communities Tasmania worth \$10,000 per annum. As the event has not been held over the past few years, Council currently is holding \$10,000 (with an agreement through to 2025) which the State Government is willing to consider repurposing to an event to celebrate multiculturalism.

The Moonah Sounds of the World

During the period from 2020 – 2022 the Community Department pivoted to create an activity to address some of the objectives of the Festival that accommodated the performing artists who were preparing for the Festival. Held with individual performers / groups performing on single nights the series of performances were able to be delivered under COVID compliance during this period and has been very

successful with shows being sold out. To realise this work, \$10,000 of the Festival budget was allocated to the Moonah Sounds of the World events. This event has now been held twice in place of the Festival.

There is an opportunity here for the State Government grant to be repurposed to the Moonah Sounds of the World event to allow this event to continue for the term of the current agreement.

If not allocated the State Government will seek reimbursement of the funds.

Festivals Australia Grant

The Creative Communities team have been working with Festivals Australia to develop a funded project that dedicated performance and activities arena that will highlight our sovereign Aboriginal community and other first nations communities who live in Tasmania.

The project now funded at \$33,000, was to be delivered at a Moonah Taste of the World Festival. The project was funded to see local Aboriginal and Pacifica community producers develop key performances and art works as well as curate cultural arts activities. Festivals Australia are aware of the Festival review and have extended the project to be deliver by 30 March 2024.

It is recommended that the Community Department negotiate with Festivals Australia to seek a variation on the proposal and timeframe and consider performance in line with an alternate event / opportunity.

Consultations:

The following were engaged with during the project consultations:

Elected Members.
Executive Leadership Team
Community Development Department
Creative Communities Team
Stakeholder Engagement Team

External consultations

Department Communities
Events Tasmania
Hobart City Council
Multicultural Council of Tasmania
Migrant Resource Centre
Citizen Tasmania
24 Carrot Program / MONA
To The North Market
Pinpoint (Taste of Summer)
Island Entertainment

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

As noted, Council no longer has either the financial or human resourcing to deliver the Festival in its traditional format.

However, Council does have a \$75,000 budget allocation to this activity and the Models listed above could be delivered within those resources.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation	Minor (C2)	Possible (L3)	Medium	Develop communications around the cessation of the event and promote the alternatives as presented in the report.
Disappointment in the community regarding the discontinuation of the Festival and possible negative publicity				
Do not adopt the recommendation	Moderate (C3)	Possible (L3)	Medium	Develop communications as to explain the decision and outline the process of resolution into the future.
The Festival has not been delivered in its traditional format since 2019. Not adopting the recommendation would create further uncertainty in the community about opportunities to celebrate our multicultural community.				

Community Consultation and Public Relations Implications:Community consultation

Consultation across the events sector and with the community occurred across the breadth of this review from October 2022 until May 2023. A community survey was open from 1 December 2022 until 27 February 2023 and was widely promoted.

Further, direct consultations were held with 20 organisations involved in direct event delivery.

The breadth of this consultation is detailed in Attachment 1.

Public relations

Rising costs to deliver a range of programs and outputs is well understood by the Community. This review has explored ways of continuing to celebrate Glenorchy's multicultural community without increasing the cost to ratepayers.

It is also an opportunity to recognise and celebrate the Festival in the form it was previously delivered and recognising its contribution to our community over its 9-year life and look to the future with excitement.

Recommendation:

That Council:

1. RESOLVE to cease the delivery of the Moonah Taste of the World Festival in its traditional format due to cost escalation.
2. ENDORSE continued officer-level work with the Tasmanian Government and multicultural segment providers to explore capacity and commitment to celebrate the multicultural community in Southern Tasmania/Glenorchy.
3. APPROVE the trial of a grants program to strengthen community connection and celebrate our cultural diversity.
4. NOTE that Council officers will liaise with the State Government about the existing State Government grant of \$10,000 p.a. to support the Moonah Sounds of the World event.
5. ENDORSE an officer-level approach to Festivals Australia to consider delivery of the funded project “Lumi” at an alternate event.

Attachments/Annexures

- 1 Moonah Taste of the World - Review Report



15. GLENORCHY CITY COUNCIL CHRISTMAS CAROLS GRANTS

Author: Executive Manager Stakeholder Engagement
(David Ronaldson)
Coordinator Community Planning and Engagement
(Andrea Marquardt)

Qualified Person: Executive Manager Stakeholder Engagement
(David Ronaldson)

ECM File Reference: Glenorchy Carols

Community Plan Reference:

Building Image and Pride

We are proud to live here and proud to share our wonderful community.

Strategic or Annual Plan Reference:

Building Image and Pride

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

Strateg Deliver or facilitate events to strengthen our community's sense of pride and belonging.

Reporting Brief:

To brief Council on the outcomes of the 2022 Christmas Carols Grants Program trial and recommend that the Program be repeated for Christmas 2023.

Proposal in Detail:

Background

The first Glenorchy Carols event was held on the Council lawns in 1976. The event continued to be delivered through a variety of partnerships in the following years and was driven exclusively by Council from 2015.

In 2022, it was identified that the Glenorchy Carols event was unsustainable in the existing format within the existing budget and that event patronage was relatively low for the financial investment, with attendances generally in the range of 1000 -1500 people.

At the August 2022 Council Meeting, the decision was made to discontinue the event and trial the delivery of a Glenorchy Carols Grants program with the aim of supporting community groups, businesses and not-for-profit organisations to present free, inclusive events that included Christmas Carols.

Applicants could apply for up to \$10,000 and were asked to demonstrate that their application:

- brings the community together to celebrate Christmas,
- features carols, but not necessarily as the sole activity,
- has outcomes that are delivered in the Glenorchy City Council local government area, and
- is open to the public and has no entry or participation fee or charge (including gold coin donations or entry fee).

Overview and Outcomes of the 2022 Glenorchy Carols Grant Program

Applications for the 2022 grants opened on 26 September and closed on 17 October 2022, with Council receiving a total of eight funding requests for diverse and creative carols projects.

A Working Group comprised of elected members and staff was utilised to select the successful applications to be funded. The Working Group was comprised of:

- Alderman Steven King
- Former Alderman Gaye Richardson
- Former Events Officer, Emalisa White
- Cultural Program Officer, Nelle Degrassi
- Coordinator Communications and Engagement, Andrea Marquardt
- Executive Manager, Stakeholder Engagement, David Ronaldson

The selection panel funded six of the applications submitted. The funded events and their self-reported outcomes are listed below.

Carols in the Vale

Carols in the Vale was delivered by the Collinsvale Primary School and the Collinsvale Community Association. The event was held in Collinsvale Town Park on Saturday 10 December from 6:00pm. The total grant funds provided for this project was \$10,000. The funding was used to support most aspects of the event, including infrastructure, traffic management, entertainment and promotion.

Outcomes

The event had 350- 450 attendees and engaged local community groups including the Collinsvale Landcare Association. The event organisers adapted to challenges with the site on the day to deliver the event in a safe and effective manner with positive feedback received from participants.

Multicultural Christmas Carols Celebration

Multicultural Christmas Carols Celebration celebrated Glenorchy's rich multicultural community with a Christmas carols event at Glenorchy Uniting Church Community Hall. The event took place on Sunday 4 December from 3pm and was delivered by the Intercultural Church. The total grant funds provided for this project was \$1950.00, of which \$723 was unspent. Funding was used for equipment hire, advertising and promotion, production/entertainment and food/gifts for children.

Outcomes

Approximately 80-100 people attended the event which was well received by the attendees. This year, the carols changed time from the usual Saturday night to Sunday late afternoon, however organisers reported this did not work well and they did not reach their target of 100 to 150 persons. There was good diversity in the attendees with many different nationalities present.

2022 Multicultural Christmas Carols

The 2022 Multicultural Christmas Carols was run by St Therese of Lisieux, Moonah-Lutana Parish of St Therese's Catholic School. The event took place on the 14 December from 6pm to 9pm. The total grant funds provided for this project was \$4000.00. Funding was used for sound and lighting, advertising and promotion, stage hire and first aid provision.

Outcomes

Approximately 250 young people attended, with positive feedback from participants. This event had been held for two years previously on a smaller budget with less engagement. The funding enabled more multicultural groups to participate at the event.

Christmas from Around the World

YOUR Church Tasmania delivered their event Christmas from Around the World on Sunday 18 December at their church at 29 Charles Street, Moonah. There were two shows (morning and evening) followed by a food festival. The total grant funds provided for this project was \$6000.00.

Outcomes

310 people attended the events, with participants saying that the events were very well received with many staying to chat after the show and participate in the food festivals. Food stalls indicated they would like to be involved in the future. The funding was used for equipment hire including additional stage screens and lighting, advertising and promotion and support for food stalls.

Austins Ferry Primary School and Rosetta Primary School Carols

Austins Ferry Primary School and Rosetta Primary School each received grant funding to deliver carols activities for the students and their families. These events were by invitation from the school and form part of the curriculum for students to design logos and brochures for the event, and work with their music teacher to learn the carols and perform them to their families. Austin's Ferry Primary School was provided with total grant funds of \$250.00 and Rosetta Primary School was provided with \$1000.00.

Outcomes

Approximately 1000 people and 300 people attended Austins Ferry Primary School and Rosetta Primary School events respectively. AFPS noted that it was great to have a professional entertainer as part of the event (Make Believe Entertainment). The event was open to the school and wider community at no cost. The RPS commented that the Grant allowed school to hold an event for the school community and local neighbours without having to take money away from educational programs supports.

The funding was used for promotion, decoration, tarps, candles and an urn. \$102 was unspent.

2022 Program Outcomes:

The total grant funds provided to the community was \$23,200.00, which came from the funding previously allocated to the Council run event. \$825.00 was returned in unexpended funds. In addition, \$2668.00 was spent on the administration of the grants (development of promotional material and advertising).

The 2022 Glenorchy Carols Grant Program demonstrated that a community led approach is an effective measure is ensuring that the funds have maximum reach to the community and meet the particular requirements of each community group.

The events saw over 2000 people attending, which was a good reach across the community.

2023 Proposal

It is proposed that Council continues to deliver a grants program to support the community in delivering high quality, community focused and cultural events. While there was a good response; and good outcomes achieved in 2022, there was limited opportunity to advertise the grants widely and allow enough time for groups to apply and run their events due to the late timing of the Program's announcement.

It is recommended that the grants are advertised at the start of the 2023-2024 financial year and close at the end of August, with groups notified by the end of September.

It is also recommended that a Working Group for the grants be established with the primary role of reviewing the grant applications and allocating the funding. To this end, it is recommended that Council:

- confirm the grant guidelines for 2023 ([Attachment 1](#));
- approve the application form ([Attachment 2](#)); and
- formally establish a Working Group and Terms of Reference for that Group for the grants selection process ([Attachment 3](#)) under Council's Committees Policy.

The nomination and appointment process for appointment to the Working Group is set out in Council's *Nominations and Appointments to Committees and Other Bodies Policy* (the Policy) ([Attachment 4](#)).

Notice to Aldermen calling for nominations

In accordance with clause 5 of the Policy, a Notice was circulated to Elected Members on 9 June 2023 (Notice) calling for nominations to the following working group:

A copy of the Notice is [Attachment 5](#).

Committee Information**Glenorchy Christmas Carols Grants Program Working Group**

Committee type	Council Working Group as per Committees Policy (2021) <i>Item 14, 31 May 2021.</i>
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Committee composition	3 Elected Members
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No. of Elected Member positions available	3 committee members.
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Meeting frequency	Three meetings per year in the lead up to the event and others as required. There may be other information provided to the group via email throughout the year.
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Ex-officio appointments	NA
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Proposed term of appointment	Duration of Council term / Grants Program
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Role and purpose of Committee	The Community Christmas Carols Grants are provided to support community groups and not-for-profit organisations to present free, inclusive events and activities that include Christmas Carols. The primary role of the Working Party is to review the grant applications and allocating the funding.
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Nature of duties to be undertaken	The duties of a committee member, including (but not limited to): <ul style="list-style-type: none"> • attending meetings of the committee, and • reviewing the application, eligibility and conducting the selection process, and • discharging the roles and functions of the committee
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Extent of delegated authority	As per the Terms of Reference.
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Nominations Received

Council has received three (3) nominations for the three (3) positions available on the Glenorchy Christmas Carols Grants Program Working Group. The nominees for the positions are:

- Mayor Thomas
- Alderman Yaxley, and
- Councillor Kendall

The statements provided in support of the nominations are as follows:

Mayor Thomas	I nominate for the Carols committee as a passionate and committed elected member and community leader. I love Christmas! And I am excited to see the events that the community develop through this grants program. As a committee member I will give due consideration to each and every nomination to ensure appropriate allocation of council's budget and attend as many events as possible during the Christmas period.
Cr Kendall	As a chorister from way back, I strongly believe in the positive physical, emotional, and social benefits of people coming together in song. I am happy that Glenorchy City Council will administer carols grants, and I would be honoured to be involved in the working group.
Ald Yaxley	I'd like to nominate for the Christmas Carols committee as this time of year is a fantastic community time to celebrate and enjoy. I have previously been involved in running events and also judging and accessing criteria in line with goals and objectives.

In accordance with clause 2(6) of the Policy, it is recommended that the members-elect be confirmed to the available positions on the Glenorchy Christmas Carols Grants Program Working Group.

Consultations:

Executive Leadership Team

Remaining staff members of the Former Working Group.

Human Resource / Financial and Risk Management Implications:

Financial

The Glenorchy Christmas Carols Grants Program can be financially resourced from existing budgets.

Human resources

The grants process is facilitated by Council's Events Officer, with support from a Grants Working Party as outlined above.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation	Minor (C2)	Unlikely (L2)	Low (4)	Establishment of a group to openly manage, oversee and document the process and acquittals.
Management of the grants program to ensure grants are distributed fairly.				
Grants funds are acquitted correctly and completely by recipients.	Minor (C2)	Unlikely (L2)	Low (4)	Establishment of a group to openly manage, oversee and document the process and acquittals, with specific responsibility for acquittals by the Events officer.
Do not adopt the recommendation	Minor (C2)	Unlikely (L2)	Low (4)	Officers review the proposed grants program and return to Council with an alternative program.
Council would be open to criticism of not supporting the recently developed Strategic Plan to community to develop on the strategic plan goals and strategies.				

Community Consultation and Public Relations Implications:Community consultation

As stated above, in 2022, it was identified that the Glenorchy Carols event was unsustainable in the existing format within the existing budget and that event patronage was relatively low for the financial investment, with approximately 1000 -1500 people traditionally attending.

At the August 2022 Council Meeting, the decision was made to discontinue the event and trial the delivery of a Glenorchy Carols Grants program with the aim of supporting community groups, businesses and not-for-profit organisations to present free, inclusive events that included Christmas Carols.

This decision was made with no consultation with the community. However, during the lead up into the 2022 Christmas period Council received many positive comments in relation to the grants program trial and only 2 complaints that Council has ceased delivering a Christmas Carols event.

Public relations

This is another good news story for Council and delivering on Council's new Strategic Plan in particular the strategy of "Delivering or facilitating events to strengthen our community's sense of pride and belonging."

Recommendation:

That Council:

1. NOTE the success of the 2022 trial Glenorchy City Council Christmas Carols Grants Program.
2. APPROVE the continuation of the Glenorchy City Council Christmas Carols Grants Program for 2023, inclusive of earlier advertising of the program.
3. ESTABLISH a Glenorchy City Council Christmas Carols Grants Program Working Group
4. ENDORSE the appointment of Mayor Thomas, Alderman Yaxley and Councillor Kendall to the Glenorchy City Council Carols Grants Working Group for this Council term.
5. ENDORSE the Glenorchy City Council Christmas Carols Grants Program Working Group Terms of Reference ([Attachment 3](#))
6. ENDORSE the Glenorchy City Council Christmas Carols Grants guidelines and application form ([Attachments 1 & 2](#))

Attachments/Annexures

- 1 GCC Carols Grants Guidelines
[⇒](#)
- 2 GCC Carols Grants Application Form
[⇒](#)
- 3 Glenorchy Carols Grants Working Group - Terms of Reference
[⇒](#)
- 4 GCC Policy - Committee Nominations and Appointments
[⇒](#)
- 5 Notice to Elected Members for nomination to Carols Working Group.
[⇒](#)

ENVIRONMENT

Community Goal – Valuing our Environment

16. WASTE MANAGEMENT STRATEGY PROGRESS REPORT 2023

Author: Waste Services Coordinator (Evan Brown)
Manager Property Environment and Waste (Luke Chiu)

Qualified Person: Director Infrastructure and Works (Emilio Reale)

ECM File Reference: Waste Strategy Progress Report 2023

Community Plan Reference:

Leading our Community

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

Valuing our Environment

We will value and enhance our natural and built environment.

Strategic or Annual Plan Reference:

Leading Our Community

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

Strategy Manage the City's assets responsibly for the long-term benefit and growth of the community.

Valuing Our Environment

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

Strategy Manage waste responsibly and innovate to reduce waste to landfill.

Strategy Work to reduce our resource use and carbon emissions and prepare the City for the impacts of a changing climate.

Reporting Brief:

This report provides Council with a progress report on the implementation of the Glenorchy City Council Waste Management Strategy – Action Plan.

Proposal in Detail:

The 10-year Waste Management Strategy ([Attachment 1](#)) sets out three key goals with supporting objectives, underpinned by the City of Glenorchy Community Goals. These goals and objectives of the strategy are:

Goal 1: To promote the sustainable management of resources.**Objectives:**

- support and educate the community in separation, recovery and reuse, and lead by example
- collaborate with others regionally and nationally to improve effectiveness and sustainability
- ensure the appropriate use of the Jackson Street landfill and maximise its lifespan.

Goal 2: To provide convenient and affordable waste services that meet the needs of the community.**Objectives:**

- provide a high-quality, cost-effective and flexible kerbside collection service
- provide long-term continuity of convenient waste disposal options
- maintain effective and timely communication to keep the community engaged and informed.

Goal 3: To minimise negative impacts of waste on the natural and built environments.**Objectives:**

- minimise environmental impacts of Council-controlled landfill.
- introduce a kerbside service to recover food and garden organic waste (FOGO).
- reduce litter and dumped rubbish in public places.

The Strategy includes an Action Plan to ensure these objectives are met. A progress update on the implementation of the action plan is provided in [Attachment 2](#), with some of the achieved key highlights provided below.

Regional Collaboration (STRWA) (Action 9)

Glenorchy Council along with all Southern Tasmanian Councils identified the need to establish a Southern Tasmanian Regional Waste Authority (STRWA). Council was an involved member in setting up this joint authority by having representation on the Steering Committee that established it. This group has now been formed, of which GCC is an active member.

The purpose of this regional group is to coordinate local government's resource recovery and management of solid waste in the southern region for a more sustainable future on a regional basis. The objectives of STRWA are to:

1. foster sustainable use of resources
2. deliver efficient collection and reprocessing of resources
3. support opportunities for a circular economy to reduce environmental impacts and grow Tasmania's economy
4. provide a collective voice for member councils on the circular economy, resource recovery and waste management including education.

Extension of landfill area to provide additional capacity (Action 11 and 12)

In 2022, construction contractor, Downer EDI, completed a significant milestone for Glenorchy City Council, the design and construction of a new waste cell at the Jackson Street landfill facility. The project extends the life of the Jackson Street facility for approximately 10-to-15 years, allowing Council to plan for sustainable waste management further into the future.

The business case for the new cell was completed and approved by Council in May 2019. In May 2021, construction commenced on the new cell and was completed in August 2022. The new cell has been constructed to contemporary environmental standards including extensive leachate and runoff management. The new cell was opened to the public in October 2022, the cell is anticipated to extend the life of the landfill for approximately 10-to-15 years depending on tipping rates and other recovery programs. The new cell capacity provides a volume of approximately 495,000 m³.

Since completion of the new cell in October 2022 over 11,500 tonnes of waste have been disposed in the new cell to date. Planning works will be undertaken in 2023/24 for the programmed lift of the new cell and the final extension area, with the related capital works anticipated in 2024/25.

Support capture of landfill emissions and reuse for energy production (Action 15).

A new long-term agreement has recently been finalised with contracting firm LMS for the ongoing capture of gas from the Jackson Street Landfill. This agreement includes LMS installing 10 new gas extraction wells and a flare facility which will increase the volume of captured landfill gas emissions, which in turn increases power generation and royalty payments to Council. As part of this agreement LMS will also provide emission monitoring data across the landfill site that was previously an expense to Council.

Implement Food Organics and Garden Organics (FOGO) kerbside service (Action 19.1).

FOGO kerbside service was introduced in February 2020 to all residents with the Glenorchy municipality, with the exception of rural areas such as Collinsvale.

To date Council has diverted over 20,000 tonnes of organic waste from landfill. Council currently has 98% of eligible households on a FOGO service.

Research recently undertaken through the Southern Council's Collaboration revealed that between the 3-years 2019/20 to 2021/22 Council's annual greenhouse gas emissions reduced from 24,597 to 11,210 tonnes carbon dioxide equivalent. This is a very large 54% reduction in Council's total greenhouse gas emissions, which is almost entirely attributed to Council's introduction of a FOGO service. Noting that composting of FOGO waste generates approximately 90% lower emissions than landfilling even when the landfill has gas collection.

Long-term Waste Management

Council officers continue to investigate the future of waste management infrastructure in the City following the closure of the Jackson Street site as a landfill (approximately 10-to-15 years 2032 - 2037).

Council recently commissioned Blue Environment to identify and assess potential options for the future of waste management in the municipality and explore the most feasible options.

The project is being undertaken in different stages. Stage 1 has been completed and identified preferred options as follows:

1. various amendments to current practices at Jackson Street landfill, to extend the landfill lifespan and optimise the value of remaining airspace
2. establish a transfer station on an existing site at Lutana or at Jackson Street landfill prior to the close of the landfill.

A range of measures have already been put into place with regards to option 1 including the development of the new landfill cell, and adjusted landfill pricing structures that were endorsed at the May 2023 Council Meeting. Council officers are continuing to investigate option 2 and are working closely with the City of Hobart (joint owner of Lutana) and other regional authorities on how a regional waste transfer station at Lutana, or Council's own transfer station at Jackson Street, would best benefit Council and its community.

As part of this work Council will also look to develop a new action plan to reflect this work being undertaken and the need to plan for the future of Glenorchy's waste disposal, and the Jackson Street site, post the closure of the Jackson Street site as a landfill in 10-to-15 years.

Community Consultation and Public Relations Implications:

Engagement associated with this decision will be undertaken at Inform Level by inclusion within the Council meeting Minutes that will be available to the public on the Council's website and from the Customer Service Centre.

Human Resource / Financial and Risk Management Implications:

There are no material human resources implications. This update has been provided as part of officer's normal duties.

As the report is for receiving and noting only, no risk management implications arise.

Recommendation:

That Council:

1. RECEIVE and NOTE the report on the Waste Management Strategy Progress report for the period to June 2023.

Attachments/Annexures

- 1 Waste Management Strategy



- 2 Progress Report - Action Plan



GOVERNANCE

Community Goal – Leading our Community

17. BUDGET ESTIMATES 2023/24

Author: Manager Finance (Allan Wise)

Qualified Person: Director Corporate Services (Jenny Richardson)

ECM File Reference: 2023/24 Annual Budget

Community Plan Reference:

Leading Our Community

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

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

Strategic or Annual Plan Reference:

Leading Our Community

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

Strategy: Make informed decisions that are open and transparent and in the best interests of our community.

Action: Prepare high quality officer reports for Elected Member decision-making and publish open agenda, and minute documents on Council's website within the Statutory timeframe.

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

Strategy: Deploy the Council's resources effectively to deliver value while being financially responsible.

Action: Produce and monitor the Annual budget in line with the long-term financial management plan.

Reporting Brief:

To present for adoption the proposed Budget Estimates 2023/24, Long-Term Financial Management Plan 2023/24 to 2032/33 and approval of changes to Rates due dates and late payment charges.

Proposal in Detail:**Executive Summary**

The 2023/24 Budget Estimates (budget) and Long-Term Financial Management Plan 2024/25 to 2032/33 (LTFMP) are presented to Council for consideration and adoption by absolute majority.

The focus for this budget has been to ensure Council's financial sustainability outlook is improved while continuing to invest in services that underpin the objectives in our recently adopted Strategic Plan 2023-2032. In other words, we are aiming to balance the demand for services with sustainable rates.

Due to inflationary pressures over the past two years, Council's financial sustainability has been substantially eroded. Since 2021/22, operational expenses are budgeted to have increased by 16.1% or \$10.299 million while revenue has lagged behind by increasing only 14.1% or \$9.334 million.

A conservative 2022/23 budget continued the organisation's financial recovery from COVID-19. However, this recovery was subsequently affected by escalation in the cost of doing business. As a result the 2023/24 budget is more heavily impacted which demands stronger decisions than might have otherwise been required.

The proposed budget includes an 8.95% general rate increase and 5% increase across the range of waste management charges. The State Fire Commission has also imposed an increase in the fire levy contribution of \$183,000 or 2.89%.

The combination of differing increases across the general rate, waste management charges and state fire levy contribution results in an annual increase of \$133.00 or 7.48% for the median residential assessed annual value property.

Council's budget for 2023/24 forecasts an underlying deficit of \$3.639 million which represents a reduction to the 2022/23 original underlying deficit of \$4.526 million. With key focus areas of financial sustainability and strategic plan objectives at the forefront, the 2023/24 budget concentrates on:

- ensuring we have sufficient cash to service operations within the Tasmanian Audit Office published range of 3 to 6 months
- planning for a returning to surplus in the 2025/26 budget year
- providing enhanced services in line with community expectations and the strategic plan
- completing grant funded major capital works projects by 30 June 2024.

The budget has been able to deliver assistance through extended rate payment dates and reduced late payment fees. The period between instalments has been increased and the timeframe across all four instalments now extends from August 2023 to May 2024. In addition, the penalty and interest rates applied to overdue amounts has been reduced by 50% and the grace period extended from seven to twenty-one days.

Due to economic uncertainty affecting both Council and its residents, the budget and LTFMP will be reviewed monthly and may be adjusted if deemed necessary.

Background

Glenorchy is Tasmania's fourth largest city and is home to over 51,000 residents located in the northern suburbs of the Greater Hobart metropolitan area. The City is bounded by the Derwent River to the north and east, Hobart City to the south-east, Mt Wellington/kunanyi to the south and the Derwent Valley Council area to the west. The City features both urban and semi-rural areas and is characterised by a diverse mix of industrial, commercial and residential development including three major commercial areas located in Moonah, Glenorchy CBD and Claremont.

Council's goal is to provide a wide range of services to businesses and the community, many of which are supported by actions within the Strategic Plan. Unfortunately, the cost of delivering these services continues to increase in proportion to our changing demographics, growing infrastructure needs and challenging external economic environment.

In this regard, Council is not immune to financial pressures caused by world events. Developing a budget that balances service delivery, financial sustainability and community affordability is a difficult process and requires difficult decisions.

Operating Budget Overview

Key features of the proposed 2023/24 operating budget estimates are:

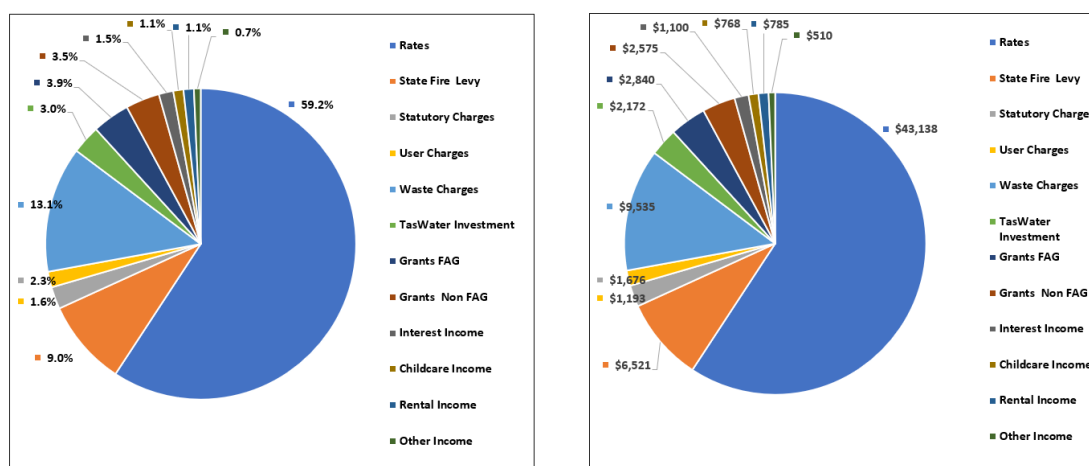
- Operating Deficit \$1.301 million
- Underlying Operating Deficit \$3.639 million
- Rate Revenue \$43.138 million
- Operating Revenue \$72.814 million
- Operating Expenditure \$74.115 million
- Depreciation and Amortisation \$18.845 million
- Asset Write-off and Disposal \$2.338 million
- Capital Expenditure \$32.686 million
- Cash Balance at 30 June 2024 \$19.3 million
- No new borrowings.

Revenue

The proposed 2023/24 budget generates an additional \$6.792 million in revenue. Of this \$3.714 million is derived from Rates, \$1.049 million from Interest on Investments and an additional \$1.359 million in Grant revenue is also expected.

Of particular note is a reduction in Development Services revenue of \$0.527 million due to a downturn in the construction industry.

Chart 1.1 Revenue

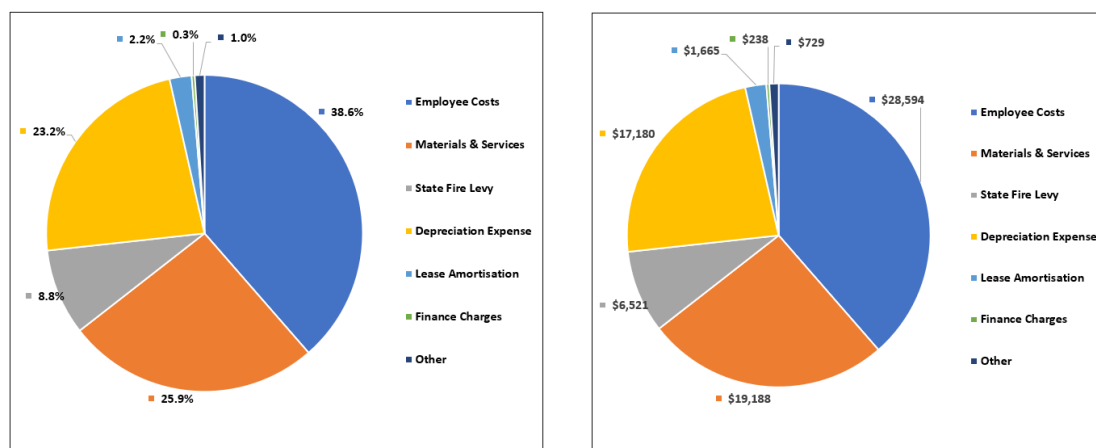


Expenditure

The proposed 2023/24 budget allows for an increase in expenditure of \$6.533 million. Of this \$3.327 million is due to increases in Materials & Services, \$1.955 million in extra Depreciation and a \$1.298 million increase in Employee Costs.

Of particular note are unavoidable increases to our State Landfill Levy liability (up \$188,000 to \$920,000), Land Tax (up \$110,000 to \$654,000) and Insurance Premiums (up \$100,000 to \$863,000) as well as necessary increases for additional Asset Maintenance (\$570,000) and year two of the Core Systems replacement project (up \$636k to \$2.253 million).

Chart 1.2 Expenditure



Key Priority Actions detailed in the Annual Plan for 2023/24 include:

- actively contribute to housing supply in the City through the actions in Councils Statement of Commitment on Housing.
- work in collaboration with government agencies and community organisations to deliver diversional programs that aim to improve youth and community safety, resilience, and engagement.
- improve the cleanliness of our CBDs by increasing the frequency of cleaning activities including graffiti removal, litter pick up, street sweeping and footpath cleaning.
- implement the Reflect Reconciliation Action Plan to strengthen relationships with respect for and opportunities for Aboriginal and Torres Strait Islander peoples.
- progress Glenorchy's economic development through infrastructure support, job creation, city marketing, and a proactive regulatory approach.
- identify and progress amendments required to Glenorchy's planning scheme to facilitate growth including structure plans for future residential land.
- facilitate the operation of the Glenorchy Jobs Hub to connect local people with local jobs and assist local industry and business to meet current and future workforce needs.
- maintain and upgrade stormwater infrastructure with a priority on reducing flood risk.
- manage and maintain a road network that meets the transport needs of the community.
- work with TasWater as the lead partner to implement the Tolosa Park Redevelopment Project Stage A and seek funding for Stage B to develop it into a major regional recreational destination.
- deliver the federally funded sport and recreation projects at KGV Football Park and North Chigwell Junior Soccer Hub.
- complete a new regional Playspace at Giblins Reserve, a new district Playspace at Benjafield Park and progress the upgrade of 10 local Playspaces under the Glenorchy Playspace Strategy 2021-2041.
- reduce waste to landfill to extend the life of our landfill while meeting environmental standards.
- Explore options for waste management beyond the landfill life.

Capital Budget Overview

A separate report for the 2023/24 Capital Works program and Budget will be presented to the 26 June 2023 meeting. However, a snapshot of the capital budget reveals works totalling \$32.686 million are planned.

Capital works priorities for the proposed budget are focused on the renewal and maintenance of existing community assets and the delivery of grant funded facilities.

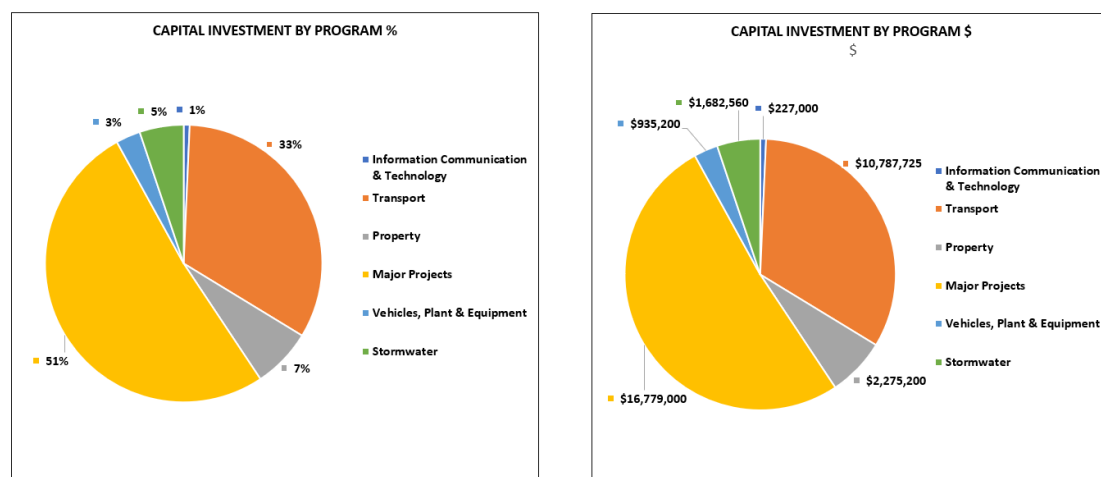
Key Major Projects for the 2023/24 financial year total \$16.779 million and include:

- North Chigwell Junior Soccer Hub
- Tolosa Park Masterplan
- KGV Soccer Park
- Giblins Playspace
- Glenorchy Playspace Strategy upgrades
- Benjafeld Playspace
- Benjafeld Childcare Centre Stage 1
- Benjafeld Childcare Centre Stage 2
- Upgrade of Council Chambers
- Multicultural Kitchen
- Interchange facilities at KGV Oval
- Cadbury changerooms

Key renewal and upgrade projects for the 2023/24 financial year total \$15.907 million and include:

- Ashbourne Grove reconstruction Stage 1
- Renfrew Circle Road reconstruction and traffic improvements
- Lampton Avenue (from Howard Road to Brooker Highway)
- Kelvin Avenue reconstruction (Florence to End)
- Main Road Granton shared path
- Windermere Bay public toilet replacement
- CBD Main Road footpath (Gavit to Elwick)
- New Town Rivulet remediation

Chart 2.1 Capital Works



2023/24 Budget Details

Section 82 of the *Local Government Act 1993* (the Act) requires the General Manager to prepare estimates of Council's revenue and expenditure for each financial year, in particular:

- (2) *Estimates are to contain details of the following:*
 - (a) *the estimated revenue of the council;*
 - (b) *the estimated expenditure of the council;*
 - (c) *the estimated borrowings by the council;*
 - (d) *the estimated capital works of the council;*
 - (e) *any other detail required by the Minister.*
- (3) *Estimates for a financial year must –*
 - (a) *be adopted by the council, with or without alteration, by absolute majority;*
 - (b) *be adopted before 31 August in that financial year;*
 - (c) *not be adopted more than one month before the start of that financial year.*

The 2023/24 Budget Summary, which includes the estimates required under the Act, are pages two and three in Attachment 1 to this report.

The Long-Term Financial Management Plan 2024/25 to 2032/33 is page four in Attachment 1 to this report.

The assumptions which underpin the 2023/24 Budget are contained in the Long-Term Financial Management Plan (LTFMP) and are consistent with Council's Financial Management Strategy 2019-2028 (FMS).

The major elements of the 2023/24 Budget are:

1. Statement of Comprehensive Income
2. Changes to Rates Due Dates, Interest and Penalty
3. Statement of Financial Position
4. Capital Expenditure
5. Cash Flow and Funding
6. Risks, and
7. Long-Term Financial Management Plan and Financial Management Strategy

1. STATEMENT OF COMPREHENSIVE INCOME 2023/24

Table 1(a) Statement of Comprehensive Income for 2023/24.

Glenorchy City Council Statement of Comprehensive Income	Budget 2023/24	Original Budget 2022/23	Budget Difference
Operating Revenue			
Rates	43,138,605	39,423,629	3,714,976
State Fire Commission Levy	6,520,779	6,338,293	182,486
User Charges and Licences	13,961,904	13,471,351	490,553
Interest	1,100,000	51,250	1,048,750
Grants	5,414,980	4,055,911	1,359,069
Contributions - Cash	41,061	39,975	1,086
Investment TasWater	2,172,000	2,172,000	0
Other	464,173	470,174	(6,001)
Total Operating Revenue	72,813,502	66,022,583	6,790,919
Operating Expenditure			
Employee Costs	28,594,097	27,296,083	1,298,015
Materials and Services	18,945,624	15,806,117	3,139,507
Depreciation and Amortisation	18,844,633	16,793,925	2,050,707
Finance Costs	154,112	153,228	884
Other	7,749,496	7,957,631	(208,135)
Internal Income/Expenses	(173,398)	(424,405)	251,006
Total Operating Expenditure	74,114,563	67,582,579	6,531,984
OPERATING SURPLUS / (DEFICIT)	(1,301,061)	(1,559,996)	258,935
Non-Operating Income / Expenditure			
Assets Written Off	(1,920,000)	(2,564,239)	644,239
Asset Disposal	(417,974)	(402,000)	(15,974)
Total Non-Operating Income / Expenditure	(2,337,974)	(2,966,239)	660,213
UNDERLYING SURPLUS / (DEFICIT)	(3,639,035)	(4,526,235)	919,148
Capital Income			
Assets - Capital - Donated / Gifted / Found	2,500,000	5,300,000	(2,800,000)
Assets - Capital - Found	1,000,000	0	1,000,000

Grants - Capital - Roads to Recovery Program	578,000	578,000	0
Grants - Capital – LR&CI	0	1,090,445	(1,090,445)
Grants - Capital – State & Federal	8,620,000	6,180,000	2,440,000
Total Capital Income	12,698,000	13,148,445	(450,445)
RESULT FROM CONTINUING OPERATIONS	9,058,965	8,622,210	468,703
Capital Budget			
Renewal Works	18,702,206	19,115,867	(413,661)
Upgrade Works	8,415,979	921,137	7,494,842
New Works	5,568,500	10,289,749	(4,721,249)
Total Capital Works	32,686,685	30,326,753	2,359,932

The comprehensive income statement for the 2023/24 budget reports an operating deficit of \$1.301 million and an underlying deficit of \$3.639 million made up of the following items:

1.1. Rates Revenue

The Rate Revenue budget includes:

General Rate

The general rate revenue has been framed around an 8.95% increase to the rate in the dollar and a 0.75% growth factor. This general rate revenue is budgeted to increase by \$4.016 million to \$44.767 million.

Remissions

The Act provides for exemptions to the general rate for various classes of property, notably public land and land used for charitable purposes. The offset to the general rate revenue for these remissions is \$1.373 million.

Penalty and Interest

Late payment fees are charged through a one-off penalty and on-going interest. It is proposed the current penalty of 10% will be reduced by half down to 5%. The proposed interest rate will be 4.735% which is also half the maximum permissible rate. In addition, the grace period will be extended from 7-days to 21 days. The revenue derived from penalty and interest is budgeted to be \$240,000.

Legal Fee Recovery

If legal action is taken to recover overdue rates, the costs are recoverable. An amount of \$28,600 has been allowed for in the budget.

Differential Rating

The differential rating model between residential and non-residential rates will be continued for the 2023/24 financial year.

Municipal Revaluation

There is no indexation of valuations in the 2023/24 financial year. The six-year city-wide revaluation of all properties will occur during the year and take effect from 1 July 2024.

1.2. State Fire Contribution

The *Fire Service Act* 1979 requires Council to pay a contribution to the State Fire Commission. The contribution for the 2023/24 financial year is \$6.520 million and is recovered as part of the annual rates notice.

1.3. User Charges

A wide range of user fees and charges across twenty programs generate approximately \$13.961 million or 19% of Council's total operating revenue for 2023/24. The Schedule of Fees and Charges was approved by Council at the 29 May 2023 meeting. Further information can be obtained by viewing the report under 29 May 2023 Minutes and Agendas on our website.

1.4. Operating Grants and Subsidies

The 2023/24 budget for operating grants and subsidies totals \$5.415 million and only includes amounts for which Council has signed commitments. This includes:

- Financial Assistance Grant
- 26TEN
- Full Gear
- Glenorchy Jobs Hub
- Multicultural Hub
- Child Care Subsidy

It is expected new grants will become available during the financial year.

1.5. Investment Income

Council's largest investment income stream is our part owner and shareholder in TasWater. Advance notice has been received from TasWater that our dividend for 2023/24 will be \$2.172 million.

Council's remaining investment income stream is derived from interest earned on cash invested in short-term deposits. Interest rates have increased over the past twelve months resulting in a budget of \$1.100 million for 2023/24.

1.6. Finance Charges

The budget for 2023/24 is \$238,000 which includes bank fees, interest on loans and an assumed rate on interest on our leases of heavy vehicles used by the Works and Landfill programs.

1.7. Employee Costs

This includes a range of employee related expenditure such as wages, superannuation, payroll tax, workers compensation insurance, fringe benefits tax and recruitment costs.

The increase to budgeted employee costs in 2023/24 is \$1.298 million with primary contributors being:

- enterprise agreement increase 2.1% from June 2023 to May 2024
- incremental step increases within grades
- superannuation guarantee legislated increase of 0.5%
- new works positions to maintain existing and new assets
- staffing investment in the childcare program

1.8. Materials, Services and Contractors

The budget has increased by \$3.139 million (net of \$251,000 internal transfers) or 20% which largely reflects high inflation rates over the past two years, unavoidable imposed increases and new initiatives in the provision of services. These include increases of:

- core systems replacement (year 2) additional \$446,000
- new assets maintenance initiative \$331,000
- strategic plan maintenance initiative new \$240,000
- waste management contractors additional \$228,000
- State landfill levy additional \$188,000
- public toilet cleaning additional \$116,000
- insurances additional \$100,000
- Northern suburbs transit corridor new \$100,000

1.9. Depreciation and Amortisation

The term depreciation refers to an accounting method used to allocate the cost of a tangible or physical asset over its useful life. Depreciation represents how much of an asset's value has been used. Typical classes of assets depreciated by Council include:

- roads, gutters and footpaths
- stormwater drains
- building
- plant and vehicles
- office equipment and furniture

Council invests in its own new assets such as sporting facilities, playgrounds, public toilets and upgraded roads and drains. Council also receives donated assets such as roads, drains and playgrounds from developers of residential subdivisions.

Depreciation is having a large impact on the expenditure budget. The amount in the 2023/24 budget is \$18.844 million which is \$2.050 million or 12% higher than the prior budget primarily due to \$15 million in donated assets from a major subdivision.

1.10. Other Expenses

There is a decrease of \$208,000 in other expenses for 2023/24 which are offsetting increases and decreases allowed for in the budget. There are savings from one-off expenses in 2022/23 and opposingly, there are increases in areas such as the State Fire Contribution of \$182,000 and Land Tax of \$111,000.

1.11. Asset Write-Off

As Council's assets are renewed and replaced in-line with our Asset Management Strategy, the residual value of the replaced assets is required to be written off. This results in operating expenditure each year that has traditionally been difficult to forecast accurately. For the 2023/24 budget, a base amount of \$1.920 million has been included.

1.12. Capital Grants

The 2023/24 budget for capital grants totals \$9.198 million and only includes amounts for which Council has signed commitments. This includes:

- North Chigwell / KGV Redevelopment \$5.120 million
- Giblins Playspace \$2.000 million
- Playground Renewals \$1.500 million
- Roads to Recovery \$578,000

Federal Grants for new sporting and play facilities are only paid to Council after work milestones are completed, that is the grant is paid in arrears.

1.13. Donated and Found Assets

As a result of ongoing developments within the municipality particularly subdivisions, Council is given ownership of infrastructure assets during each financial year. These assets are primarily roads, stormwater and footpaths. Council is required to include the value of these assets in its asset register and record the donation of them as non-operating revenue. In addition, regular field audits of our assets will identify infrastructure not currently recorded in our asset register resulting in found assets, typically hidden or underground. The total budget for donated and found assets is \$3.500 million.

1.14. Profit / (Loss) on Disposal of Assets

Council has approved a surplus land disposal program. Sales will generate cash flow but may also generate accounting surpluses or deficits depending on the relativity of the sale price to the value recorded in the asset system.

Australian Accounting standards applicable to government require asset values to be recorded at market value rather than historical cost price. As a result, sales may appear to have generated a loss because of the costs associated with the disposal type. However, there is a positive impact on the Council's cash balance from actual proceeds of each sale.

Disposal of plant, vehicles and computer equipment will also occur throughout the year.

2. CHANGES TO RATES DUE DATES, INTEREST AND PENALTY

It is acknowledged that current economic conditions are not only affecting Council's financial situation, but it is also impacting our community and ratepayers. Council has therefore looked at ways of easing the burden of rate payments.

While the quantum of rates must be commensurate with our budget and financial sustainability, recommendations have been made to alter due dates, penalty and interest.

2.1. Due Dates

Up until 2018/19, rates were payable by two instalments due in August and February. In 2019/20, the four-instalment option was introduced due in August, October, January and March.

The introduction of the four-instalment option in 2019/20 did not space these evenly between calendar quarters, being "two months / three months / two months" after the first instalment was paid.

It is proposed to introduce a "two and a half months / three months/ three months" period between instalments, importantly moving the January instalment further away from the new year period as follows:

- Instalment 1 - 15 August 2023
- Instalment 2 – 1 November 2023
- Instalment 3 – 1 February 2024
- Instalment 4 – 1 May 2024

2.2. Penalty

The Act allows a Council to charge a one-off penalty on unpaid instalments which is currently set at 10%. A grace period of 7-days has been nominally given before the penalty is imposed after which a reminder letter is issued for the instalment and penalty amount.

It is proposed to reduce the penalty to 5% and to extend the grace period to 21-days, covering the period encompassed by an initial grace period of 7-days followed by a further 14-days after the issuing of an overdue rate account.

This initiative will halve any penalty imposed and provide the ratepayer with an opportunity to make payment within the 21-days without penalty.

2.3. Interest

The Act allows a Council to charge daily interest on unpaid instalments, which is currently set at 8.125%. The Act prescribes the maximum rate allowed, being the 10-year Long-Term Bond Rate plus 6%. The March 2023 bond rate is 3.47% thereby setting the 2023/24 maximum rate at 9.47%.

In line with the penalty reduction by half, it is similarly proposed to set the 2023/24 interest rate at half the maximum permissible being 4.735%.

2.4. Direct Debits

Ratepayers can choose weekly, fortnightly, monthly, instalment or lump sum, including ratepayers in arrears. There is no extra cost to the ratepayer by choosing to pay by direct debit.

There are currently 4,946 ratepayers taking advantage of our direct debit options. The direct debit dates proposed for 2023/24 allow:

- 40 weekly payments
- 20 fortnightly payments
- 10 monthly payments
- 4 instalment payments
- 1 in full payment

The benefit of direct debit is the ratepayer can spread regular payments across nine months, with no payments required in July and the following May and June. The three-month moratorium on rate payments will be of benefit to many ratepayers and also assist Council with its obligation to give advance notice of a change to the direct debit amount in July before deductions recommence.

2.5. Overdue Rates

A ratepayer with overdue rates has the opportunity to avoid future penalty and interest charges by selecting a weekly, fortnightly or monthly direct debit plan and

adhering to the plan without default. Penalty and interest fees charged prior to the direct debit application cannot be waived and will be included in the payment calculation.

3. STATEMENT OF FINANCIAL POSITION

Table 2(a) Statement of Financial Position for 2023/24.

Glenorchy City Council Statement of Financial Position	Budget 2023/24 \$'000	Budget 2022/23 \$'000
Asset		
Current assets		
Cash and Cash Equivalents	19,581	15,096
Trade and Other Receivables	1,850	1,850
Inventories	86	86
Other Current Assets	3,387	3,387
Total Current Assets	24,904	20,419
Non-Current Assets		
Property, Infrastructure, Plant and Equipment	781,935	764,071
Investment in Water Corporation	158,717	158,717
Other Non-Current Assets	693	697
Total Non-Current Assets	941,345	923,485
Total Assets	966,249	943,904
Liabilities		
Current Liabilities		
Trade & Other Payables	3,500	3,500
Provisions	4,964	4,964
Borrowings	637	555
Other Current	4,385	4,385
Total Current Liabilities	13,486	13,404
Non-Current Liabilities		
Provisions	3,564	3,564
Borrowings	984	843
Other Non-Current	205	205
Total Non-Current Liabilities	4,753	4,612
Total Liabilities	18,239	18,016
Net Position	948,010	925,888
Equity		
Accumulated Surpluses	560,947	538,825
Reserves	387,063	387,063
Total Equity	948,010	925,888

Table 2(a) details the budgeted Statement of Financial Position as at 30 June 2024. The Statement shows that the budgeted Net Asset position of Council will not materially change from the current financial year.

3.1. Assets

During the 2023/24 financial year, the total value of Council's assets is expected to increase by \$17.864 million. The main contributors to this increase is a capital works program totalling \$32.686 million plus donated and found assets of \$3.500 million, offset by depreciation and amortisation of \$18.844 million.

The Long-Term Financial Management Plan forecast indicates Council's cash position will progressively improve over the life of the ten-year plan, subject to restrained new capital expenditure.

3.2. Liabilities

It is not expected that Council's liabilities will materially change during the forthcoming financial year with the exception of loan repayments totalling of \$637,000 being made.

3.3. Equity

This will only change in unison with the movement in assets and liabilities. The budget allows for an increase in our equity position at 30 June 2024.

4. CAPITAL EXPENDITURE

A separate report for the 2023/24 Capital Works program and Budget will be presented to the 26 June 2023 meeting and that is the report which will formally adopt the 2023/24 Capital Works budget.

However so as to present all aspects of Council's 2023/24 budget in this report, a snapshot of the capital budget reveals works totalling \$32.686 million are planned.

Chart 3(a) details a proposed Capital Expenditure Program for 2023/24 totalling \$32.686 million. The program represents the second consecutive year of substantial capital investment with 51% allocated to major projects some of which will be carried forward from 2022/23 into 2023/24 as work in progress.

4.1. Transport infrastructure

The transport infrastructure capital works budget for 2023/24 is \$10.787 million of which \$1.268 million is for new and/or upgraded assets and \$9.519 million for renewal and replacement of existing assets.

Major capital works budgeted for in the transport infrastructure program include:

- Pavement rehabilitation - \$3.700 million
- Road resurfacing - \$2.891 million
- Footpath renewal - \$2.568 million
- Paths, tracks and trails - \$921,000
- Road safety - \$406,000

- Bridge and street lighting - \$150,000
- Heavy patching - \$150,000

4.2. Stormwater

The stormwater capital works budget for 2023/24 is \$1.682 million of which \$672,000 is for new and/or upgraded assets and \$1.010 million is for renewal and replacement of existing assets.

Major capital works budgeted for in the transport infrastructure program include:

- Flood mitigation and system upgrades - \$1.193 million
- Stormwater asset renewal - \$490,000

4.3. Property and Environment

The Property and Environment capital works budget for 2023/24 is \$2.275 million of which \$840,000 is for new and/or upgraded assets and \$1.435 million is for replacement and renewal of existing assets.

Major capital expenditure budgeted for the Property and Environment program include:

- Parks and reserves - \$715,000
- Facilities and sportsgrounds - \$550,000
- Public toilet replacement - \$500,000
- Council buildings - \$330,000
- Tracks and trails - \$180,000

4.4. Major Projects

The Major Projects capital works budget for 2023/24 is \$16.779 million including large projects:

- North Chigwell soccer redevelopment - \$4.000 million
- Tolosa Park dam rehabilitation - \$2.995 million
- Giblins Playspace - \$2.500 million
- KGV soccer redevelopment - \$2.500 million
- Selected playground renewals - \$1.500 million
- Benjafield playground renewal - \$1.000 million

4.5. Vehicle Fleet

The 2023/24 vehicle fleet budget of \$585,000 enables the timely replacement of Council vehicles. Thirteen vehicles are scheduled for replacement however, long delays are being experienced in the availability of new vehicles.

4.6. Plant and Equipment

Replacement of minor and mobile equipment has been budgeted at \$350,000 for the 2023/24 financial year. The largest project within this category include the replacement of two high-use cylinder and rough cut mowers.

4.7. Information Communication and Technology (ICT)

The ICT capital works budget for 2023/24 is \$227,000 of which \$187,000 is for the replacement of laptops, PC's, tablets and monitors. Funds will also be utilised for GIS improvements, surveying equipment upgrade and mobile technology.

5. CASH FLOW AND FUNDING

5.1. Cash

Current forecasts indicate Council's cash position at 30 June 2023 (ie total cash held in operational and investment accounts and not allowing for restricted cash items) will be stronger than expected at \$26.826 million. However as at 30 June 2024, this is forecast to reduce to \$19.581 million due to (a) the operating deficit in the 2023/24 budget and (b) a substantial 2023/24 capital works program of \$32.686 million. The cash balance will be influenced by the timing of Federal Government grants for major projects because they are only paid after Council completes works.

5.2. Borrowings

Council has shown solid restraint in its borrowing decisions for some years. There are only three active loans at present:

- Loan 25 \$114,000 to be paid out in 2024/25
- Loan 27 \$107,000 to be paid out in 2026/27
- Loan 31 \$1.398 million to be paid out in 2025/26 (Covid economic stimulus loan with subsidised interest)

These loans will require principal repayments of \$637,000 in 2023/24.

There is no proposal for Council to borrow funds in 2023/24.

6. RISKS

6.1. Contingency

No contingency has been included in the budget while an underlying deficit exists.

6.2. Economic Conditions

The annual movement in the most recent LGAT Council Cost Index is 8.11% (LG Index). The Local Government Association of Tasmania releases the LG Index each year as it is believed this measure better reflects the cost increases associated with the delivery of local government services. This compares to an increase of 6.9% in the Consumer Price Index for March 2023.

In recent budgets, general expenditure and revenue increases have been capped with a variation applied in certain circumstances. It is considered this cap has been underfunding the cost of doing business and has reached the stage where it must be addressed in the 2023/24 budget.

This ensures financial sustainability by addressing cash-flow concerns, funding services to the required standard and returning to surplus in the short-term.

6.3. Interest on Cash Investment

Cash reserves are invested in short-term deposits to generate additional operating revenue. Recent increases to the cash rate by the Reserve Bank of Australia has resulted in the average interest rate increasing from 0.50% to 4.50% over the past twelve months.

Based on historical cash investments data, the investment interest budget has increased from \$51,000 in 2022/23 to \$1.100 million for 2023/24.

6.4. Payments for Materials, Services and Contractors

Council relies on competitive procurement processes and for our preferred suppliers to remain financially viable in the provision of their services in order to keep costs down as this makes up 24% of our total operating expenditure.

Unfortunately, the state of the economic environment over the past twelve months has driven up the cost of services and materials as supply chains are placed under increasing pressure.

This has impacted development of the 2023/24 budget and will be monitored closely in the provision of services.

6.5. Infrastructure damage

The risk of damage to Council infrastructure including road, stormwater and property from events such as extreme weather, earthquake, or acts of terrorism are not insured due to the prohibitive cost. Council is exposed to significant costs to repair or replace these infrastructure assets should such events occur.

Council accepts this risk because the cost of mitigation by insurance coverage for the infrastructure assets is too high. There are, however, potential sources of relief or partial relief available to Council in the event of major damage, through the State Government Emergency and Disaster Relief Fund.

6.6. Local Government Reform

The Tasmanian Government has commissioned the Local Government Board to undertake a Review of the role, function, and design of local government in Tasmania. The objective of the Review is to create a more robust and capable system of local government. Stage 3 consultation concludes in August with major announcements on the review to occur in October 2023.

The 2023/24 Budget and Long-Term Financial Management Plan does not consider or make any allowances for possible local government reform impacts.

7. LONG-TERM FINANCIAL MANAGEMENT PLAN AND FINANCIAL MANAGEMENT STRATEGY

The long-life nature of Council's assets which support the many Council services necessitates that Council's budget reflects the long-term provision of services that meet community expectations while ensuring ongoing financial sustainability.

In line with the requirements of the *Local Government Act 1993*, Council has developed a Long-Term Financial Management Plan (LTFMP) and Financial Management Strategy (FMS) to provide a longer-term context and to support decision making particularly during the budget development process.

The LTFMP developed to support the 2023/24 Rates revenue budget provides for the following long-term assumptions:

Table 6.1 – Long-Term Financial Management Plan Assumptions

	2023 / 2024	2024 / 2025	2025 / 2026	2026 / 2027	2027 / 2028 and onwards
General Rate % Increase	8.95%	5.95%	4.95%	3.50%	3.50%

The *Local Government (Management Indicators) Order 2014* provides for seven measures that Council is assessed against for financial sustainability. Table 6.2, below, provides a summary of these indicators for the forthcoming year.

Table 6.2 – Forecast Management Indicators 2023/24

Indicator	Target Range	2023/24 Budget
Underlying Surplus / (Deficit)	>\$0	(\$3.639m)
Underlying Surplus / (Deficit) Ratio	>0%	(4.90%)
Net Financial Liabilities	>\$0	\$3.278m
Net Financial Liabilities Ratio	>0%	4.9%
Asset Consumption Ratio	>60%	54%
Asset Renewal Funding Ratio	>90%	101%
Asset Sustainability Ratio	100%	123%

In framing the budget for 2023/24, Council has focussed on financial sustainability with targeted new initiatives to those necessary for community safety or amenity. The effect of the proposed budget on the management indicators is:

- the underlying deficit has been reduced and is forecast to return to surplus in 2025/26
- net financial liabilities has returned to a positive position.
- asset ratios are materially in line with targets.

SUMMARY

The demand for increased services and infrastructure has risen over recent years as has the cost of providing and maintaining these to the required level. Developing a budget that balances service delivery, appropriate infrastructure, financial sustainability and community affordability is a difficult process and requires difficult decisions.

The 2023/24 budget seeks to assure Council's financial sustainability, provide appropriate funds for the operations of Council, acknowledge the difficult economic environment and proposes changes to assist ratepayers with payment of the rate account.

Consultations:

Elected Members
Executive Leadership Team
Managers and Coordinators
Finance Department Staff

Human Resource / Financial and Risk Management Implications:Human resources

The budget provides for funding of staff positions that are required to provide or support the activities of the council. Therefore, those positions will implement the budget as part of their ordinary duties.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation	Moderate (C3)	Likely (L4)	High	Present the Financial Performance Report to Council monthly so as to monitor the budget-to-actual position.
An operating and underlying deficit is approved for the 2023/24 budget and 2024/25 forecast years.				
Unforeseen economic changes result in budget estimates that are no longer materially accurate.	Major (C4)	Possible (L3)	High	Monitoring of internal and external financial conditions enabling remedial action to be taken. Budget and LTFMP to be reviewed monthly and revised if required.
Our ratepayers have difficulty in making on-time rate payments.	Moderate (C3)	Unlikely (L2)	Medium	Level of overdue rates is monitored monthly to assess cash flow implications. Financial hardship processes are easily available.
The cash cover ratio falls below the minimum of three.	Moderate (C3)	Unlikely (L2)	Medium	Available cash is regularly monitored and cash requirements are planned for the following three months. Consider the option of borrowing funds.
Do not adopt the recommendation	Major (C4)	Possible (L3)	High	Undertake prior comprehensive discussions with Elected Members to ensure the presented Budget is acceptable.
The 2023/24 Budget would need to be amended and adopted at a later meeting, resulting in revenue and expenditure financial uncertainty.				

Community Consultation and Public Relations Implications:Community consultation

Council undertakes frequent community consultation on a range of projects and programs which helps inform its organisational priorities for the year which may lead to Annual Plan actions or a Budget allocation. For the 2023/24 budget, Council has undertaken a range of consultative measures leading to a Community Budget Briefing on 22 June 2023.

Public relations

Council will communicate key information relating to the 2023/24 budget through social media, our website and media releases.

Recommendation:

That Council:

1. ADOPT the Glenorchy City Council 2023/24 Budget Estimates as set out in Attachment 1 in concurrence with the 2023/24 Capital Works Summary Budget Estimates report
2. APPROVE the Glenorchy City Council Long-Term Financial Management Plan 2023/24 to 2032/2033 as set out in Attachment 1
3. RESOLVE that pursuant to section 90 of the *Local Government Act 1993 (the Act)*, for the period commencing on 1 July 2023 and ending on 30 June 2024 inclusive (**the financial year**), Council makes a general rate of 8.0383 cents in the dollar based on the adjusted assessed annual value (**AAV**) of all rateable land in the municipal area of Glenorchy
4. RESOLVE that pursuant to section 107(1)(a) of the Act, for the financial year, Council varies the general rate down to 7.4849 cents in the dollar based on the AAV, for all rateable land in the municipal area of Glenorchy used for residential purposes
5. RESOLVE that pursuant to section 90(4) of the Act, for the financial year, Council sets the minimum amount payable in respect of the general rate at \$226.90
6. RESOLVE that pursuant to section 93A of the Act, for the financial year, Council makes the following service rates in respect of fire protection based on the AAV of all rateable land on the valuation roll or assessment roll prepared under the *Valuation of Land Act 2001* as follows:
 - a) 1.1720 cents in the dollar for Council's contribution to the State Fire Commission for land that is situated within the Hobart Permanent Brigade Rating District, with a minimum contribution for each parcel of land of \$48.00 applying, and
 - b) 0.1000 cents in the dollar for Council's contribution to the State Fire Commission for land that is situated outside the Hobart Permanent

Brigade Rating District with a minimum contribution for each parcel of land of \$48.00 applying

7. RESOLVE that a penalty of 5% pursuant to section 128(a) of the Act is to apply to the amount of any instalment not paid by the overdue reminder due date; and
8. RESOLVE that interest at a rate of 4.735% per annum pursuant to section 128(a) of the Act calculated daily is to apply to the amount of any instalment not paid by the overdue reminder due date, and
9. RESOLVE that rates levied in accordance with this resolution are payable to the Council by four (4) equal as practicable instalments:
 - a) the first instalment on the date specified in the rate notice being on or before the 31st day after the issue of the rates notice
 - b) the second instalment on or before 1 November 2023
 - c) the third instalment on or before 1 February 2024
 - d) the fourth instalment on or before 1 May 2024
10. RESOLVE a ratepayer may enter into an approved Direct Debit agreement in lieu of quarterly payments detailed in recommendation 9.

Attachments/Annexures

- 1 Attachment 1 - 2023/24 Budget Estimates and Long-Term Financial
[⇒](#) Management Plan

18. 2023/24 CAPITAL WORKS PROGRAM AND BUDGET

Author: Manager Infrastructure, Engineering and Design
(Patrick Marshall)

Qualified Person: Director Infrastructure and Works (Emilio Reale)

ECM File Reference: 2023/24 Annual Budget

Community Plan Reference:

Leading our Community

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

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

Strategic or Annual Plan Reference:

Leading our Community

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

Strategy: Make informed decisions that are open and transparent and in the best interests of our community.

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

Strategy: Manage the City's assets responsibly for the long-term benefit and growth of our community.

Strategy: Deploy the Council's resources effectively to deliver value while being financially responsible.

Reporting Brief:

To present the proposed capital works program to Council for the 2023/24 financial year and seek Council's approval of the \$32.7 million program.

Proposal in Detail:

Background

Council is responsible for the acquisition, operation, maintenance, renewal and disposal of an extensive range of physical assets, including roads, footpaths, drainage networks, bridges, public buildings, parks, recreation facilities, fleet, ICT and other equipment.

Council owns an asset pool currently valued at over \$1 billion (total replacement cost), which provide essential services to the Glenorchy community and the general public.

From a replacement value perspective, the top four asset classes that Council owns are Transport Assets, Drainage Assets, Building Assets and Parks and Recreation Assets, with an estimated total replacement value of \$982 million in the 2022/23 financial year (FY2022/23).

The importance of these assets to the community and their significance for the budget means that asset management is a critical part of the Council's long-term planning and service delivery, and these assets must be maintained and replaced accordingly.

As required under the *Local Government Act 1993* (the Act), Council develops and maintains a set of crucial asset management documents, including its Asset Management Policy (the policy), the Asset Management Strategy (AMS) and Strategic Asset Management Plan (SAMP). Each of the four major asset classes also has their class-specific Asset Management Plan (AMP) developed to ensure they are managed in-line with the goals and objectives set out in the SAMP.

The AMS, SAMP and individual AMPs identify the community's need and demand for these assets and provides long-term projections of the renewal, upgrade and new asset acquisitions required, based on the adopted levels of service.

To deliver the objectives and goals in the SAMP and individual AMPs, Council develops and maintains a 10-year capital works program.

In addition to the projects from the four major asset classes, there are several minor asset classes, including Plant and Equipment, Vehicles and Fleet, and Information Communication and Technology (ICT) assets. Assets in these classes are also included in Council's annual capital works program to ensure Council's overall asset base is sufficiently renewed and reflects the emerging needs within the community.

This report is to present Council with the proposed 2023/24 financial year (FY2023/24) capital works program and seeks Council's approval of the capital expenditure associated with the program.

How the capital works program is developed

Council is required to maintain a 10-year capital works program and have the expenditure of the program projected in Council's Long-Term Financial Management Plan (LTFMP).

The development of the 10-year capital works program considers community objectives, affordability, and levels of service.

In general, the projects listed in the first year (Yr. 1) of the capital works program are used for budgeting and project programming purposes and give the most certainty in-terms of costs and timing. The Yr. 1 program is the FY2023/24 capital works program which is presented to Council for endorsement as part of this report.

Subsequent years (Yr. 2 to Yr. 10) in the capital works program have been nominated and prioritised but are not confirmed until adopted for the budget year they are scheduled to commence.

The projects included in the capital works program are generated from several sources, including asset condition assessment and analysis, risk ratings, necessity, requests from the public and initiatives from community groups. These projects are further explored and prioritised by asset managers before being included in the capital works program.

For external-facing projects, such as transport, stormwater, property and environmental projects, community consultation and engagement form a vital part of the projects and program development process. Guided by Council's community engagement framework, suitable levels of engagement (e.g., 'inform', 'consult' or 'empower') were used further to refine the scope and outcomes of the projects.

This process ensures the outcomes of these projects are aligned with the Council's strategic direction and asset management goals, and that the benefits outweigh the expenditure over the whole lifespan of the assets.

FY2023/24 capital works program summary

For FY2023/24, Council officers have proposed a capital works program valued at \$32.7m for asset renewal, upgrade and acquisition.

The program consists of infrastructure projects from the four major asset classes as well as minor asset classes (e.g., ICT and vehicles and equipment) to ensure all the high-priority asset renewals, upgrades, and acquisitions are captured and budgeted for.

The program consists of six (6) sub-programs, mainly based on asset classes, and results in a total proposed capital expenditure of \$32.7m that Council is required to fund.

The table below presents the names of these six capital sub-programs and their capital expenditures:

No.	Sub-Programs	Expenditure (\$)
1	Transport	\$10.8m
2	Stormwater	\$1.7m
3	Property and Environment	\$2.3m
4	Major Projects	\$16.8m
5	Fleet and Plant	\$0.9m
6	Information, Communication and Technology (ICT)	\$0.2m
Total Capital Budget Required:		\$32.7m

A copy of the FY2023/24 capital works program summary is included in Attachment 1 to this report.

Of the \$32.7m Capital Works Program proposed, \$18.7m would be spent on asset renewal works, such as road resurfacing, footpath replacement and playground renewal, to provide a safe and fit-for-purpose environment for the residents and the wider community to use. The remainder (\$14.0m) would be spent on upgrading existing assets or acquiring new assets to improve levels of service.

The overall FY2023/24 capital works program is similar to last year's program. However, the last two years have represented a significant increase on prior years' commitments, with State and Federal Government grant funded projects that are included in the Major Projects capital works program being significant contributors to the increase.

The breakdowns between renewal and new/upgrade amounts for each sub-program are presented in the table below (Figure 1).

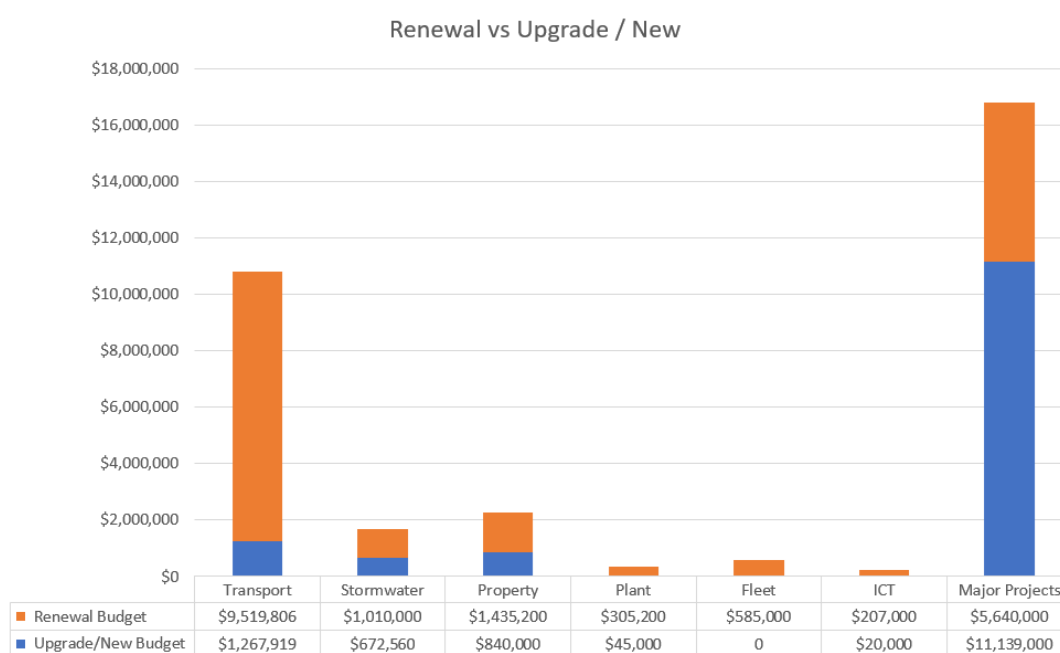


Figure 1: FY23/24 Capital Works Program Renewal and Upgrade/New Expenditure

The diagram above shows that the 'Transport' and 'Major Projects' capital works programs are the two most extensive capital programs in terms of their overall expenditures, around \$10.8m and \$16.8m respectively in FY2023/24.

It is noted that the majority (approximately 88%) of the Transport capital works program is made of renewal projects. A significant amount of upgrade and new expenditure (\$11.1m) has been included in the Major Projects works program. This is mainly comprised of projects funded by State and Federal Government, with over \$16m in works planned in FY2023/24 to renew and construct new facilities and

playgrounds (e.g. North Chigwell and KGV Soccer projects, a new playground at Giblins Reserve and Benjafield Park and the Tolosa Dam Reintegration project).

FY2023/24 capital works programs in detail

The FY2023/24 Capital Works Program consists of projects and assets from six (6) sub-programs and results in capital expenditure of \$32.7m that Council is required to fund.

Key information about each of the sub-capital works programs are:

1. Major Projects

This program consists of the significant sporting and community infrastructure projects funded by State and Federal Government grants.

These State and Federal Government grant projects are the main drivers of a significant amount of new and upgraded asset spending (\$11m+) planned in the FY2023/24.

The State and Federal Government grant projects, with a total budget of about \$10.5m, are:

- Giblins Reserve Playspace - \$2.5m
- North Chigwell Football (Soccer) Facility - \$4.0m
- KGV Football (Soccer) Facility - \$2.5m
- Playspace Renewal (10 smaller playgrounds) - \$1.5m

The program also includes \$3.0m towards the Tolosa Park Redevelopment Project Part A, co-funded with TasWater and \$1.0m for the Benjafield Park Playground Renewal.

The preparation works for these projects has already commenced during FY2022/23, focusing on project initiation, design and tendering.

In FY2023/24, many of these grant projects will come to fruition, with construction works expected to commence on the ground. Some of these projects have spanned over multiple financial years. Council should note that under the terms and conditions of the funding agreements, Council must first undertake the works and then seek milestone reimbursements. This results in timing delays between completing works and receiving payment of grant funds.

With the amount of new and upgraded assets, as detailed above, coming to Council's Property and Environment asset portfolio at the end of the financial year, a significant increase in depreciation and maintenance costs is expected, estimated to be over \$0.8m (this is equivalent to 2.75% of Council's general rate).

This cost increase needs to be catered for when in the development of next and future years' operational budgets and reflected in Council's LTFMP.

2. Transport Capital Works Program and Budget

The Transport Capital Works Program is traditionally the most prominent capital works program in Council given the value (over \$550m) of Council owned transport assets and the critical service they provide to the community.

Transport capital projects can vary from large-scale civil construction works, such as full road segment reconstruction, to minor upgrades, such as adding a pair of kerb ramps to an existing intersection.

Council's proposed transport capital works budget for FY2023/24 is valued at \$10.8m, of which \$1.3m is for new and/or upgraded assets and \$9.5m is for renewal and replacement of existing assets.

Comparing this with the FY2022/23 budget, Council has increased spending on transport asset renewals, with an increase of over \$1.5m planned in FY2023/24. This was a deliberate measure to focus on renewing the existing asset base and improving the condition of Glenorchy's roads and footpaths, which have been underfunded prior to 22/23.

Pleasingly, Council is now meeting the renewal spending required for transports assets as identified in the SAMP. This is a significant achievement for Council.

Major capital works budgeted for in the Transport Capital Works Program include:

- resurface up to 12km of roads (3% of network)
- replace up to 9km footpaths (2% of network)
- reconstruct Ashbourne Grove Stage 1 (Second Ave to Garden Grove)
- reconstruct Renfrew Circle Stage 1 (Acton Cres to Allardyce Ave)
- reconstruct Kelvin Avenue
- safety barriers at Berriedale Road, Collins Cap Road
- stage 1 – Main Road Granton Shared Path
- improvements to Intercity Cycleway Crossing at Sunderland Street.

3. Property and Environment capital works program and budget

The total property and environment capital works budget for the 2023/24 financial year is \$2.3m, of which \$0.8m is for new and/or upgraded assets and \$1.5m is for the replacement and renewal of existing assets.

The Council-initiated capital projects budgeted in the Property and Environment Program include:

- replacement of various picnic shelters, seating, tables and BBQs
- new public toilet at Windermere Bay
- upgrade track at Berriedale Bay
- demolish old Eady Street club rooms
- interchange at KGV
- changerooms at Cadbury Oval.

4. Stormwater Capital Works Program and Budget

The proposed stormwater capital works program (also known as the drainage program), focuses on the renewal, upgrade and extension of Council's stormwater system. It deals with stormwater-related issues, such as soakage and flooding, across the municipal area. Its purpose is to ensure sufficient drainage services are provided to the residents living in the urban area.

Council's proposed stormwater capital works budget for FY2023/24 is \$1.7m, with almost \$1.2m to be spent on flood mitigation and system upgrade projects. This is higher than previous years as Council is focussed on reducing the risk of flooding to its residents following recent flooding from high intensity rain events.

Due to the long-life nature of Council's stormwater assets, which are approximately halfway through their useful lives, renewal demand is not high as these assets do not deteriorate at a uniform rate.

The major Stormwater Capital Works Program proposed for FY2023/24 are:

- Chandos Drive Stormwater Extension and Upgrade
- Humphreys Rivulet Retaining Wall – Murrayfield Court
- New Town Rivulet Outlet Remediation.

The stormwater capital works program also has some recurring projects, such as \$50,000 per year, allocated to stormwater pit replacement and \$20,000 per year, allocated to patching repairs to ensure a functional underground drainage network is maintained.

5. Information Communication and Technology (ICT) program and budget

Council continues its investment in technology for FY2023/24, allocating a budget of \$0.2m in its hardware and software replacement.

We will see the replacement and upgrade of Council's mobile devices (e.g. laptops) and hardware to enable mobility and ensure business continuity.

6. Fleet and Plant program and budget

In FY2023/24, Council is planning to replace 13 vehicles, valued at \$0.6m, as part of its rolling fleet replacement program. Council's fleet has been managed based on a 3-year to 5-year replacement cycle, depending on the type of vehicles and the optimum point between resale value and holding cost.

Most of these vehicles are commercial vehicles (e.g. utility vehicles) and are replaced on a like-for-like basis. Options are being investigated to implement smaller, more fuel-efficient vehicles where possible and consider alternatives to owning or leasing fleet vehicles.

The overall plant and equipment budget for FY2023/24 is \$0.3m, including the replacement of several items of equipment and plant that service Council's day-to-day construction and maintenance activities.

These plant and equipment items range from small items, such as mowers, to large machines, such as an excavator.

In addition, kerbside and recycling bin replacements are included, given the fact that every year a small number of these bins are damaged and are required to be reissued to residents.

Conclusion:

In summary, the FY2023/24 capital works program has a total value of \$32.7m, made of six sub-programs based on asset classes. The capital works program allocates \$18.7m for asset renewal and \$14.0m for upgraded and/or new assets.

A copy of the Capital works program from the 2023/24 financial year is included in Attachment 1 for information.

Consultations:

Elected Members
Executive Leadership Team
Managers and Coordinators
Finance staff

Human Resource / Financial and Risk Management Implications:

Benchmarking SAMP and LTFMP with Budget

The long-life nature of Council's assets, which supports many Council services, necessitates Council's budget commitment, and reflects the long-term provision of services that meets community expectations whilst ensuring ongoing financial sustainability.

In line with the requirements of the Act, Council has developed its SAMP and AMPs for major asset classes. The capital expenditure projected in the SAMP and AMPs,

reflects the renewal and upgrade demands from an asset management perspective, matching the levels of service that the community needs.

Under the Act, Council is also required to develop and maintain its Long-term Financial Management Plan (LTFMP) and Financial Management Strategy to provide a longer-term context in managing its financial performance.

The LTFMP takes the capital expenditures projected in the SAMP and AMPs and adjusts them in the context of Council's long-term financial sustainability. The capital expenditures included in the LTFMP reflects what the community can afford in realistic terms.

The SAMP, AMPs and LTFMP are critical documents to support decision making, particularly during the budget development process. The funding gaps between AMPs, LTFMP and the annual capital budget need to be highlighted and their impacts need to be appropriately managed due to the long-term implications on Council's financial sustainability and asset performance.

Some comparisons between the renewal and upgrade/new amounts suggested in the AMPs, LTFMP and the proposed budget are illustrated below:

1. Budget vs. AMP Renewal Demand

Figure 2, below, presents the budget amounts proposed for the three major capital works programs, namely Transport, Stormwater and Property and Environment, compared with the renewal demand which is forecast in the relevant AMPs.

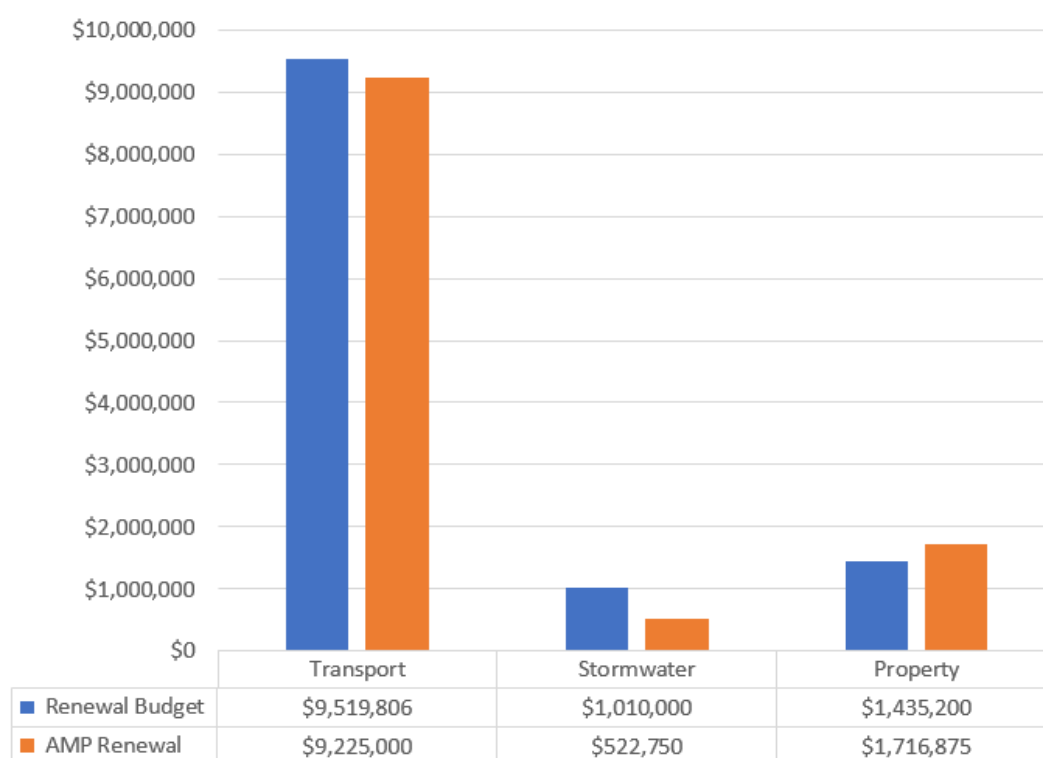


Figure 2: Budget vs. AMP Renewal Demand

The diagram above shows that both Transport and Stormwater Capital Programs are funding near to or beyond their renewal demand in FY2023/24. This is a significant turnaround compared to previous years. However, the budgeted renewal amount for Property projects in FY2023/24 is about \$0.3m lower than the renewal demand forecast in the Buildings and Parks and Recreation AMPs. It should be noted however, that additional renewal funding is provided for these asset classes as part of the Major Projects program, which includes playground and sports facility renewals.

2. Budget vs. LTFMP Upgrade/New Forecast

Figure 3, below, presents the upgrade/new budget amounts proposed for all the capital works sub-programs and the amounts forecasted in the LTFMP.

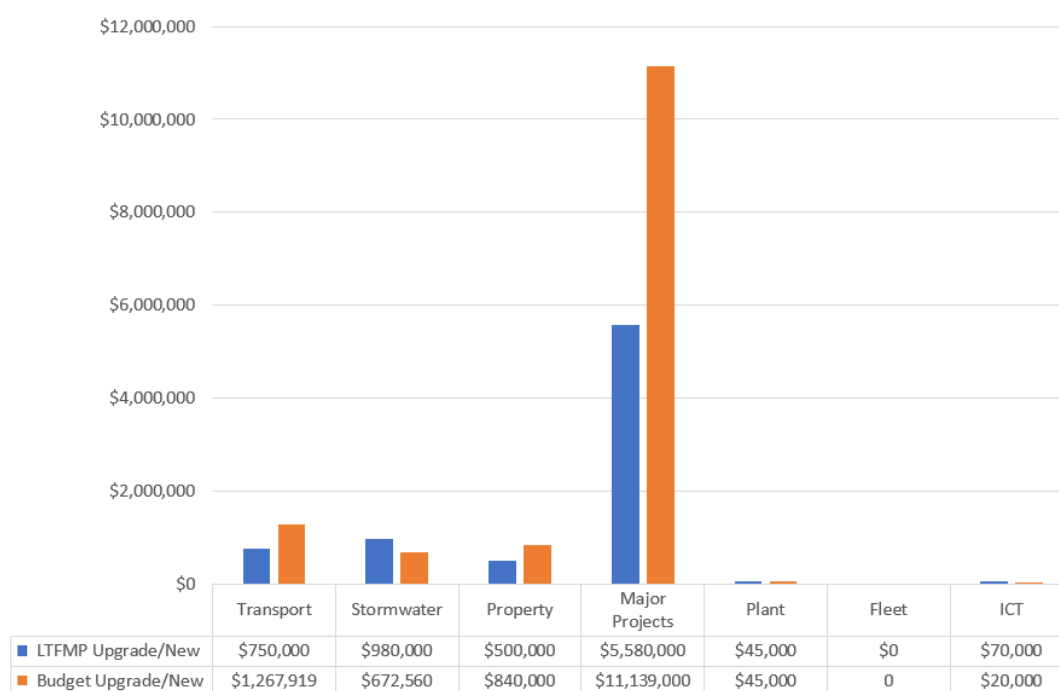


Figure 3: Budget vs LTFMP Upgrade / New Forecast

In the preparation of its LTFMP, Council recognised that there would be a significant amount of the State and Federal Government grants being injected into the Capital Works Program in FY2023/24.

Comparing the upgrade/new amount (\$14.0m) for the proposed FY2023/24 budget and the amount forecast in the LTFMP (7.9), there is a significant amount of additional funding required compared to forecast. This is due to progress of the Major Projects and the requirement for the funding to be carried over from FY2022/23.

It is recommended that Council recognise the impacts of increasing its investment on upgraded/new assets and revises its LTFMP to cater for these long-term impacts.

Gifted assets

As part of urban expansion, Council receives a significant amount of assets, such as roads, footpaths and drainage, for 'free' after subdivision works are carried out by developers in the city.

Although in most cases there is no upfront cost to Council to acquire the assets, they become part of our public transport and drainage networks serving the community and need to be maintained and replaced by Council for the rest of their asset lives.

It is expected that in FY2023/24, approximately \$1.0m transport and \$1.5m stormwater assets will be handed over to Council from individual developments. This additional \$2.5m in assets would enlarge Council's asset base and increase the total asset replacement value.

It is noted that gifted assets have no material impact on the proposed FY2023/24 capital works budget. However, the depreciation and maintenance costs associated with taking over gifted assets will have an ongoing impact on Council's operating expenditure and needs to be reflected in the LTFMP and funded accordingly.

The forecast \$2.5m in gifted transport and drainage assets would result in a total asset value increase to \$35.2m (\$32.7m capital works program and \$2.5m gifted assets).

Infrastructure Damage

The risk of damage to Council infrastructure, including roads, stormwater, and property from extreme weather, earthquakes, or acts of terrorism, is not insured due to the prohibitive cost. Council is exposed to significant costs to repair or replace these infrastructure assets should such extreme events occur.

Council accepts this risk because the cost of mitigation by insurance coverage for the infrastructure assets is too high. There are, however, potential sources of relief or partial relief available to Council in the event of major damage through the State Government Emergency and Disaster Relief Fund.

Human resources

Council has several departments involved in the planning, scoping, design and delivery of the annual capital works program and sourced its staff accordingly. It is confident that officers are prepared to implement the FY2023/24 capital works program.

Council has internal construction crews skilled and equipped to deliver some of the infrastructure projects proposed in the transport and stormwater capital works program. For projects outside of Council's current internal construction capacity or skill sets, the projects would go through the appropriate procurement processes (tenders, RFQs etc) and will be awarded to external contractors for construction.

Due to the size of the capital budget proposed for FY2023/24, it is understandable that Council would be facing human resource constraints when delivering these projects. The current construction market boom and potential skill shortage in the next 12 months may also hinder Council's ability to source contractors at a reasonable price.

Council officers are aware of the human resource risk associated with the proposed annual capital works program. Council's internal capital program governance group (the Infrastructure Management Group) and individual project managers will monitor the risk periodically and react to any risk related changes. Any major variations to the budget will be reported back to Council accordingly as either part of the quarterly financial report or on an as required basis.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation	Minor (C2)	Possible (L3)	Medium	Updated 2023/24 budget and estimates will be presented at the January 2024 Council meeting.
Further economic changes result in estimates that are not materially accurate, leading to a need to revise estimates either up or down during the year				
The budget amount in one particular year is different from the capital expenditure projected in the Strategic Asset Management Plan and the Long-Term Financial Management Plan, causing adverse impacts on Council's long-term financial sustainability and asset performance.	Major (C4)	Likely (L4)	High	Monitoring the performance of Council's assets on an ongoing basis and revising the projection in both the Strategic Asset Management Plan and the Long-term Financial Management Plan to ensure Council's elected members and Management can make an informed decision should Council wish to underfund its capital renewal expenditure or overfund new/upgrade assets.
Suppliers, contractors, and service providers are unable to provide goods and services at competitive prices.	Minor (C2)	Possible (L3)	Medium	Robust procurements to engage with a broad range of potential suppliers and service providers to minimise dependencies.
Damage to Council infrastructure from unpredictable events resulting in significant costs to repair or replace.	Major (C4)	Unlikely (L2)	Medium	Limited insurance coverage in place for some events with Council accepting risk of a significant event where other financial support is not made available (e.g., State Government).
Do not adopt the recommendation	Major (C4)	Likely (L4)	High	Consultation and integration of feedback received is part of the Annual Budget drafting process to make sure the final draft meets Elected Members expectations.
Delayed implementation of the capital works program in the 2023/24 financial year and adding financial uncertainty to Council as a result of the need to develop and endorse an alternative or updated version of the Annual Budget.				

Community Consultation and Public Relations Implications:

Council officers have carried out consultation with the key stakeholders who would be affected by the capital works program and its projects, including residents, community groups, utilities, and the wider community.

For instance, during the scoping and concept design phase of the stormwater projects where machinery access to private properties is required, affected residents have been approached by Council officers and relevant consents obtained when Council has no easement or existing assets within the properties.

For other projects, such as the Giblins Playspace, key community groups have been involved in the development of the project and have provided their valuable input in finalising the designs.

Consultation with key stakeholders has been recognised as one of the critical success factors in the successful delivery of the FY2023/24 Capital Works Program and will be continually carried out through the whole lifespan of the capital works program.

Council will communicate the key information about this year's budget through face-to-face discussion and online platforms (e.g. Facebook and Council website), to explain the key aspects of the budget in a clear and accessible way.

Council will also periodically report the progress of its capital works program through a variety of channels including quarterly reporting to Council as well as website and social media updates.

Recommendation:

That Council:

1. ENDORSE the Glenorchy City Council 2023/24 financial year Capital Works Program detailed in this report; and
2. ADOPT the Proposed 2023/24 Capital Works Summary Budget Estimates as set out in Attachment 1 in concurrence with the 2023/24 Budget Estimates report.

Attachments/Annexures

- 1 2023/24 Capital Budget Summary



19. GLENORCHY CITY COUNCIL ANNUAL PLAN 2023/2024 - 2026/2027

Author: Executive Manager Stakeholder Engagement
(David Ronaldson)

Qualified Person: General Manager (Tony McMullen)

ECM File Reference: Annual Plan 2023/24 - 2026/27

Community Plan Reference:

Leading Our Community

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

Strategic or Annual Plan Reference:

Leading Our Community

Objective	We responsibly manage our community's resources to deliver what matters most.
Strategy	Manage the City's assets responsibility for the long-term benefit and growth of our community.
Strategy	Deploy Council's resources effectively to deliver value while being financially responsible.

Reporting Brief:

Council is required to adopt an Annual Plan under s. 71 of the *Local Government Act 1993* (the Act) as follows:

- (1) *A council is to prepare an annual plan for the municipal area for each financial year.*
- (2) *An annual plan is to –*
 - (a) *be consistent with the strategic plan; and*
 - (b) *include a statement of the manner in which the council is to meet the goals and objectives of the strategic plan; and*
 - (c) *include a summary of the estimates adopted under section 82; and*
 - (d) *include a summary of the major strategies to be used in relation to the council's public health goals and objectives.*

The draft *Glenorchy City Council Annual Plan 2023/24 to 2026/27* is Attachment 1 to this report.

Proposal in Detail:**How the Annual Plan fits into Council's strategic planning**

The *Glenorchy City Council Strategic Plan 2023-2032* was developed following the installation of the new Council after the 2022 Local Government Elections.

The incoming Council adopted a new *Glenorchy City Council Strategic Plan 2023 - 2032* on 27 March 2023.

It identifies the following community goals:

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

The Strategic Plan aims to deliver on the goals in the Community Plan through 10 objectives and 32 strategies.

The draft Annual Plan aligns to the Strategies in the Strategic Plan and identifies actions to be undertaken by Council over the next four (4) years to deliver on the community's goals and vision.

Annual Plan actions are developed by Council's managers and coordinators and were presented to, and reviewed by, the Executive Leadership Team, General Manager and Elected Members.

The Annual Plan and Budget development processes are aligned and interlinked to ensure Council has the financial capacity and resources to efficiently deliver the actions planned for the coming year, within a balanced and realistic Budget.

In recent years, the format of the Annual Plan has been updated with the intention of making the key focus areas of Council clearer for our community. Against each of the five community goals, the Annual Plan identifies a number of key focus actions for 2023/24 that reflect Council's primary focus. These actions are clearly identified in bold type within the full list of actions for each goal.

How the Annual Plan is developed

Each year, the Annual Plan is developed in alignment with the budget for the coming year. With a new Strategic Plan in place as guidance, council staff are required to forecast which of the current Annual Plan actions are likely to be completed, continue into the next planning period or are ongoing.

New actions are also proposed, and, if additional financial resources are required, a proposal is submitted to the Executive Leadership Team for consideration against budgetary constraints or opportunities.

Each action approved for inclusion is then updated and refined to include a start date, end date, lead officer and checked for strategic alignment against the 2023 - 2032 Glenorchy Strategic Plan's strategies and objectives.

Annual Plan Key Focus areas for 2023/24

Council's proposed Annual Plan incorporates 16 key focus areas. For 2023/24, the priority actions are as follows:

Making Lives Better

- Actively contributing to housing supply in the City through the actions in Council's Statement of Commitment on Housing.

Building Image and Pride

- Improving the cleanliness of our CBDs by increasing the frequency of cleansing activities including graffiti removal litter collection, street sweeping and footpath cleaning.
- Working in collaboration with government agencies and community organisations to deliver diversional programs that aim to improve youth and community safety, resilience and engagement.
- Implementing the Reflect Reconciliation Action Plan to strengthen relationships with, respect for and opportunities for Aboriginal and Torres Strait Islander peoples.

Open for Business

- Progressing Glenorchy's economic development through infrastructure support, job creation, city marketing and a proactive regulatory approach.
- Facilitating the operation of the Glenorchy Jobs Hub to connect local people with local jobs and assist local industry and business to meet current and future workforce needs.
- Identifying and progressing amendments required to Glenorchy's planning scheme to facilitate growth, including structure plans for future residential land.

Leading our Community

- Keeping the community up to date with regular and appropriate communication about Council projects, decisions and operations through social media, website and conventional media.
- Maintaining and upgrading stormwater infrastructure with a priority on reducing flood risk.
- Upgrading Council's core software technology through the effective delivery of Project Hudson to enhance customer and user experience and productivity.

Valuing our Environment

- Reducing waste to landfill to extend the life of our landfill while meeting environmental standards.
- Exploring options for waste management beyond the landfill life
- Completing a new regional Playspace at Giblins Reserve, a new district Playspace at Benjafield Park and progressing the upgrade of 10 local Playspaces.
- Working with TasWater as the lead partner to implement the Tolosa Park Redevelopment Project Stage A and seek funding for Stage B to develop it into a major regional recreation destination.
- Delivering federally funded sport and recreation projects at KGV Football Park and North Chigwell Junior Soccer Hub.
- Managing and maintaining a road network that meets the transport needs of the community.

Delivering the Annual Plan

If the Annual Plan is adopted by Council, individual actions will be translated down to more detailed business plans at departmental, work unit and individual position levels. Actions will be delivered in accordance with endorsed strategies of Council, regulatory responsibilities, agreed levels of service and major projects or programs.

An example of the delivery of levels of service is the action that references Council's Customer Service Charter and delivery against the commitments of that charter each year under 'Open for Business'.

Major projects and programs often take multiple years to develop and implement. An example of how this is captured in the Annual Plan is 'Deliver the Federally funded sport and recreation projects at KGV Football Park and North Chigwell Junior Soccer Hub' under 'Valuing our Environment'.

Monitoring and reporting on progress

At its meeting on 27 March 2023, Council, in adopting the Strategic Plan 2023 – 2032, resolved to:

REQUIRE the General Manager to further review the performance measures required to monitor Council's performance against the Strategic Plan, with a report to be brought back to Council before 30 June 2023 setting out the recommended measures.

Research conducted to enact this resolution revealed that other Tasmanian cities and a number of those researched in other states made a statement in their Strategic Plans to the effect that measures and progress reporting against the Strategic Plan objectives and strategies will be documented via the Annual Plan and subsequent Quarterly and Annual Reports to Council.

A set of outcomes and deliverables have been identified corresponding to Strategic Plan objectives and strategies. Various measures have been identified against the deliverables. This process aligns the measurement of strategic and annual plan performance against objectives and strategies.

This will enable clear performance monitoring by Council, management and the community delivered via Council's Quarterly and Annual Reports as a key part of the suite of reports that constitute the Council's Corporate Reporting Framework.

Many activities and actions of Council are difficult to measure within one year, so project or program milestones are monitored to ensure outputs are delivered in an efficient and appropriate manner.

Elected Members have identified the key focus actions under each Community Plan goal for the year and these actions are reported in greater detail to Council / the community each quarter.

Consultations:

Elected Members

ELT

GCC Management Team

Human Resource / Financial and Risk Management Implications:Financial

The development of the Annual Plan was coupled to the budget development process. The actions identified in the Annual Plan can be delivered within the Council's proposed 2023/24 budget. The Annual Plan includes a four-year outlook to assist with Council's financial forward planning.

Human resources

When the Annual Plan is adopted by Council, individual actions will be translated down to more detailed business plans at departmental level, work unit level and individual position level. To ensure delivery against the agreed action in the Annual Plan within existing human resource capacity, individual Performance Review objectives form part of this strategic line of sight.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation Annual plan priorities and actions do not allow Council to achieve its goals and are not in line with community expectations.	Moderate (C3)	Unlikely (L2)	Medium	The Annual Plan is monitored continuously and reported on quarterly, which enables the identification of deficiencies and shifts in priorities.
Do not adopt the recommendation If the Annual Plan is not adopted, Council will be in breach of its statutory obligations under s. 71 of the <i>Local Government Act 1993</i> .	Moderate (C3)	Almost Certain (L5)	High	Prepare an alternative Annual Plan for adoption with consequent duplication of resources.
Delayed implementation and reporting for the 2023/24 year as a result of the need to develop an alternative or updated version of the Annual Plan.	Major (C4)	Almost Certain (L5)	Extreme	Consultation and integration of feedback received is part of the Annual Plan drafting process to make sure the final draft meets Aldermanic expectations.

Community Consultation and Public Relations Implications:

Under s. 71(3) of the Act, the following steps must be taken to publicly notify an annual plan:

As soon as practicable after a council adopts an annual plan, the General Manager is to:

- (a) make a copy of the annual plan available for public inspection at the public office during ordinary business hours; and*
- (b) provide the Director (of Local Government) and the Director of Public Health with a copy of the annual plan.*

Once adopted, public notification about the Annual Plan will occur in accordance with these statutory requirements and the Plan will be posted to Council's website.

The Annual Plan of Council outlines the key actions and priorities guiding operations for the upcoming 2023/24 year. The core activities of Council are summarised in the document. Key focus areas identified may elicit interest from the public and/or media.

Recommendation:

That Council:

1. ADOPT the Glenorchy City Council Annual Plan 2023/24 to 2026/27, in the form of Attachment 1.

Attachments/Annexures

- 1 Glenorchy City Council Annual Plan 2023.24 - 2026.27



20. PETITION REGARDING LAND FOR HOUSING

8 - 10 MAIN ROAD CLAREMONT

Author: Director Infrastructure and Works (Emilio Reale)

Qualified Person: Director Infrastructure and Works (Emilio Reale)

ECM File Reference: Petition

Community Plan Reference:

Under the *City of Glenorchy Community Plan 2015 - 2040*, the Community has prioritised 'transparent and accountable government'.

Strategic or Annual Plan Reference:

Leading our Community

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

Strategy: Make informed decisions that are open and transparent and in the best interests of our community.

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

Strategy: Manage compliance and risk in Council and our community through effective systems and processes.

Reporting Brief:

To present a report to Council about the petition received on 26 May 2023 and tabled at the 29 May 2023 Council meeting opposing a potential development at 8 -10 Main Road, Claremont.

Proposal in Detail:

The petition

Council received a petition on 26 May 2023 opposing a proposed amendment to the Planning Scheme of land situated at 8 - 10 Main Road, Claremont for a development that does not fit the current Inner Residential zone requirements.

The petition is addressed to the Glenorchy City Council, Mayor, Aldermen and Councillors.

The petition is as follows:

We the undersigned, hereby request that Council:

- *does not support in any way the Development Application and Amendment to the Tasmanian Planning Scheme*
- *does uphold the Greater Glenorchy Plan, the Statement of Commitment on Housing and the Tasmanian Planning Scheme to ensure 8 – 10 Main Road is retained as Inner Residential zoning reserved for Housing*
- *does not grant or allow the owners of 8 – 10 Main Road or developers of the proposed 24-hour drive thru, their request for land, public parking spaces or access onto Lady Clark Avenue across the Crown land at 12 Main Road, Claremont.*

This Petition contains 264 signatories.

Signed Pauline Elliot

This petition was tabled at the 29 May 2023 Council meeting.

The covering letter for the petition

The petition's covering letter explains the reasons why the petition has been lodged:

"Residents of Claremont concerned with the proposed 24-Hour Drive Thru at 8 – 10 Main Road Claremont recently held a rally on 6 May where over 90 people attended. There were several motions unanimously passed at this meeting, they are as follows.

Calls upon the Council to ensure that 8 – 10 Main Road, Claremont

- *remains zoned inner residential for housing*
- *that the 24-hour drive thru remains prohibited on this site*
- *that the Council refuses access onto Lady Clark Avenue for a 24-hour drive thru.*

The meeting also requested that a petition supporting these motions be tabled on the 29 May Council meeting but for privacy reasons that it not be available/released in full online as personal details such as addresses are given. There are 264 signatures of residents and concerned citizens who are opposed to the removal of housing land into commercial sector.

We understand, regardless of the merits of the DA at 8 – 10 Main Road, that Council has responsibility to perform its statutory functions in relation to the crown land that is zoned inner residential at 12 Main Road. We expect that landowner consent will be consistent with existing Council policies and strategies, Tasmanian Planning Scheme, the Greater Glenorchy Plan and the Statement of Commitment on Housing and not support in any way a prohibited use.

Signed Pauline Elliot"

Statutory requirements for petitions

All compliant petitions must meet the following requirements under s. 57 of the *Local Government Act 1993* (“the Act”):

.....

2) *A person lodging a petition is to ensure that the petition contains–*

- (a) *a clear and concise statement identifying the subject matter and the action requested; and*
- (b) *in the case of a paper petition, a heading on each page indicating the subject matter; and*
- (c) *in the case of a paper petition, a brief statement on each page of the subject matter and the action requested; and*
- (d) *a statement specifying the number of signatories; and*
- (e) *at the end of the petition–*
 - (i) *in the case of a paper petition, the full name, address and signature of the person lodging the petition; and*
 - (ii) *in the case of an electronic petition, the full name and address of the person lodging the petition and a statement by that person certifying that the statement of the subject matter and the action requested, as set out at the beginning of the petition, has not been changed.*

The petition has been reviewed. It contains 264 signatories and complies with the requirements of S. 57 of the *Local Government Act 1993*.

The General Manager is required to table the petition at the next ordinary meeting of the Council (This occurred on 29 May 2023). [s. 58(2)].

The petition does not seek to initiate a public meeting and there are insufficient signatories to do so. (1000 signatories or 5% of electors required).

Within 42 days after the tabling of the petition, the council, at the meeting, is to determine any action to be taken in respect of the petition. [s. 60(2)(b)].

Action to be taken in respect of the petition

It is recommended that Council, in its decision, acknowledge that the signatories to the petition have formally expressed their concerns to Council about the development referred to in the petition.

It should be noted that the development referred to in the petition is the subject of a planning scheme amendment request and associated planning permit application to be separately assessed on its merits under the planning process set out in the *Land Use Planning and Approvals Act 1993* by Council in its role as planning authority and by the Tasmanian Planning Commission (TPC) (if applicable).

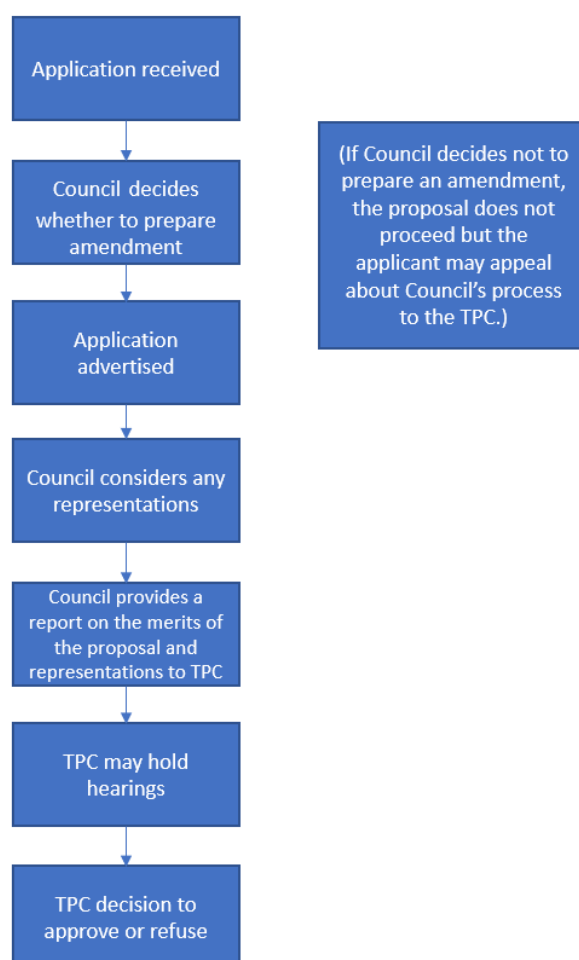
Planning scheme amendments

Requests for an amendment to the planning scheme must demonstrate consistency with State Policies, Regional Land Use Strategies and satisfy specific criteria under s. 34 of the *Land Use Planning and Approval Act 1993* (LUPAA).

The first stage in considering an amendment requires the Planning Authority to formally consider whether to 'prepare' the amendment and certify that it meets the criteria under LUPAA.

If (and only if) the planning authority resolves to prepare the planning scheme amendment, would it then put the proposal on public exhibition enabling any person to make representations at that stage of the process.

A summary of the process is as follows:



Petitions for the purpose of a representation(s) to a Planning Scheme Amendment

Representations against a planning scheme amendment must be received within the public exhibition period to be considered by the Planning Authority.

It is noted that the planning scheme amendment identified in the petition, is yet to be considered by the Planning Authority and has not been placed on public exhibition.

Therefore, the petition cannot be considered a representation and the main petitioner has been notified of this.

Council land

The petition also requested that Council, as the owner of CT 136272/1 (also known as 12 Main Road, Claremont) not grant consent to use that land for access to Lady Clark Avenue from 8-10 Main Road.

The General Manager granted owner's consent to the making of the amendment request and associated planning permit application involving Council land on 30 May 2023.

This does not constitute either the granting of planning consent to the proposal nor the granting of any right of use or development over Council's land. Rather it allows the proposal to go forward to be assessed through the planning process.

It is acknowledged that there is significant community concern about the planning scheme amendment request, as demonstrated by the petition, however it is considered that the planning process is the right vehicle to test the competing claims of the applicant and any representor about the proposal following a comprehensive assessment of the application.

Consultations:

Executive Leadership Team
Manager Development
Coordinator Strategic Planning
Coordinator Planning Services

Human Resource / Financial and Risk Management Implications:

Financial

Council has no funding or budgetary allocation that would be impacted by this Petition.

Human resources

Council's Strategic Planning area conducts assessment on planning scheme amendments as they are received and assesses each representation on their merits. Representations against a planning scheme amendment request are considered by the Glenorchy Planning Authority and are also provided to the Tasmanian Planning Commission who holds public hearings on amendments before making the final decision on whether to approve the amendment.

Risk management

Risk Identification	Consequence	Likelihood	Rating	Risk Mitigation Treatment
Adopt the recommendation Community members are unsatisfied with Council's response to the petition.	Minor (C2)	Likely (L4)	Medium (8)	Provide a thorough explanation in the officer's report as to the reasons for Council's position in relation to the petition.
Do not adopt the recommendation Council does not meet its statutory obligations to decide its action in respect of the petition.	Moderate (C3)	Likely (L4)	High (12)	Make an alternative decision in mitigation.

Community Consultation and Public Relations Implications:Community consultation

If the Glenorchy Planning Authority (GPA) agrees to prepare the planning scheme amendment and any associated planning application, it must be placed on public exhibition for 28 days.

All representations received during the exhibition period are considered at a subsequent GPA meeting.

The GPA report on the merits of the representations and copies of the representations are then sent to the Tasmanian Planning Commission. The TPC would hold public hearings and invite all representors to have their say before making the final decision on whether to approve, modify or refuse the amendment.

Recommendation:

That Council:

1. RECEIVE and NOTE the petition opposing the development of 8 -10 Main Road, Claremont for a 24-hour drive thru restaurant which was tabled at the 29 May 2023 Council meeting.
2. ACKNOWLEDGE that the signatories to the petition have formally expressed their concerns to Council about the development referred to in the petition.
3. NOTE that that the development referred to in the petition is the subject of a planning scheme amendment request and associated planning permit application to be separately assessed on its merits under the planning process set out in the *Land Use Planning and Approvals Act 1993* by Council in its role as planning authority and by the Tasmanian Planning Commission (if applicable).
4. NOTE that the main petitioner has been notified in writing that Council has received the petition but cannot treat it as a representation for the planning scheme amendment request and associated planning permit application.

Attachments/Annexures

- 1 Petition and Motions 8- 10 Main Road, Claremont



21. FINANCIAL PERFORMANCE REPORT TO 31 MAY 2023

Author: Manager Finance (Allan Wise)

Qualified Person: Director Corporate Services (Jenny Richardson)

ECM File Reference: Corporate and Financial Reporting

Community Plan Reference:

Leading Our Community

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

Strategic or Annual Plan Reference:

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

Strategy: Make informed decisions that are open and transparent and in the best interests of our community.

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

Strategy: Deploy the Council's resources effectively to deliver value while being financially responsible.

Reporting Brief:

To provide Council with the monthly Financial Performance Report for the period ending 31 May 2023.

Proposal in Detail:

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

The Report highlights that Council's operating result as at the end of May is \$3.584 million better than the budgeted position. The favourable variance is the combined result of \$2.741 million more revenue than budgeted and \$0.843 million less in expenditure than budgeted.

Executive Summary

The penultimate month before the end of the 2022/23 financial year continues to report a favourable revenue and expenditure position.

The result is driven by a combination of major favourable cash items such as increased investment interest, TasWater special dividend and reduced employee costs, tempered by higher materials and services costs.

Revenue

Year-to-date operational revenue is \$65.768 million compared to budgeted operational revenue of \$63.027 million. This represents a favourable result of \$2.741 million or 4.3% against budget.

The favourable result is primarily from three sources being higher interest returns from our investment, unspent operational grants carried forward from last year and a special dividend from our ownership investment in TasWater.

Expenditure

Year-to-date operational expenditure is \$59.163 million compared to budgeted expenditure of \$60.006 million. This represents a favourable result of \$0.843 million or 1.4% against budget.

A large contributor to the favourable result has been reduced employee costs due to permanent vacancy savings initiated at the commencement of the financial year and temporary savings during the recruitment process for vacant positions. However, these savings have been tempered by an increase in the cost of materials and services resulting from the current economic conditions.

Non-operating – Capital Grant Revenue

Capital grants revenue is \$8.133 million against an annual budget of \$7.848 million.

As at the reporting date, this result includes \$1.7 million of unspent grants from the previous financial year carried over into the current financial year. In the Capital Works Status Report, the delay this year for major grant funded projects will result in a sizeable further carry over of grant funds into next financial year.

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

Disposal of assets currently records a loss of \$0.822 million against an annual budgeted loss of \$0.402 million.

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

Non-Operating – Contributions Non-Monetary Assets

An amount of \$3.104 million has been recognised against the annual budget of \$5.300 million. Past practice has been to recognise these assets on 30 June. However, the practice has been changed to recognise these on a monthly basis as part of the asset reconciliation.

Capital Works

Year-to-date Capital Works expenditure is \$16.403 million against a combined annual budget of \$30.486 million and a combined annual forecast spend of \$22.159 million. At the end of May, \$10.498 million has been expended on Council funded recurrent projects and \$5.905 million for Grant Funded / Major Projects.

The recurrent capital works programs are expected to expend their allocated budgets by 30 June 2023. In relation to the major projects program, which is behind schedule, Council will recall the presentation of previous capital works reports which flagged delays due to contractor availability and supply chain issues.

Summary

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

Consultations:

General Manager

Executive Leadership Team

Officers responsible for Capital and Operational Budget reporting

Human Resource / Financial and Risk Management Implications:

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

The Financial Performance Report is only for receiving and noting, so no financial issues arise. Risks associated with Council's financial expenditure and sustainability were managed through the process for developing Council's annual budget and are monitored through ongoing monthly reporting and Council's Strategic and Key Operational risk register.

Community Consultation and Public Relations Implications:

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

Recommendation:

That Council:

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

Attachments/Annexures

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



22. PROCUREMENT AND CONTRACTS EXEMPTIONS REPORT

Author: Manager People and Governance (Tracey Ehrlich)

Qualified Person: Director Corporate Services (Jenny Richardson)

ECM File Reference: Procurement

Community Plan Reference:

Under the *City of Glenorchy Community Plan 2015 - 2040*, the Community has prioritised 'transparent and accountable government'.

Strategic or Annual Plan Reference:

Open for Business

Objective: We encourage responsible growth for our City.

Strategy: Maintain a progressive approach that encourages investment and jobs.

Leading our Community

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

Strategy: Make informed decisions that are open and transparent and in the best interests of our community.

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

Strategy: Manage compliance and risk in Council and our community through effective systems and processes.

Reporting Brief:

To inform Council of three exemptions that have been applied to procurements under Council's Code for Tenders and Contracts.

Proposal in Detail:

Exemption report

Council's Code for Tenders and Contracts (**the Code**) has been made and adopted by Council as required under section 333B of the *Local Government Act 1993*.

Under the Code (Annex A), the General Manager is required to report to Council any purchases in circumstances where a normally required public tender or quotation process is not used. Instances of non-application of the quotation or public tender

process are to be reported at ordinary Council meetings as soon as possible after a contract is executed or a purchase order is issued.

The information reported for each contract or purchase order will include:

- the contract or purchase order value (excluding GST)
- the circumstances for engaging the contractor or supplier without seeking the required number of quotes
- the date approval was given to engage the contractor or supplier
- the date of the contract or purchase order
- if the contract or purchase order was as a result of a prescribed situation or prescribed contract under regulation 27 of the *Local Government (General) Regulations*, the sub regulation relied on for not calling for public tenders.

On 17 April 2023 the Director Corporate Services approved an exemption to Council's Code for Tenders and Contracts. The contract was also signed on 17 April 2023. This exemption related to provision of credit card management software which is supplied by Inlogik. Investigations by the Finance section indicate this is the only software solution which fully meets Council's requirements. Given this, the exemption is permitted under s27 of the *Local Government (General) Regulations 2015*. The exemption relates to a contract value of \$55,200, excluding GST.

On 1 May 2023 the Director Infrastructure and Works approved an exemption to Council's Code for Tenders and Contracts for the supply and delivery of MassBloc system bases for roadside stabilisation works and signed a supply contract with Hudson Civil Products Pty Ltd accordingly. The products are only available through a single supplier in Tasmania and interstate sourcing would be cost prohibitive. Given this, the exemption is permitted under s27 of the *Local Government (General) Regulations 2015*. The exemption relates to a contract value of \$33,085.66, excluding GST.

On 25 May 2023 the Director Corporate Services approved an exemption to Council's Code for Tenders and Contracts for the provision of MapInfo Local Government Enterprise Program software for a term of three (3) years and signed a supply contract accordingly. The product is only available through a single licensed supplier. Given this, the exemption is permitted under s27 of the *Local Government (General) Regulations 2015*. The exemption relates to a contract value of \$56,458.89, excluding GST.

Further details of the above exemptions are included as [Attachment 1](#) to this report.

Consultations:

Procurement and Contracts Coordinator
Accounts Payable Supervisor

Human Resource / Financial and Risk Management Implications:Financial

The report documents expenditure of \$144,744.55 excluding GST in budgeted operational costs.

Human resources

There are no material human resources implications.

Risk management

As this report is recommended for receiving and noting only, no risk management issues arise. Risks around procurement are monitored and reported on a continuous basis as part of standard processes and procedures.

Community Consultation and Public Relations Implications:

Community consultation was not required or undertaken. There are no material public relations implications.

Recommendation:

That Council:

RECEIVE and NOTE the Procurement and Contracts Report relating to three exemptions totalling \$ (excluding GST) in budgeted operational costs. These exemptions relate to:

- Credit Card management software supplied by Inlogik and as approved by the Director Corporate Services,
- MassBlock system bases for roadside stabilization works supplied by Hudson Civil Products Pty Ltd and as approved by the Director Infrastructure and Works, and
- MapInfo Local Government Enterprise Program software supplied by Insight GIS and as approved by the Director Corporate Services.

Attachments/Annexures

- 1 Code for Tenders and Contracts Exemptions 17 May to 13 June 2023



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

Question without notice - Alderman Hickey

Q: Could the Council have a report into responding to the Tenants Union Tasmania and in particular to the author of the letter that we all received from Benedict Bartl regarding the use of empty properties within our municipality, with a view to support the Launceston City Council's motion requesting the Local Government Association of Tasmania investigate and report on the implementation of vacant residential land tax for unoccupied homes within the State.

The rationale is a TasWater response indicated that there could possibly be up to 610 houses in the Glenorchy municipality alone that could be returned to the rental market if the owners were so persuaded, which they might be by a financial impost.

A: Launceston City Council's motion will be tabled for decision at an upcoming LGAT General Meeting where each Council will vote on it.

The Mayor has written to Mr Bartl (and the response shared with Elected Members on 29 May) advising GCC's Elected Members will consider the motion once it is presented in a LGAT meeting agenda.

GCC officers will be asked to provide advice to help inform how Council votes on this matter. This advice will be shared with Elected members and they will be consulted by the Mayor prior to the relevant LGAT meeting.

Question without notice - Alderman Cockshutt

Q: In relation to ground and facility hire for clubs, what payment method options do we provide to them? Clarence City Council don't accept EFT or BSB, does Glenorchy City Council offer these payment methods to Clubs and not-for-profit organisations?

A: Glenorchy City Council invoices provide a variety of options for any individual or organisation to make payments being:

- Bpay
- Bpoint
- Mail
- Person

For approved debtors, we have the additional options of:

- Direct credit to our bank account
- Credit card to our Call Centre



Individual clubs need to have arrangements with their own banks that enable electronic payments such as two signatories having a fob that needs to be activated to send a payment.

Question without notice – Councillor Kendall

Q: To add to the Deputy Mayors recommendation, in the lead up to budget time in a very tight financial position that we are all in. I believe the prospects for raising revenue from vacant houses in order to offset the general population's rates, if possible, is one that has a lot of potential.

Could we extend the concept of the report to look at the possibility for differential rates based on the assessment of empty houses in conjunction with TasWater, which I think they are monitoring. Maybe there is scope there for applying differential rates at a Council level.

A: The question was taken on notice.

CLOSED TO MEMBERS OF THE PUBLIC

24. CONFIRMATION OF MINUTES (CLOSED MEETING)

That the minutes of the Council meeting (closed meeting) held on 29 May 2023 be confirmed.

25. APPLICATIONS FOR LEAVE OF ABSENCE

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