

**GLENORCHY CITY COUNCIL  
ATTACHMENTS  
MONDAY, 29 JULY 2024**



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# SOUTHERN TASMANIA REGIONAL LAND USE STRATEGY

## STATE OF PLAY REPORT



July 2024

# ACKNOWLEDGEMENT

We acknowledge the palawa/Tasmanian Aboriginal people as the traditional owners of lutruwita (Tasmania) and their enduring custodianship of this island.

We pay our respects to their Elders, past and present and to all Aboriginal people who live and work in Southern Tasmania today.

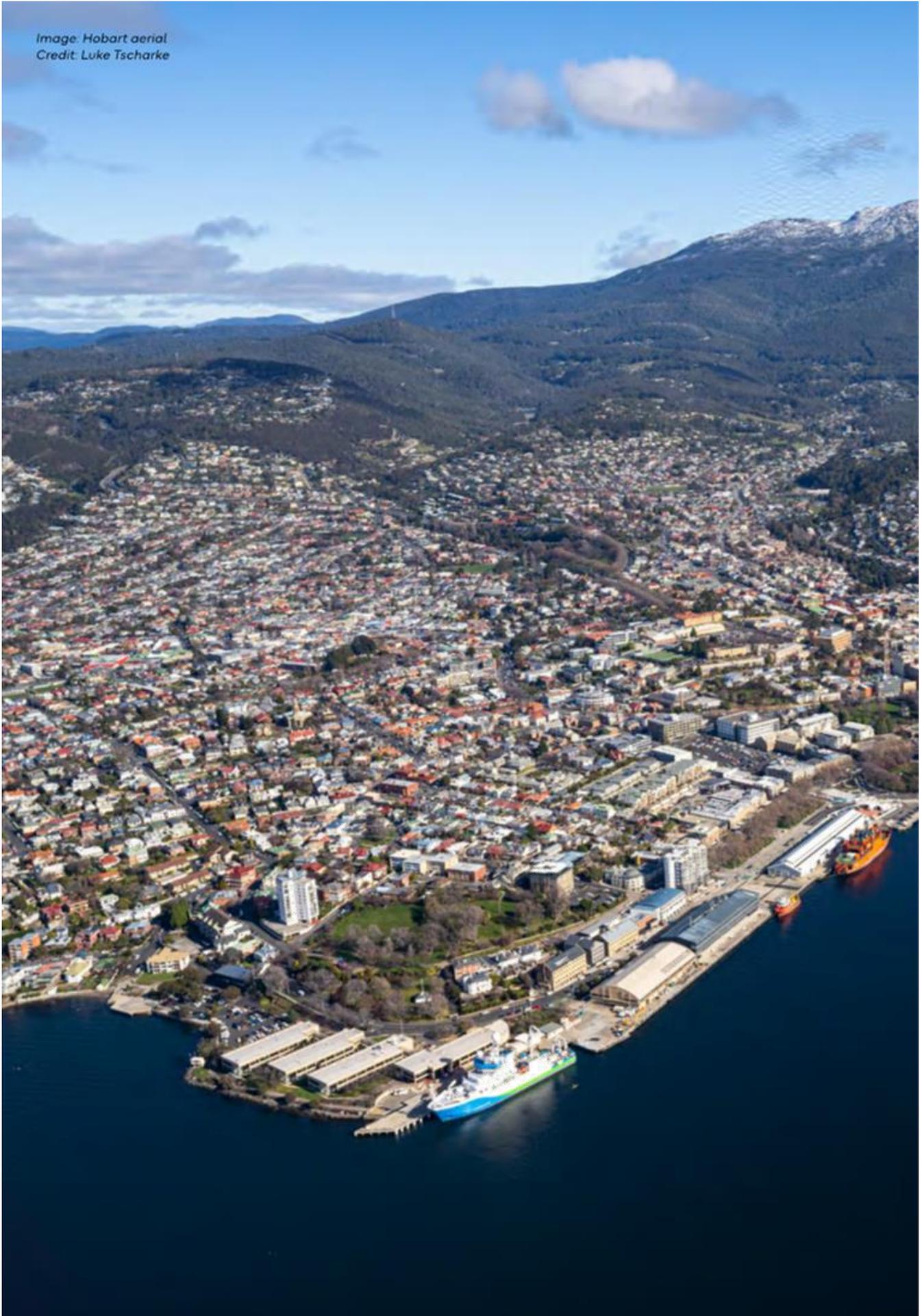
We honour their stories, songs, art and culture and their aspirations for the future of their people and these lands.

*Cover Image: View of Hobart city from kunanyi / Mt Wellington  
Credit: Tasmanian Government, Department of Premier and Cabinet*

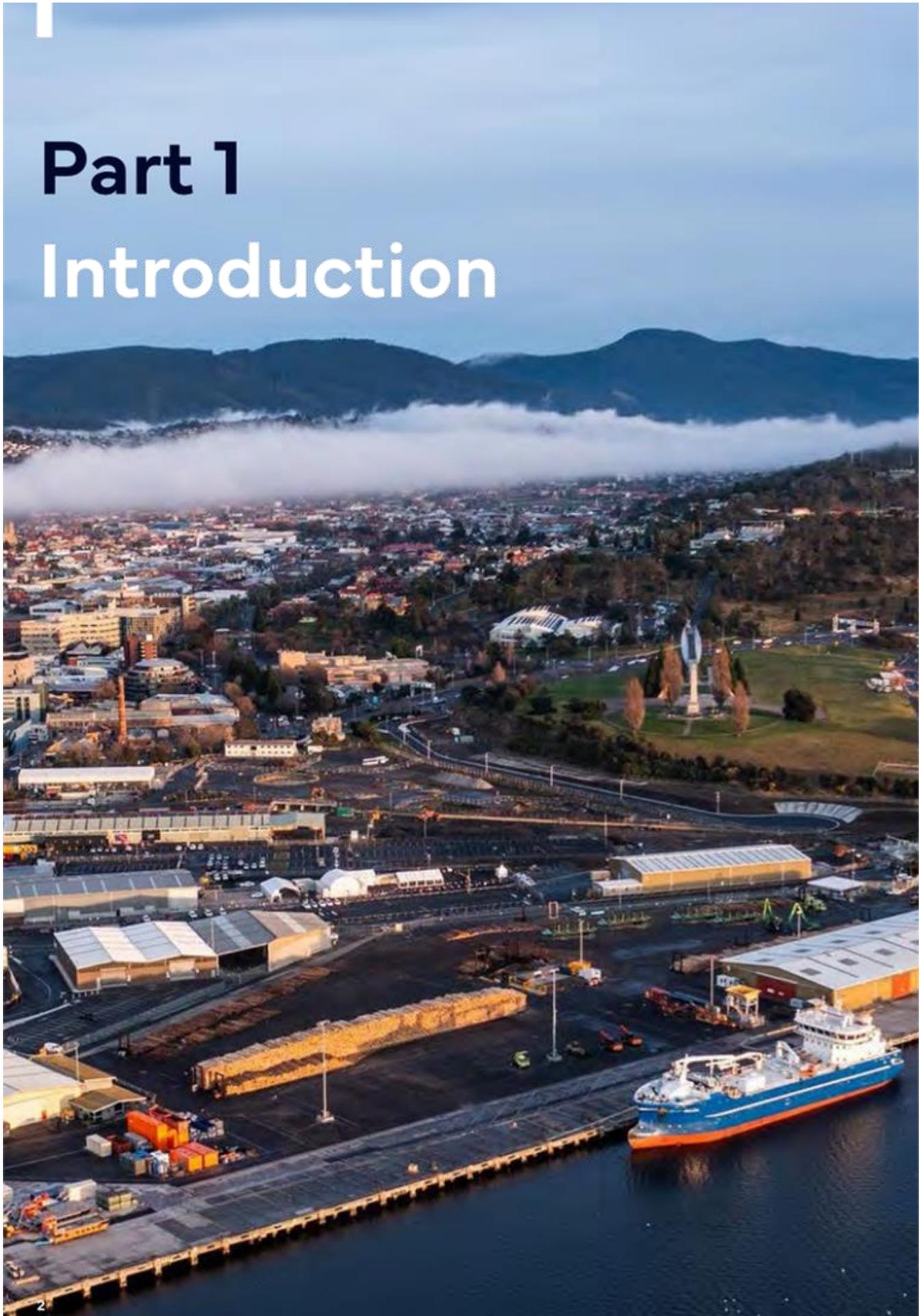
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Image: Hobart aerial  
Credit: Luke Tscharke







# Part 1

## Introduction

## 1.1 Updating the Southern Tasmania Regional Land Use Strategy

Regional Land Use Strategies are an important part of the Tasmanian Planning System. They plan up to 25 years ahead and set the direction for how land use change, growth and development in Tasmania's Regions will be managed. The main purposes of the Regional Land Use Strategies are to:

- Implement the Tasmanian Planning Policies at a regional scale, and in ways that are appropriate to each of Tasmania's regions.
- Guide local strategic planning and the preparation of planning schemes in the councils that make up each region. Planning schemes must be consistent with the relevant Regional Land Use Strategy.

The Tasmanian Minister for Planning can declare Regional Land Use Strategies under the Tasmanian Land Use Planning and Approvals Act 1993 (LUPAA). The LUPAA also sets out how Regional Land Use Strategies should be prepared and amended, and requires periodic reviews and updates.

The Southern Tasmania Regional Land Use Strategy (STRLUS) is one of three Regional Land Use Strategies in Tasmania. The STRLUS was first declared in 2011. Since 2011, Southern Tasmania has experienced population growth and the economic, social and environmental conditions have changed. There have also been changes to planning policy and legislation such as the introduction of the Tasmanian Planning Scheme and the Tasmanian Planning Policies.

The twelve local governments of Southern Tasmania in conjunction with the Tasmanian Government State Planning Office are working together to update the STRLUS.

## 1.2 The State of Play Report

This State of Play Report is the first step in updating the STRLUS. It summarises available data and information on a range of topics to understand the key issues and influences in the Region and the causes of growth and change. It addresses what has been learnt from past experience in the Region, what is currently happening, and (for some issues) projections of what may occur over the next 25-30 years.

Southern Tasmania is unique, complex, and diverse. The State of Play Report documents the things that make parts of the Region unique, that the community values, and that are important to address for the benefit of people, the economy, and the climate and landscape that shapes the region.

The findings from the State of Play Report will inform updates to the STRLUS by identifying key land use planning issues for the Region that the STRLUS needs to address. The State of Play Report is structured using key themes that cover related topics:

Themes	Topics
Culture, Climate, Landscape and Environmental Values	<ul style="list-style-type: none"> <li>• Cultural Heritage and Values</li> <li>• Natural Environment, Landscape Character and Climate</li> <li>• Natural Hazards and Environmental Risks</li> </ul>
Economic Activity and Infrastructure	<ul style="list-style-type: none"> <li>• Economic Activity and Productivity</li> <li>• Movement and Connectivity</li> <li>• Utilities</li> </ul>
People, Communities and Growth	<ul style="list-style-type: none"> <li>• Population Growth and Change</li> <li>• Housing, Placemaking and Growth Management</li> <li>• Social Infrastructure</li> </ul>

For each theme, the opportunities and challenges are summarised to show how the issues are linked and highlighting the importance of integrated planning for the Region.

The Tasmanian Planning Policies provide guidance and policy direction for land use planning across Tasmania, in particular for the Regional Land Use Strategies. The Tasmanian Planning Policies address:

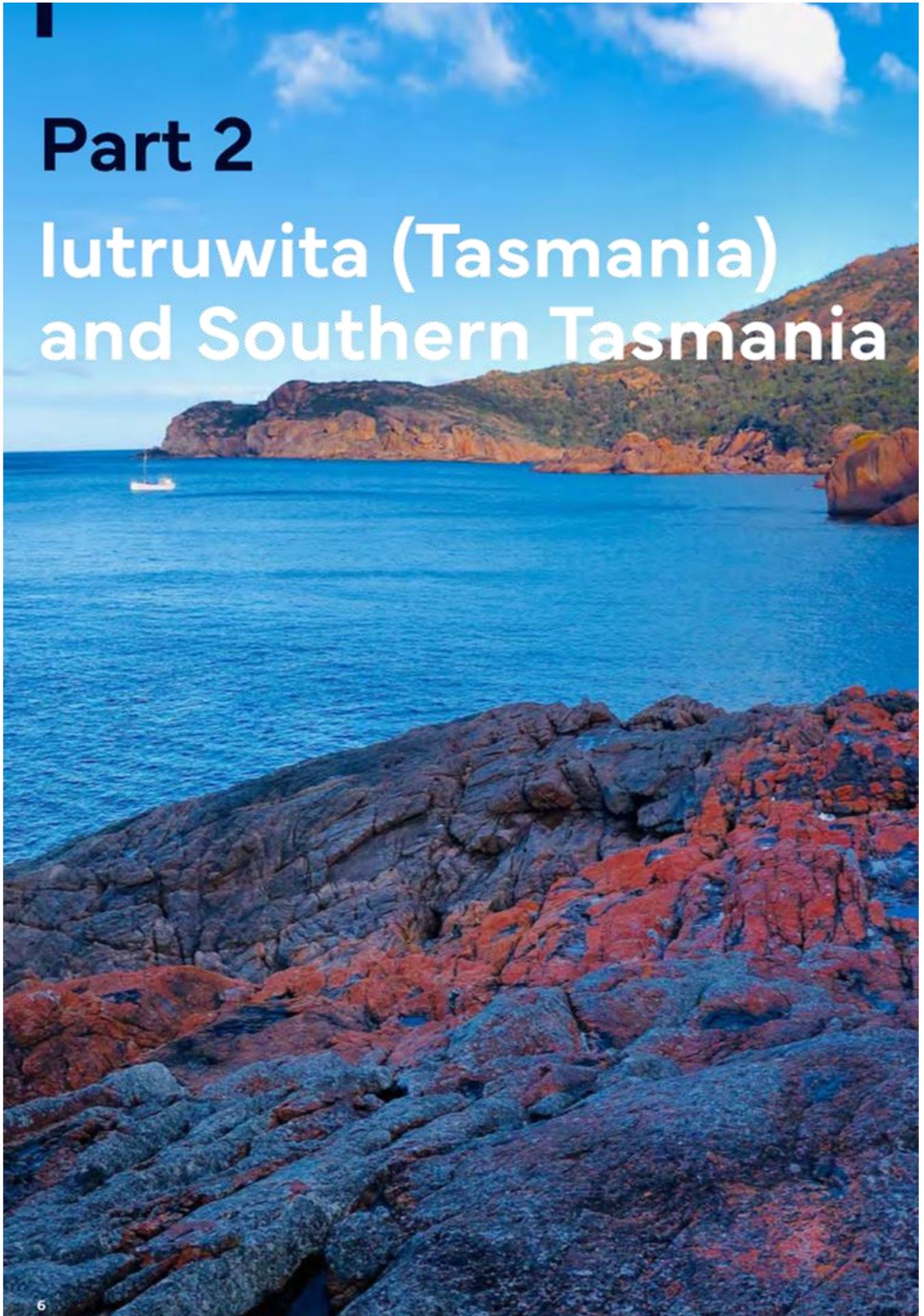
- Settlement, including liveability, and where and what types of housing and social infrastructure is required to support communities
- Environmental Values, like natural living systems, landscape values and the coasts and waterways
- Environmental Hazards such as bushfire, landslip, flooding, coastal hazards and contamination
- Sustainable Economic Development across sectors including agriculture, tourism, energy, natural resources, and business.
- Physical Infrastructure, to ensure that growth and existing communities are supported by essential services and are connected.
- Cultural Heritage, including both Aboriginal cultural significance and non-Aboriginal values
- Planning processes, guiding how land use planning should be done, including consultation with communities

FIGURE 1. THE PLANNING HIERARCHY



# Part 2

# Iutruwita (Tasmania) and Southern Tasmania



For the local Aboriginal nations, Tasmania has been and continues to be known as "lutruwita". The Southern Tasmanian Land Use Strategy (STRLUS) will seek to embed the values, context and aspirations of the palawa/Tasmanian Aboriginal people, into a strategic forward plan for the region.

## 2.1 Southern Tasmania

Southern Tasmania is geographically, socially and economically diverse. The Region:

- **Includes 12 of Tasmania's 29 local councils**
- **Covers more than a third of Tasmania (23,377 square km)**
- **Is home to more than half of all Tasmanians (298,589 people)**
- **Contributes more than half of Tasmania's economic productivity**

Nature shapes the Region. Mountains, waterways and the coast define where people live, how they move around and many of the things they love about their place. Nature also supports economic activities including tourism and primary production. Regional land use planning can support and protect the natural environment and mitigate the impacts on communities from natural hazards.

Cycles of change influence Southern Tasmania. Periods of population growth and a stronger economy contrast with down-turns as industries change and people seek opportunities elsewhere. The weather also shapes people's lives. A cold temperate climate that is influenced by the sea and terrain means southern Tasmania experiences seasons like nowhere else in Australia. Climate change is impacting on natural patterns and will change the region over time. A dynamic place that is influenced by internal and external changes creates both opportunities and challenges for land use planning.

Southern Tasmania spans diverse communities ranging from the highly urban Hobart CBD to remote wilderness and rural areas. Some areas experience growth while others are undergoing transitions as jobs and industries change. The complexity of planning for a varied region means that region-wide planning priorities need to acknowledge and respect local differences. Regional land use planning for Southern Tasmania needs to provide direction and a framework for application at the local level.

Predictions of growth and change for the region over the next 25 years are based on assumptions, knowledge that is available now, and learning from past experience.

The COVID pandemic, and its impacts on Southern Tasmania's people and economy, are a reminder that planning for the long-term future of a dynamic and diverse region requires clear direction and a framework that can respond to change. While the Region's population is likely to grow, the pace of population increase may be slower or faster than predicted and this will in turn affect land use planning responses like how many new homes are needed and where those homes should be built.



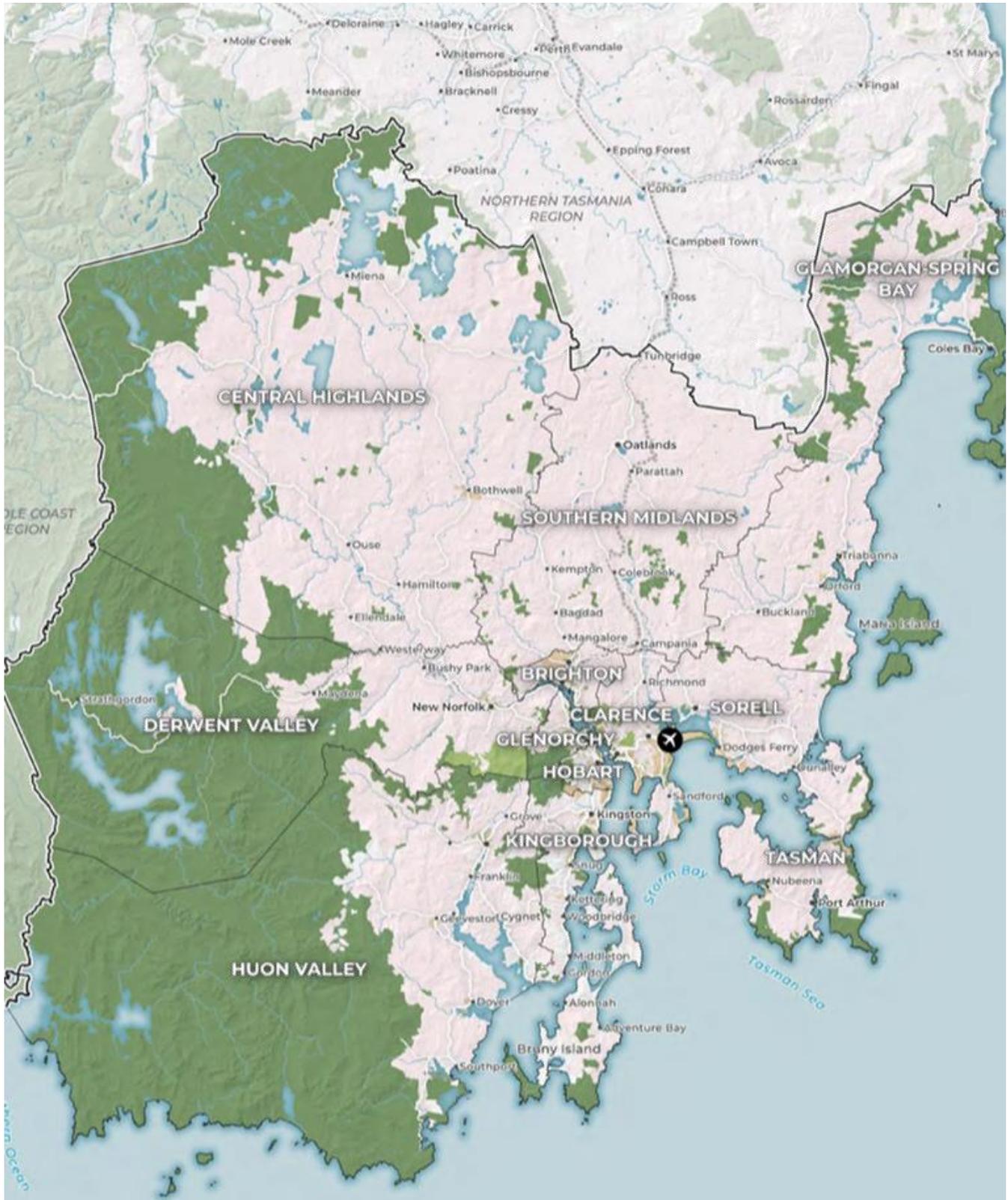


FIGURE 2. THE SOUTHERN TASMANIAN REGION

- LEGEND**
- LOCAL GOVERNMENT AREAS
  - Regional Land Use Strategy Boundary
  - Roads
  - — — Railway
  - ✈ Hobart International Airport
  - Rural and Non-Urban Areas
  - National Parks, Reserves and Conservation Areas
  - Open Space & Recreation
  - Urban Areas

Source Data: Land Information System Tasmania (LIST), Google Maps and Open Street Map

PART 2 LUTRUWITA AND SOUTHERN TASMANIA

## Southern Tasmania's People

### Southern Tasmania

POPULATION

**298,589**



ABORIGINAL AND TORRES STRAIT ISLANDER RESIDENTS



DWELLINGS



MEDIAN AGE



WORKFORCE

Source Data: Remplan Community, Remplan Forecast 2023

## Brighton

PRIMARY INDUSTRIES  
Construction  
Transport, Postal and Warehousing



**20,025**  
POPULATION



## Central Highlands

PRIMARY INDUSTRIES  
Agriculture and Food Manufacturing



**2,582**  
POPULATION



## Clarence

PRIMARY INDUSTRIES  
Construction



**63,820**  
POPULATION



## Derwent Valley

PRIMARY INDUSTRIES  
Manufacturing  
Agriculture and Food Manufacturing  
Construction



**11,320**  
POPULATION



Source Data: Remplan Community, Remplan Forecast 2023

PART 2 LUTRUWITA AND SOUTHERN TASMANIA

## Glamorgan - Spring Bay

PRIMARY INDUSTRIES  
Agriculture and Food Manufacturing  
Construction



**5,242**  
POPULATION



## Glenorchy

PRIMARY INDUSTRIES  
Manufacturing  
Construction



**51,187**  
POPULATION



## Hobart

PRIMARY INDUSTRIES  
Public Administration and Safety  
Electricity, Gas, Waste and Water Services  
Healthcare and Social Assistance



**56,250**  
POPULATION



## Huon Valley

PRIMARY INDUSTRIES  
Agriculture and Food Manufacturing



**16,199**  
POPULATION



Source Data: Remplan Community, Remplan Forecast 2023

# Kingborough

PRIMARY INDUSTRIES

Construction  
Agriculture and Food Manufacturing



**35,852**  
POPULATION



# Sorell

PRIMARY INDUSTRIES

Agriculture and Food Manufacturing  
Construction  
Rental, Hiring and Real Estate Services



**17,725**  
POPULATION



# Southern Midlands

PRIMARY INDUSTRIES

Agriculture and Food Manufacturing



**6,949**  
POPULATION



# Tasman

PRIMARY INDUSTRIES

Agriculture and Food Manufacturing  
Construction  
Rental, Hiring and Real Estate Services



**2,702**  
POPULATION



Source Data: Remplan Community, Remplan Forecast 2023

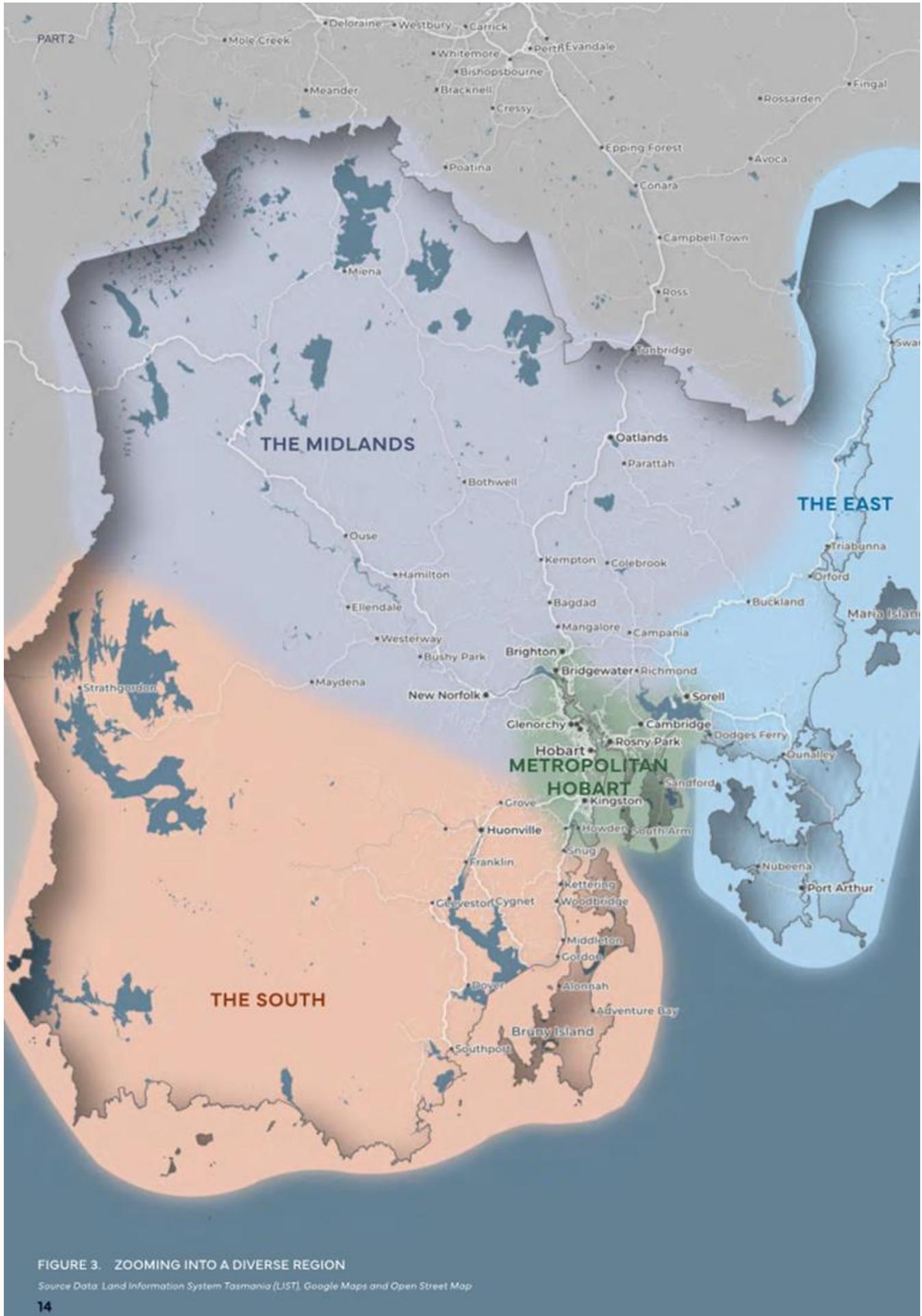


FIGURE 3. ZOOMING INTO A DIVERSE REGION

Source Data: Land Information System Tasmania (LIST), Google Maps and Open Street Map

## 2.2 Zooming in: A Diverse Region

The Southern Tasmania Region is large and very diverse. Zooming-in to different parts of the Region provides a more detailed look at the things that make the Region diverse and unique. The zoomed-in maps in this section of the State of Play Report have blurry boundaries not because they are intended to be clearly defined sub-regions or areas that will be used in the updated STRLUS. They are intended to show important features of different parts of the Region in more detail.

In some locations, the zoomed in maps overlap with each other. For example, some towns around the fringes of metropolitan Hobart are shown on both the metropolitan Hobart map and maps for other areas. This is because these towns are both part of metropolitan Hobart and important centres for communities in the more rural parts of the Region.





### 2.2.1 Metropolitan Hobart

Hobart is Tasmania's capital city and the main gateway to Tasmania. Hobart's metropolitan area includes Hobart city, Glenorchy and parts of the Kingborough, Clarence, Brighton and Sorell council areas. It includes most of the Region's people, jobs and economic activity. The Derwent Estuary and kunanyi/Mt Wellington have shaped metropolitan Hobart's urban areas, transport networks and identity.

The palawa have lived around the Derwent Estuary for thousands of years. Palawa culture and connections to the land, water and sky of the Region remain strong.

The British colony of Hobart is the second oldest in Australia, dating back to 1804 and the city has a rich urban history with buildings and a street network that span more than two centuries.

Metropolitan Hobart hugs the Derwent Estuary and is framed by mountains. Natural features and systems influence how people live, particularly how they move around the city and their recreational activities. The interplay between the natural environment, urbanisation and community is both an asset to Hobart and a challenge, particularly if the city continues to grow outwards. Bushfires, flooding and steep terrain are all important when deciding how and where the city grows.

Metropolitan Hobart is a series of towns that are functionally and physically connected. Many towns started as rural villages but as transport improved and the population grew, urban areas have expanded and joined up to be part of Hobart. Each of the places that make up metropolitan Hobart are unique, have their own character and identity, and play different roles within the broader Hobart area. Some centres that are part of metropolitan Hobart, like Brighton, Sorell and Kingston remain important for surrounding rural and coastal communities.

Hobart's Central Business District is the largest employment area and is home to government offices, businesses and service providers. Many residents from across the Region travel daily to central Hobart for work, education, health care and entertainment. Hobart contains the Region's only hospital, and the University of Tasmania has a strong presence in and around the city centre. Macquarie Point and Sullivan's Cove contain working ports, marinas, and ferry wharves. Hobart is one of only five cities globally that provides access for scientific research and tourism to Antarctica. The Australian Antarctic Division has its head offices in Kingston and utilises port facilities in Hobart.

Movement of people and freight around metropolitan Hobart is mostly by private vehicles. Transport networks are confined to the less steep land between the mountains and the Derwent Estuary. Three bridges cross the Derwent Estuary and concentrate traffic on key routes through the city. Movement of people on the Derwent Estuary is limited to a public ferry service between Hobart and Bellerive/Rosny Park, the private ferry from Hobart to MONA, and recreational boating. The port and a number of industrial uses rely on water access.

Many new residents have moved to new housing areas in the outer parts of metropolitan Hobart. Because jobs and services are concentrated in central Hobart and cross-regional connections pass through it, congestion is increasing on metropolitan Hobart's road network. Opportunities for through traffic (including trucks) to bypass urban areas are limited by topography and the Derwent Estuary. The need for new, expanded or upgraded transport infrastructure is closely linked to decisions about where population growth will occur across metropolitan Hobart, and the role of metropolitan Hobart's many centres and industrial precincts.

# METROPOLITAN HOBBART

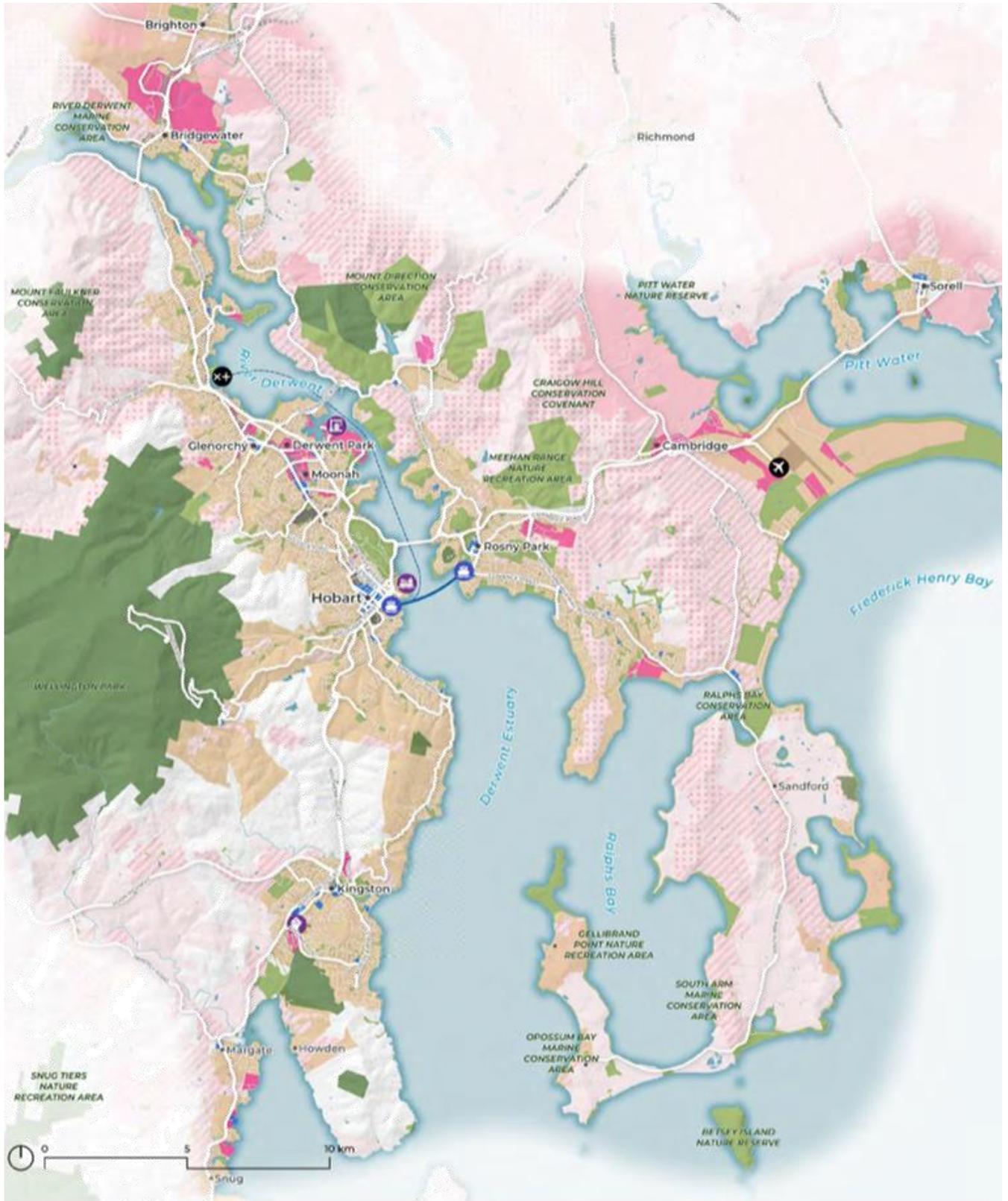


FIGURE 4. METROPOLITAN HOBART

LEGEND

- |                         |                                  |                                |   |               |
|-------------------------|----------------------------------|--------------------------------|---|---------------|
| — Roads                 | Ⓜ Working Port                   | 🌿 Rural Areas                  | 🌳 National Parks, Reserves and Conservation Areas | 🏘 Urban Areas |
| ⋯⋯⋯ Railway             | 🚢 Shipyard                       | 🏡 Rural Living Areas           | 🌳 Open Space & Recreation                         | ✈ Airport     |
| 🚢 Ferry                 | 🇦🇺 Australian Antarctic Division | 🌾 Agricultural Areas           | 🏙 Urban Mixed Use Land Zoning                     |               |
| — Ferry Route           | ✈ Hobart International Airport   | 🌿 Landscape Conservation Areas | 🏢 Commercial Centres                              |               |
| ⋯⋯⋯ Ferry Route to MONA | 🏠 MONA                           |                                | 🏭 Industrial Areas                                |               |

Source Data: Land Information System Tasmania (LIST), Google Maps and Open Street Map



### 2.2.2 The East

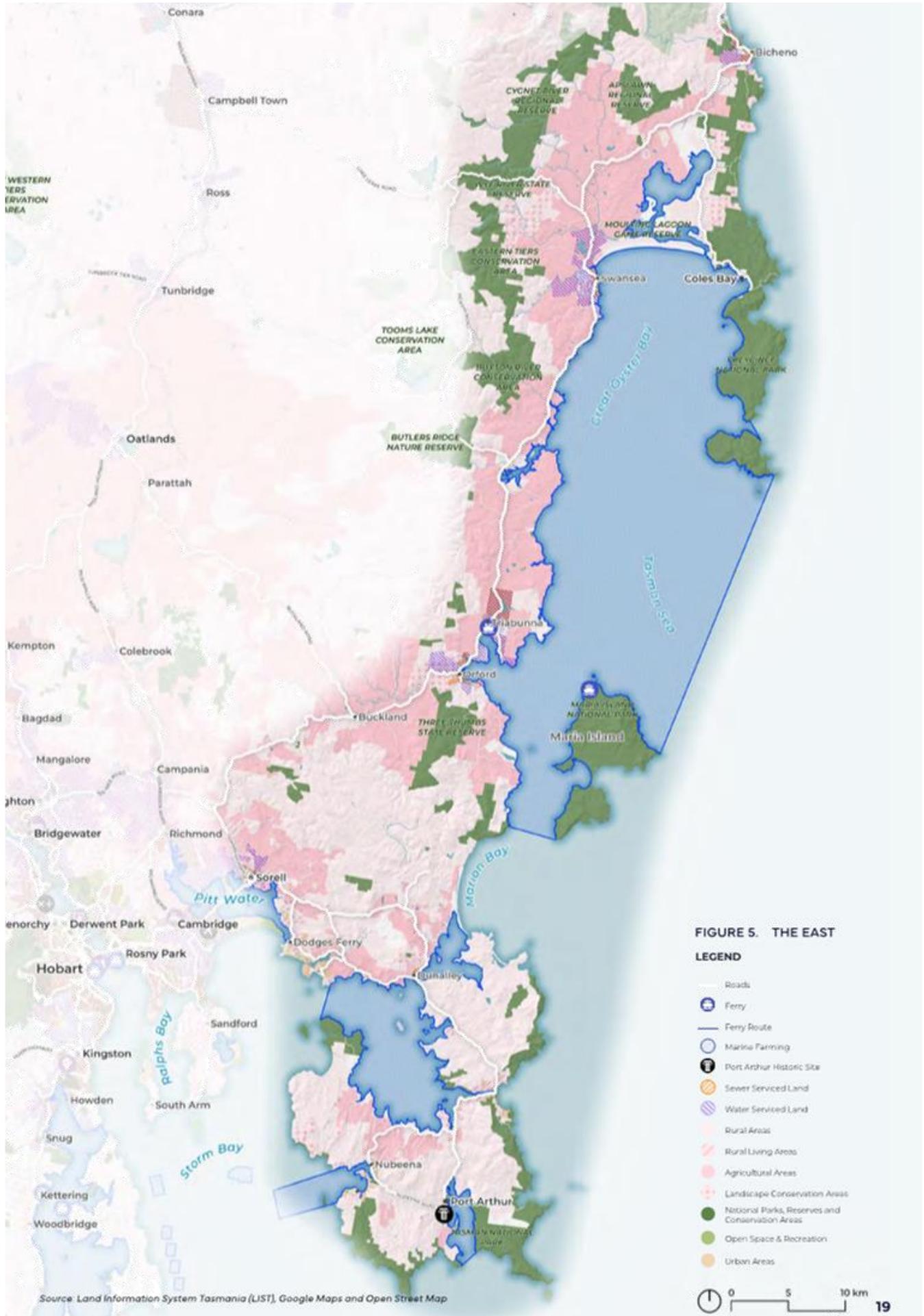
The most populous and primary economic centre in the east of the Region is Sorell. Sorell is both a part of metropolitan Hobart and a service centre for more outlying rural communities on the Tasman Peninsula and north to Bicheno. Outside of Sorell, the population in the east of the Region is scattered across several smaller townships of Bicheno, Triabunna, Orford, Swansea, Coles Bay, Dunalley, and Dodges Ferry along the coastline. The Tasman Peninsula includes several small towns including Eaglehawk Neck, Port Arthur, Nubeena, and White Beach. Inland areas are mainly rural with small villages like Buckland and rural localities.

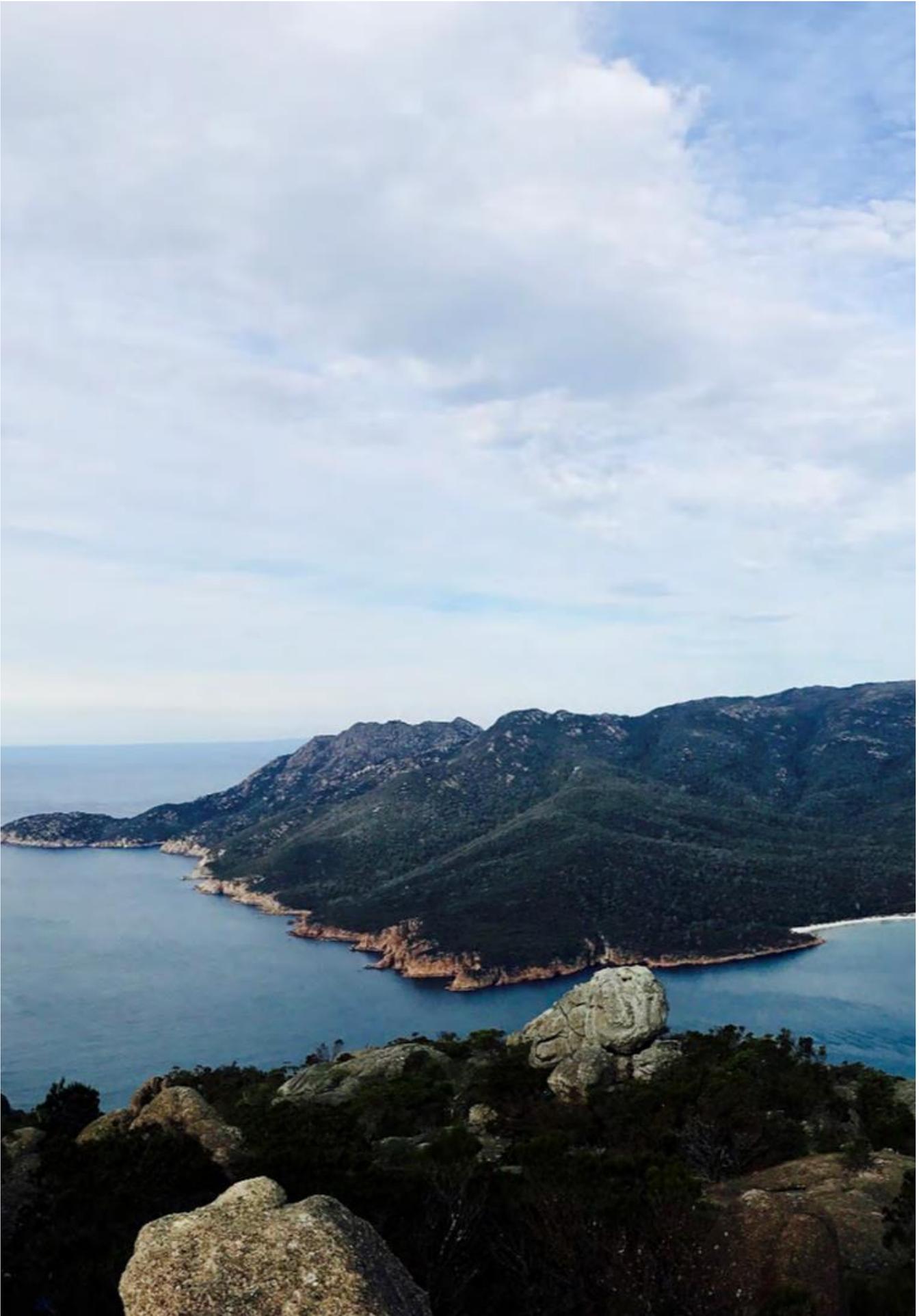
Many of the larger towns particularly on the coast have older communities with a high portion of retirees. The population of many coastal towns and villages swells over holiday periods, placing increased demands on services and creating seasonal fluctuations in access to jobs. Larger towns are generally serviced by utilities such as sewerage and town water. However, some coastal towns and villages have experienced significant growth (both through holiday visitors and permanent residents) but do not have access to town water or sewage treatment systems.

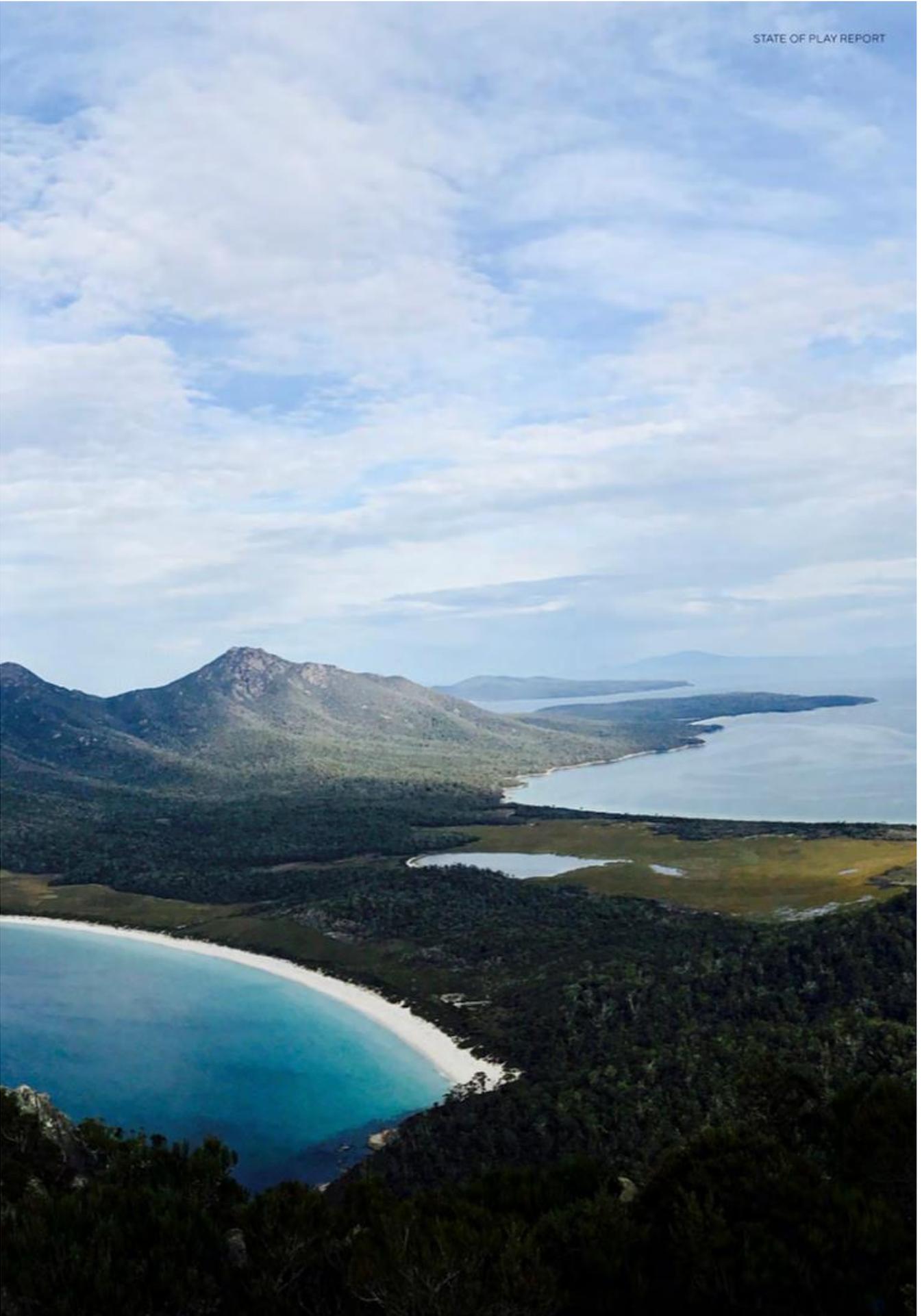
Tourism is an important contributor to the economy in the east of the Region. The World Heritage listed Port Arthur Historic Site and the Freycinet National Park are some of Tasmania's best known tourist attractions and draw visitors from within Tasmania, interstate and overseas. The rugged coastline from the Tasman Peninsula north to Maria Island is a distinctive landscape and includes the Tasman National Park, Maria Island National Park, and Cape Bernier Nature Reserve. More elevated areas inland are characterised by forest reserves and nature reserves.

Other economic activity is largely related to the area's natural assets and resources, in particular agricultural production, aquaculture and fishing. Wineries are well established in parts of the east, and irrigation is expanding the productive capacity of farmland by allowing diversification into crops along with grazing and dairying. The coastal waterways are also highly productive. Marion Bay, Dunalley and Boomer Bay are known for oyster farming, and aquaculture zones are located around Triabunna and in the bays around the western side of the Tasman Peninsula.

The distinctive natural landscape and waterways in the east of the Region are attractions but also create risks. Bushfire hazards and emergency access are key challenges, particularly for the Tasman Peninsula. Access to some areas can also be periodically disrupted by landslip where roads pass through steep and unstable areas. The ability to improve access, provide services and ensure residents can move around this part of the Region is constrained by topography.







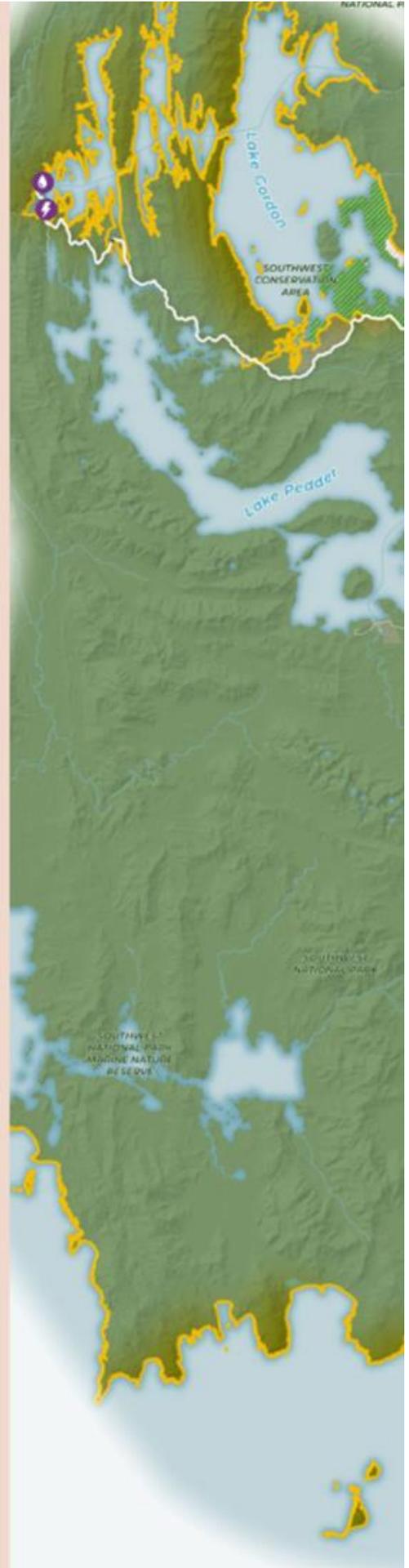


### 2.2.3 The South

The largest town in the south of the Region is Huonville. It is the main centre for residents of the Huon Valley, and surrounding rural communities access Huonville regularly for shopping, school and work. The combination of accessibility to central Hobart, a rural lifestyle and more affordable housing means Huonville and Kingston are important centres for surrounding communities, while also (along with communities like Margate and Snug) being 'commuter towns' for people who work in Hobart. The Channel and Huon River are also defining features of this part of the Region. Towns and villages are mostly located in the valleys or along the Channel and include Kettering, Cygnet, Southport, Dover, Geeveston and Franklin. Bruny Island is accessed by ferry from Kettering.

The south of the Region is undulating and mountainous, particularly the foothills around Mt Wellington and the "Sleeping Beauty". A large portion of this part of the Region is the Tasmanian Wilderness World Heritage Area (covering the South-West National Park and Hartz Mountains National Park) a rugged and remote landscape of high ecological value and exceptional natural and cultural values. Large areas of bushland create significant bushfire risks and communities within the area have experienced devastating bushfires in the past.

Tourism, agriculture, forestry and aquaculture are important to the economy in the south of the Region. The Huon Valley is highly productive agricultural land that supports orchards, cropping and grazing. Aquaculture and fishing are important contributors to the local economy as the area has a long coastline with several estuaries, and a reputation for clean waters. Bruny Island has built up a name for its artisanal food and wine producers, while Cygnet has become a hub for arts and culture. The Tasmanian Wilderness World Heritage Area contains popular visitor attractions, including the South East Cape, the Hasting Caves, and the Tahune Airwalk.



# THE SOUTH

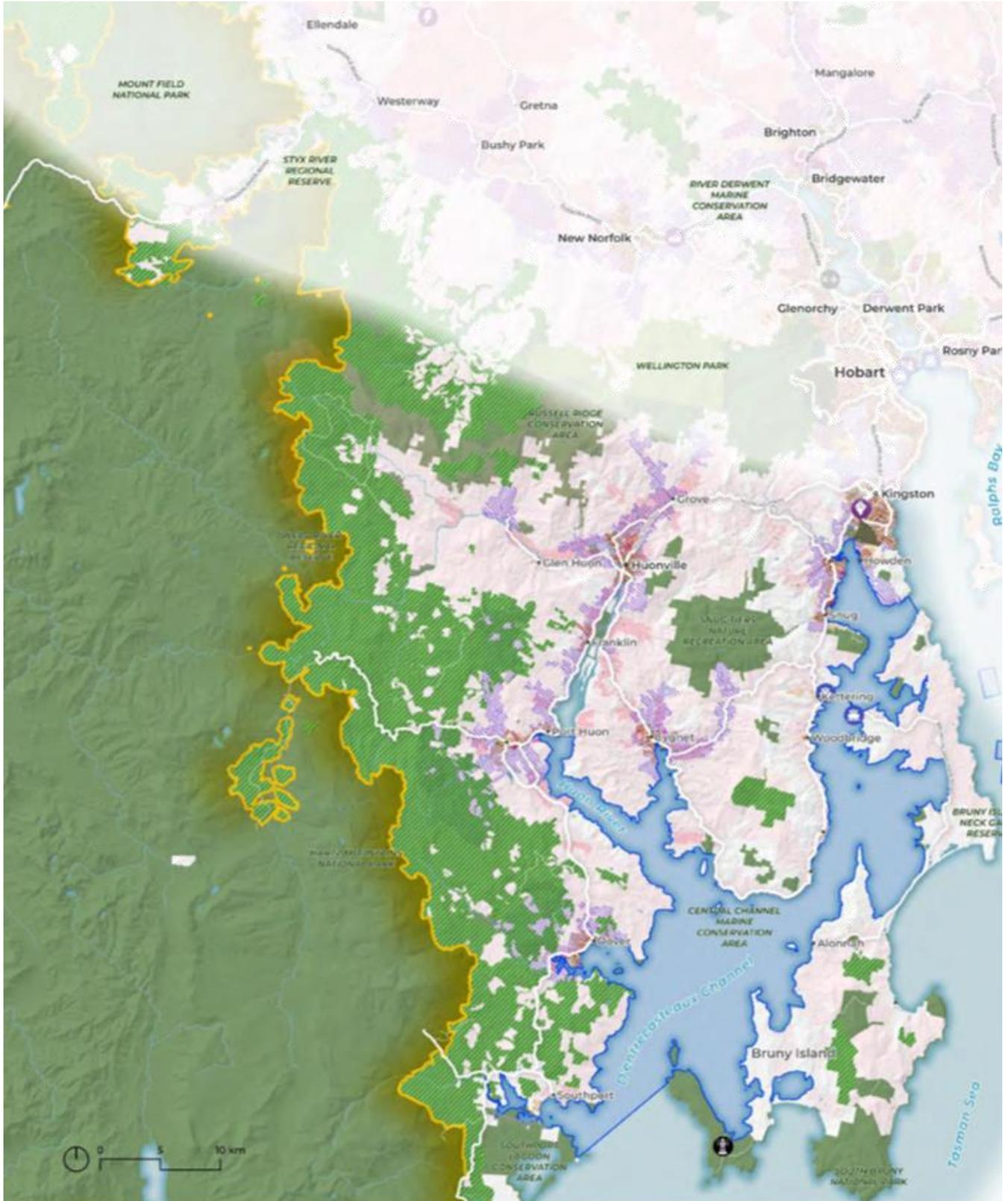


FIGURE 6. THE SOUTH

LEGEND

- |                |                               |                      |                              |   |
|----------------|-------------------------------|----------------------|------------------------------|---|
| Roads          | Australian Antarctic Division | Forest Management    | Rural Areas                  | National Parks, Reserves and Conservation Areas |
| Ferry          | Gordon Dam                    | World Heritage Areas | Rural Living Areas           | Open Space & Recreation                         |
| Ferry Route    | Power Station                 | Sewer Serviced Land  | Agricultural Areas           | Industrial Areas                                |
| Marine Farming | Cape Bruny Lighthouse         | Water Serviced Land  | Landscape Conservation Areas | Urban Areas                                     |

Source Data: Land Information System Tasmania (LIST), Google Maps, Open Street Map, Environment Australia and Sustainable Timber Tasmania





### 2.2.4 The Midlands

New Norfolk, Brighton and Oatlands are the three largest towns in this part of the Region. New Norfolk and Brighton are important centres for the surrounding rural communities, while also being linked to metropolitan Hobart. Many people live in and around these towns and commute to Hobart for work. Smaller rural towns include Richmond, Bothwell, Bushy Park, Westerway and Maydena, Miena, Mangalore and Bagdad.

Large swathes in the north and west of this area are national parks and part of the World Heritage Wilderness Area. Nature based tourism is focused on these areas including Mt Field National Park, Lake St Clair and the many highland lakes. Maydena is historically a forestry community but also now supports a world-renowned mountain bike park, and is a hub for access into the South West National Park.

The local economy is shaped by agriculture, forestry and aquaculture. There are extensive areas of farmland predominantly used for dryland cropping and grazing, while irrigation around the River Derwent supports large scale stone fruit orchards, hops and berry farms. The area is home to large volume whisky producers. A large paper mill at New Norfolk processes timber from the surrounding forestry areas.

Brighton provides an important intermodal hub for movement of freight from across Tasmania. Oatlands and Richmond play important roles in the local tourist economy with Georgian architecture, convict history and food and beverage offerings as drawcards for visitors.

Hydro-electricity generation takes advantage of the many waterways and steep topography of this part of the Region. Opportunities to expand renewable electricity generation are being explored including wind power in the highlands.



# THE MIDLANDS

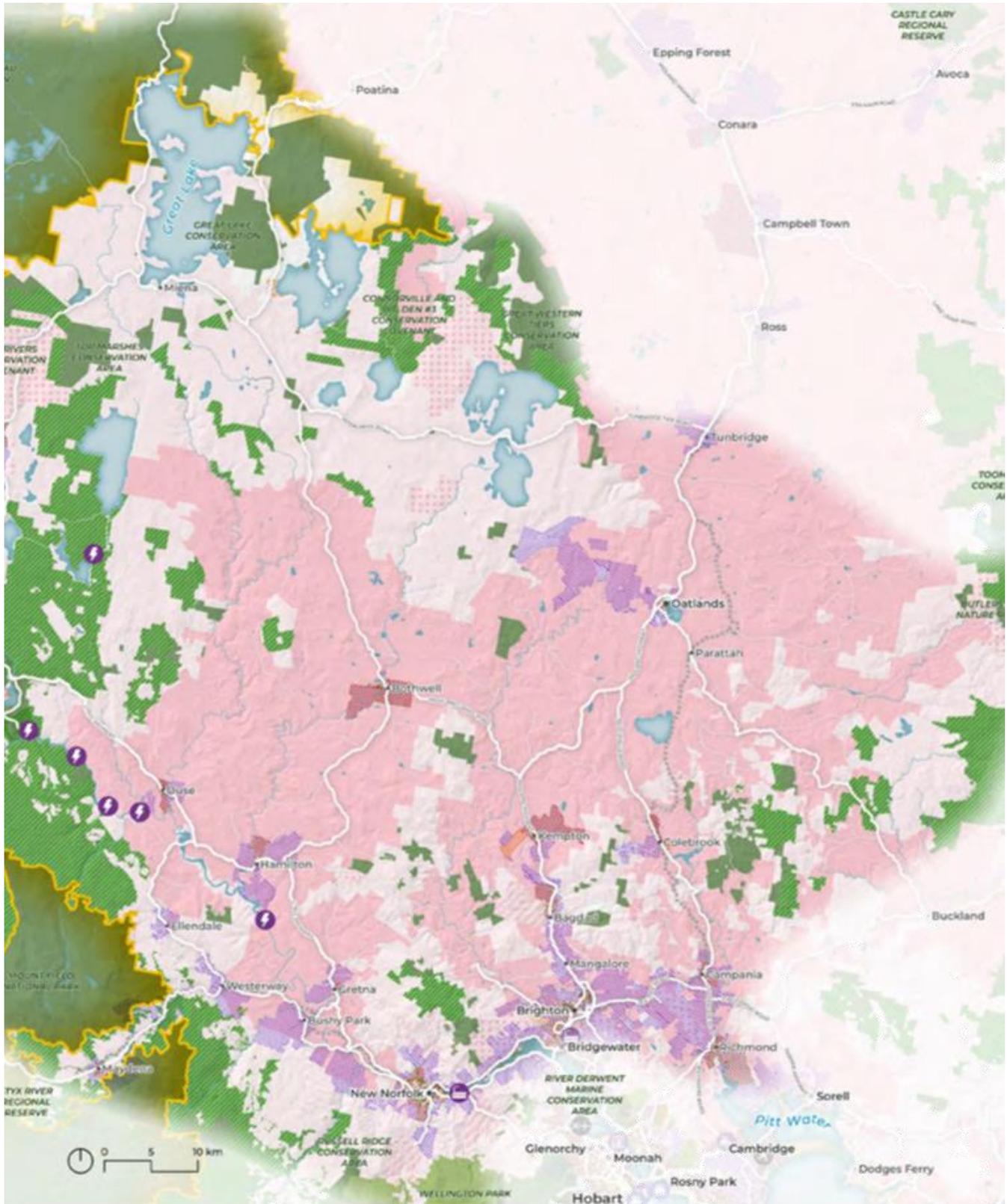


FIGURE 7. THE MIDLANDS

LEGEND

- |                 |                       |                                |   |
|-----------------|-----------------------|--------------------------------|---|
| — Ronds         | ● Forest Management   | ● Rural Areas                  | ● National Parks, Reserves and Conservation Areas |
| × × × Railway   | ● World Heritage Area | ● Rural Living Areas           | ● Open Space & Recreation                         |
| ⚡ Industries    | ● Sewer Serviced Land | ● Agricultural Areas           | ● Urban Areas                                     |
| ⚡ Power Station | ● Water Serviced Land | ● Landscape Conservation Areas |   |

Source Data: Land Information System Tasmania (LIST), Google Maps, Open Street Map, Environment Australia and Sustainable Timber Tasmania

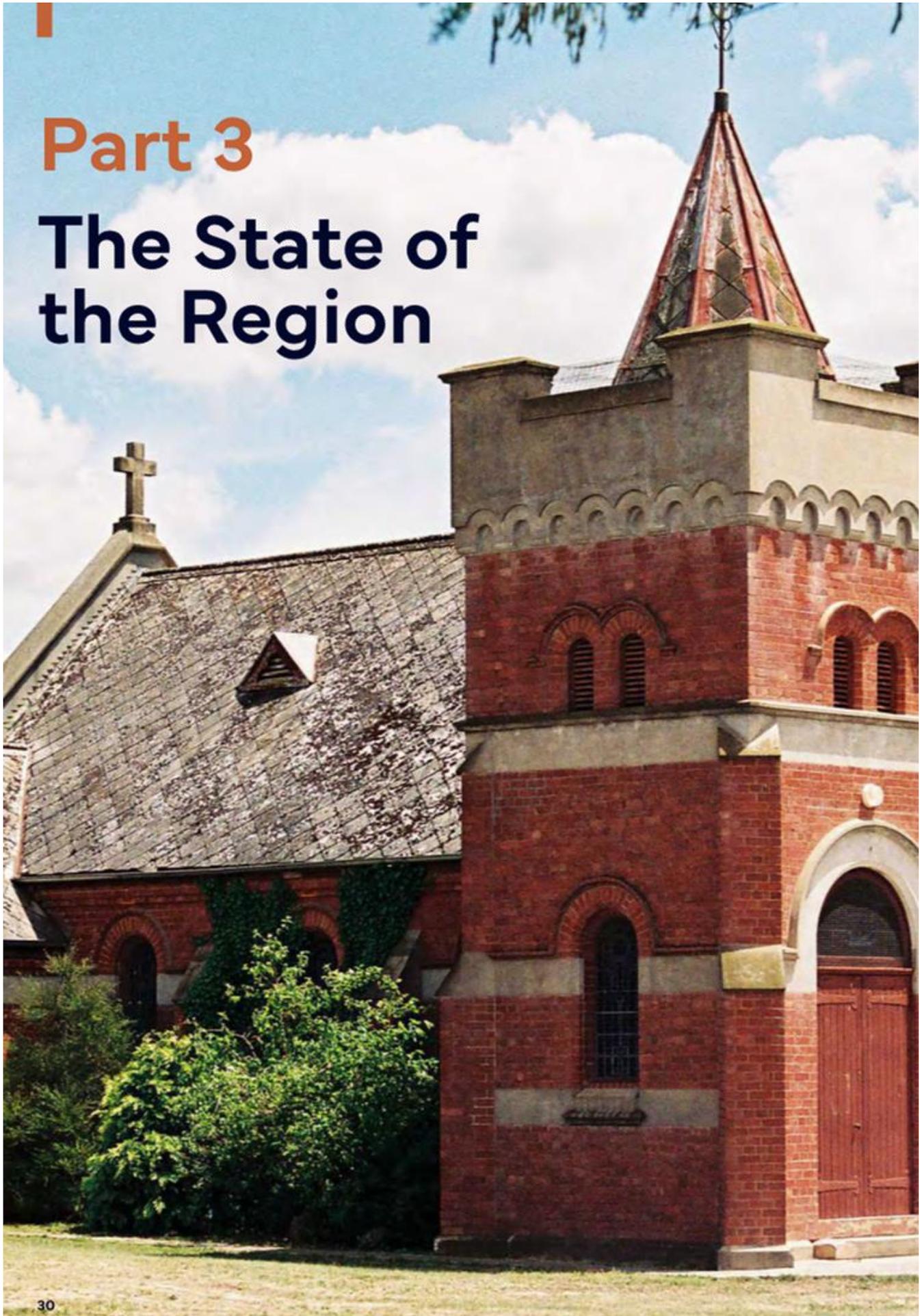
Image: Hop fields in the Derwent Valley  
Credit: Tourism Tasmania and Rob Burnett





# Part 3

# The State of the Region



Part 3 includes three chapters that explore issues, opportunities and challenges across themes and topics that Regional Land Use Strategies are required to address. The themes, topics, opportunities and challenges have been informed by research and input from the Project Working Group that includes the 12 councils of the Southern Tasmania Region, and the State Planning Office.

Themes	Topics
Cultural Values, Climate, Landscape, Natural Hazards and Environmental Risks	<ul style="list-style-type: none"> <li>• Cultural Heritage and Values</li> <li>• Natural Environment, Landscape Character And Climate</li> <li>• Natural Hazards and Environmental Risks</li> </ul>
Economic Activity and Infrastructure	<ul style="list-style-type: none"> <li>• Economic Activity and Productivity</li> <li>• Movement and Connectivity</li> <li>• Utilities</li> </ul>
People, Communities and Growth	<ul style="list-style-type: none"> <li>• Population Growth And Change</li> <li>• Housing, Placemaking and Growth Management</li> <li>• Social Infrastructure</li> </ul>

## THEME 1



## Cultural Values, Climate, Landscape, Natural Hazards and Environmental Risks

### 3.1 Cultural Heritage and Values

#### Aboriginal cultural heritage

The palawa are part of the oldest continuous culture in the world. They are the traditional and original custodians of lutruwita and have cared for the land for thousands of years.

Southern Tasmania is a rich Aboriginal cultural landscape with thousands of Aboriginal heritage sites including stone artefact scatters, stone and ochre quarries, shell middens, culturally modified trees, rock markings, and occupied rockshelters. These records are evidence of Aboriginal occupation for over 30,000 years. There are also landscapes that bear witness to Aboriginal land management practices, including cultural burning. Aboriginal cultural connections to the land, water and sky are one of the reasons a large proportion of the Region is listed within the Tasmanian Wilderness World Heritage Area. There are other reserves and locations where Aboriginal heritage places and landscapes have survived modern developments. Key historic Aboriginal sites have also been returned to the Tasmanian Aboriginal community in recognition of their on-going connection to and struggle for Country, including piyura kitina (Risdon Cove) and putalina (Oyster Cove).

#### Planning for Country

Planning for Country explores how Southern Tasmania might start to embed palawa knowledge of Country and cultural practices into its planning system. Connecting with Country, or a Country-First approach to planning seeks to actively involve Aboriginal people by sharing knowledge of, and cultural connections, to land, water and sky and support Aboriginal Land Councils to achieve their aspirations for their land and strengthen self-determination.

Through ongoing engagement with palawa groups and individuals the STRLUS can look to support the interests and aspirations of the palawa to respond to and respect Country.

#### Historic cultural heritage

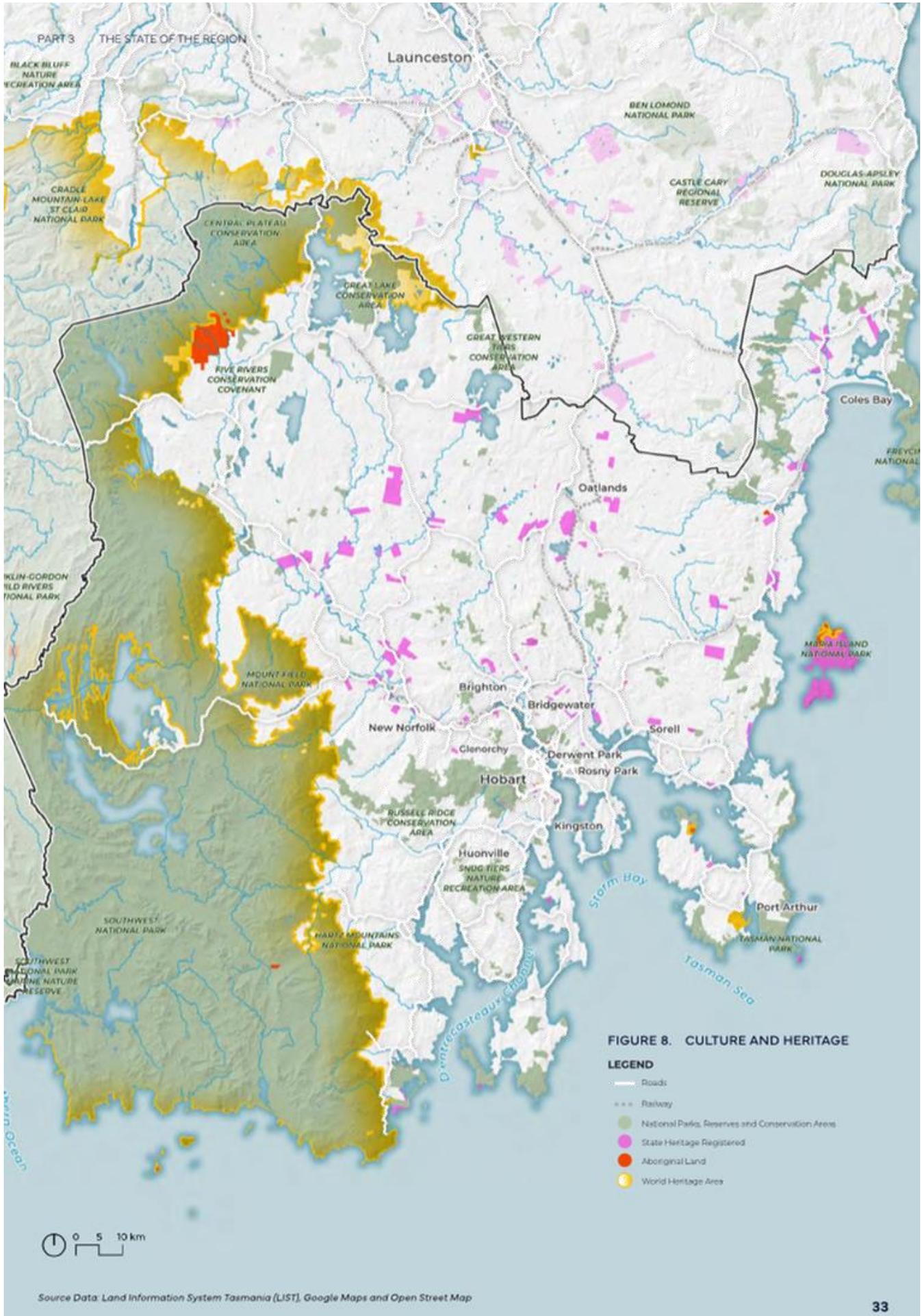
British colonists landed in Hobart in 1804, making it the second oldest British colony in Australia. The well-preserved historic places and heritage items of the Region help to tell important cultural stories, record the growth and change in the Region, and are significant drawcards for visitors.

Hobart is renowned for its pockets of intact colonial buildings such as Battery Point, Salamanca Place and Sullivans Cove. The Cascades Female Factory Historic Site is one of 11 Australian Convict Sites World Heritage properties. Established in 1823, the site is now a museum that tells an important story of forced migration and servitude.

The Port Arthur Historic Site is one of the best-known historic sites in Australia. This penal settlement located on the Tasman Peninsula was established in 1830 as a timber station and grew to be a place of great economic and social significance throughout the 1800s.

Throughout Southern Tasmania nearly all towns and villages have buildings or infrastructure that demonstrate how communities have grown and changed since colonisation.

Land use planning for the Region should strike an appropriate balance between enabling growth and change, and preserving significant reminders of the area's past. History and built heritage are not static, and land use strategies can establish planning frameworks that allow for historic places to contribute to contemporary life while being conserved. Consideration of heritage values is part of planning for how metropolitan Hobart, and the Region's towns and villages, can grow and evolve in ways that respect the Region's past.



## THEME 1

## PART 3 THE STATE OF THE REGION

## 3.2 Natural Environment, Landscape Character and Climate

### 3.2.1 Landscape Character

The Southern Tasmania Region is characterised by an expansive and unique natural environment. The UNESCO-heritage listed Tasmanian Wilderness covers almost a quarter of Tasmania (1.58 million hectares) and includes much of the western parts of the Southern Tasmania Region. Mountains frame the urban areas (particularly kunanyi/Mt Wellington) and are a prominent feature across much of the Region. Much of the coastline is rugged, and some areas are accessible only by boat or walking. National Parks and other conservation reserves are located throughout the Region.

The natural landscape of the Region shapes how people live and move around the Region, and is a drawcard for visitors and migrants. The Region's wilderness and wildlife are a significant driver for inter-state and international visitation. Nearly half of all tourists who visit Tasmania cite the natural environment as their primary reason for visiting the Region<sup>1</sup>. Freycinet National Park and Tasman National Park saw record increases in visitation post-Covid.

The natural environment also underpins other aspects of the Region's economy, with many agriculture and aquaculture producers relying on the areas reputation as a pristine natural environment.

### 3.2.2 Natural Heritage

#### National Parks and nature reserves

Figure 9 illustrates the National Parks and Reserves of Southern Tasmania. The western part of the Region is almost entirely National Parks including the World Heritage listed Tasmanian Wilderness. Other National Parks and reserves tend to follow the more mountainous areas, and parts of the coastline including Bruny Island, the Tasman Peninsula, Freycinet, and Maria Island.

The size and variety of protected natural areas contributes to the Region's economy through ecological services, its reputation for nature-based tourism and the outdoor lifestyle that many people live in Tasmania for.

#### Scenic and Landscape Protection Areas

In addition to formal conservation reserves, the Tasmanian Planning Scheme includes a number of mechanisms to protect landscape and scenic values across the Region.

Different councils apply these controls to their area to reflect local conditions. Figure 9 also maps Scenic Areas and Landscape Conservation Zones from planning schemes.

#### kunanyi/Mount Wellington

kunanyi/Mount Wellington towers 1,270 metres above Hobart and supports forests, woodlands and alpine ecosystems with a diverse range of native plants and animals endemic to the Region. 'The Mountain' is significant for its natural values and its strong cultural significance for the palawa. It also has strong connections for many residents of Hobart and other parts of the Region. The North-West Bay River catchment is located on the south-east face of the mountain and provides a quarter of Hobart's drinking water.

Wellington Park is one of the state's largest reserved areas outside of the Tasmanian Wilderness World Heritage Area. It is a key visitor destination and is used extensively by locals and tourists for recreational activities including sight-seeing, hiking and cycling. A transmission tower is located at the peak of the mountain providing radio, television, digital radio, and commercial radio services for national and statewide broadcasters.

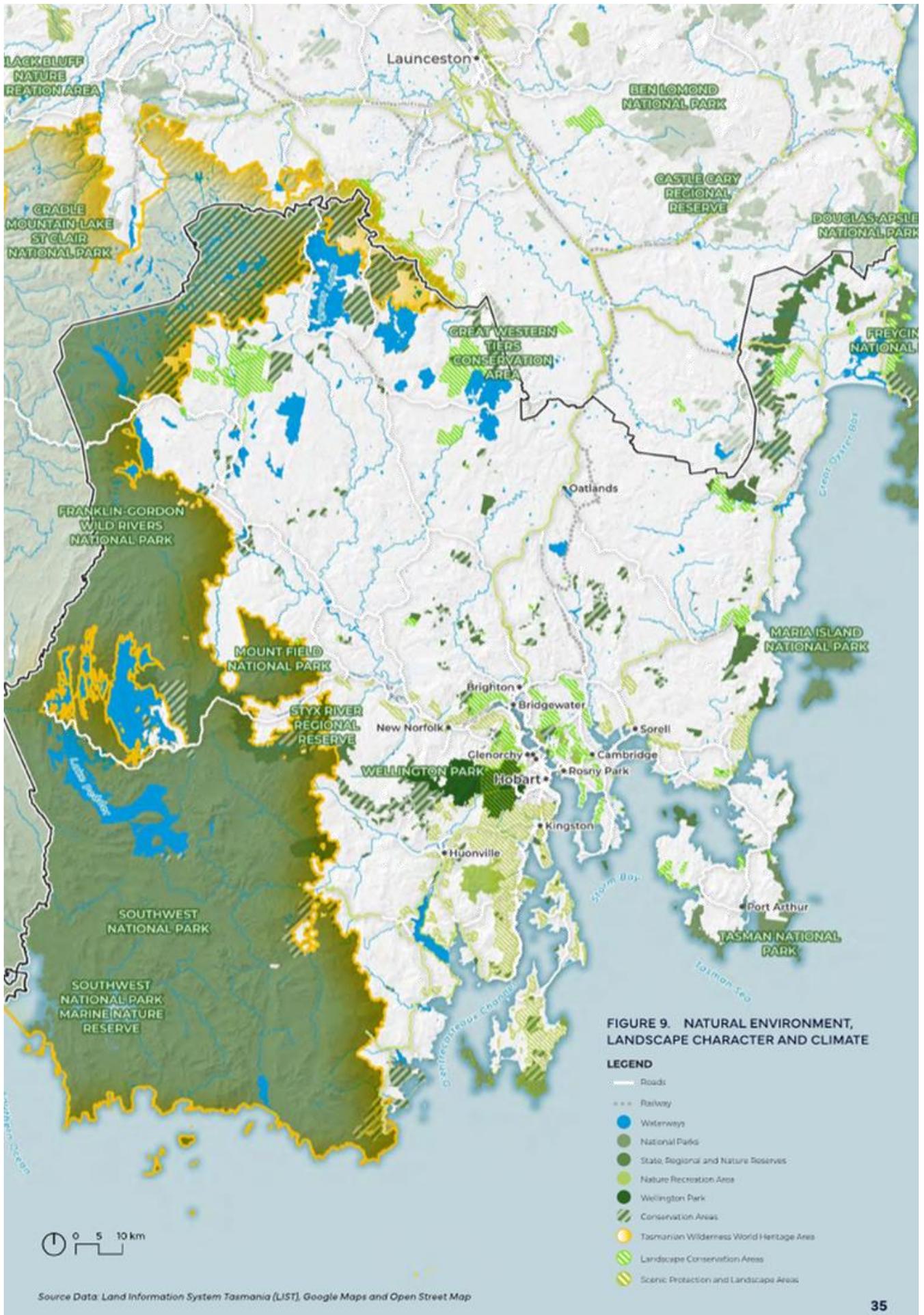
### 3.2.3 Waterways and Wetlands

The Southern Tasmania Region covers 17 river catchments<sup>2</sup> (out of 48 across the State). The Derwent Estuary - Bruny, Gordon-Franklin, and Huon catchments are the major river and estuarine systems across these catchments. The Derwent is the largest river system in the Region, with a catchment spanning more than 8,000 square kilometres.

The River Derwent starts at Lake St Clair and continues south-east over 200 km to Hobart, joining the Derwent Estuary and then into Storm Bay and the Tasman Sea<sup>3</sup>. The Derwent catchment is an important source of water for farming, drinking water and hydro-electricity generation. It is also an important influence on Hobart, shaping the city and contributing significantly to its character as a harbour city, providing transport and recreation.

Smaller watercourses pass through metropolitan Hobart and connect to the Derwent Estuary. These rivulets often create green spines through the urban area, but in some locations have been heavily modified or built over.

The South-East and Southern Ranges wetland bioregions sit within the Southern Tasmania Region. Within the bioregions, there are several wetlands and waterways protected under the Reserve Estate or listed under the Ramsar Convention on Wetlands.



## THEME 1

## PART 3 THE STATE OF THE REGION

### 3.3 Natural Hazards and Environmental Risks

Natural hazards and environmental risks have implications for land use planning in Southern Tasmania, particularly given the Region's dispersed pattern of towns and urban areas, interfaces between natural and urban areas, and extensive coastline. The Region's strong agriculture and aquaculture sectors, nature based tourism, and history of mining and forestry benefit from the Region's natural environment, but can also present threats to natural systems and environmental quality. Some natural hazards and environmental risks can be addressed at least partly through land use planning, including:

- Identifying and mapping natural hazards and avoid locating incompatible development in risk areas.
- Consolidating settlements, making use of existing infrastructure, promoting energy efficient urban and building design.
- Improving access to public and active transport networks.
- Avoiding native habitat loss through development and promoting ecosystem connectivity.
- Building climate resilience by protecting water quality, aquatic ecosystems and flow regimes to benefit natural systems and maintain agriculture and aquaculture productivity.
- Protecting wetlands, riparian and foreshore areas from the impacts of development.

#### 3.3.1 Natural hazards

Southern Tasmania has historically experienced the impacts of natural hazards. The Region is relatively dry, and droughts and bushfires are common. Flooding and landslip are also risks, particularly as infrequent periods of heavy rainfall can occur.

In recent years, Southern Tasmania has experienced an increase in extreme climate and weather activity. There have been two significant bushfire seasons (2015-16 and 2018-19), an unprecedented marine heatwave off the East Coast (2015-16) and prolonged droughts.

Below-average rainfall has been observed throughout the State, with Tasmania experiencing a 25% decrease in the area-averaged rainfall total for April (2024) compared to the 1961-1990 average.

By 2100 Tasmanians could experience the following environmental changes that may translate into increased risk of natural disasters<sup>4</sup>.

- Changes to bushfire frequency and intensity and risks to the natural environment and people.
- Increased inundation and erosion of vulnerable coastal shorelines from more severe storm surges and sea-level rises and effects on coastal settlement patterns.
- Increased sea surface temperature and ocean acidification off the East Coast could affect the productivity of Tasmania's aquaculture industries.
- Periods of prolonged low rainfall reducing the storage levels for hydro-electricity generation and potential energy security issues, along with increasing water demand from population growth and irrigation.
- Runoff is projected to increase in agricultural regions of the Derwent Valley and Midlands due to changes in rainfall and evapotranspiration.
- Increased risk of landslides as a result of extreme rainfall periods, and exacerbated by land-clearing.
- Increased extreme weather events including more frequent, intense storm and flood events, increased coastal erosion, longer fire seasons, drought, and river flooding in some catchments.
- 'Urban heat island' effects will continue to make developed areas of the Region warmer unless managed, increasing reliance on artificial cooling.

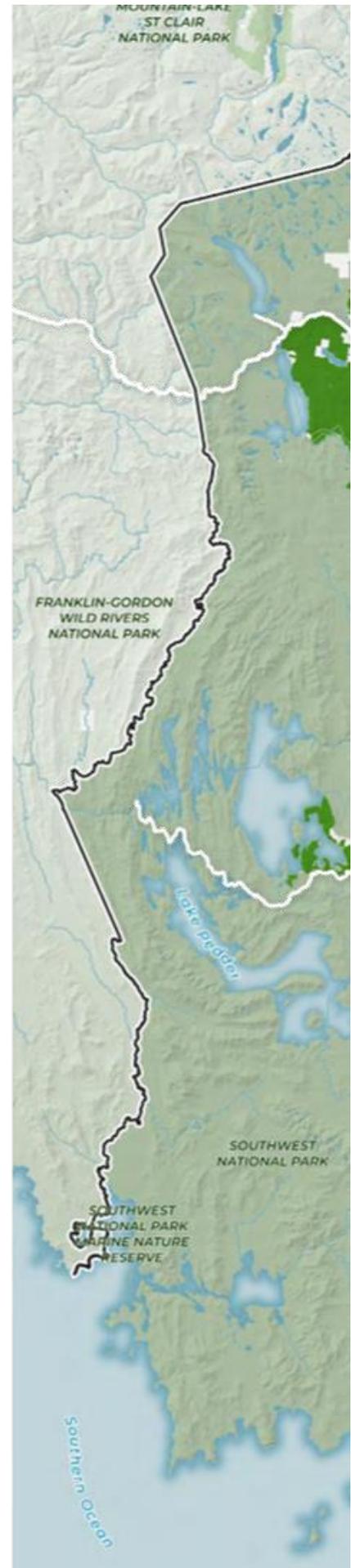


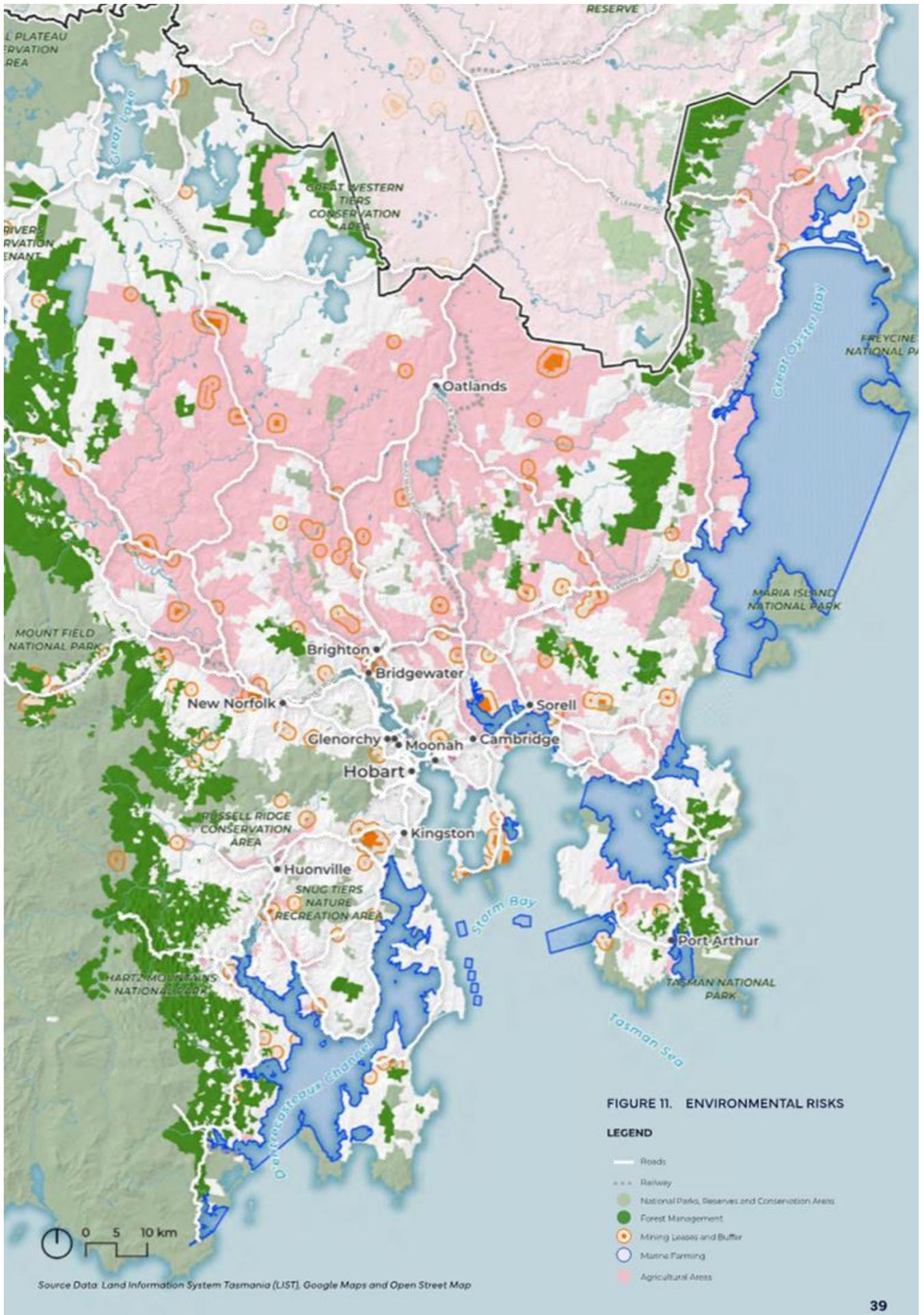
## THEME 1

## 3.3.2 Environmental risks

The following challenges arising from human impacts and interventions are likely to increase pressure on the natural systems of Southern Tasmania:

- Increased environmental pressure from the growing population, particularly expanding urban areas and increasing car use.
- Pressures from agriculture on the natural environment including changes to water balance and water quality, degradation of native vegetation and decline in biodiversity and soil structure.
- Legacy impacts of contamination from heavy industry including land and water pollution and ongoing air quality impacts.
- Land, water and air pollution from mining and heavy industry.
- Impacts on native forests, ecological diversity and connectivity from forestry operations.
- Impacts linked to the introduction and spread of invasive species.
- Impacts from intensive aquaculture on marine ecosystems and water quality.
- Changing sea-water temperatures creating conditions for invasive marine species and changing the growth and distribution of marine vegetation, with associated impacts on recreational and commercial fishing, and aquaculture.
- Marine heatwaves, threats to temperate montane rainforest, loss of alpine biodiversity.
- Loss of wildlife through vehicle strike, with potential increases due to population growth and more car use, and expansion of urban areas into natural areas.

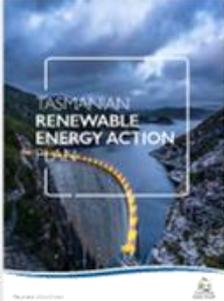




THEME 1

3.3.3 State government strategies

The Tasmanian Government has prepared the following plans related to environmental sustainability outcomes that include relevant actions and directions for regional land use planning. The State of Environment Report provides an overview of how the State is performing in terms of resource management and the impacts of climate and human pressures on the environment. The Tasmanian Planning Commission is currently preparing a new State of the Environment Report.

	<p><b>Climate Change Action Plan 2023-25</b></p> <p>Aims to help maintain net zero greenhouse gas emissions or lower from 2030.</p> <p>The Action Plan seeks to:</p> <ul style="list-style-type: none"> <li>• Significantly reduce food waste specifically the diversion of organic waste.</li> <li>• Increase Tasmania’s renewable electricity production and maintain low regulated electricity market prices.</li> <li>• Become a major producer of renewable hydrogen energy.</li> <li>• Retention of high valued conservation natural, cultural, and historic values in the Tasmanian Wilderness World Heritage Area.</li> </ul> <p>Part of the Plan focuses on Adaption and Resilience and outlines targeted actions to explore opportunities to build community, environmental, industry and infrastructure resilience to climate change.</p> <p><i>‘Embedding climate change in planning’<sup>5</sup></i> is a key action and outlines a two-pronged approach that considers climate change in the State’s planning regulations whilst integrating scientific climate modelling into state and local land use strategies. It emphasises that climate modelling should inform all land release and the location of future housing with the aim to mitigate the impacts on future residents and housing developments.</p>
	<p><b>Tasmanian Renewable Energy Action Plan 2022</b></p> <p>Tasmania is one of the first jurisdictions in the world to achieve a 100% self-sufficiency in renewable energy. This plan promotes growth of State’s renewable energy sector over the next 20 years and sets an ambitious target to increase the State’s renewable energy output to 200% by 2040, doubling the current output. A key priority is to transform Tasmania into a global renewable energy powerhouse, with a commitment to develop the framework for coordinated large-scale renewable energy projects<sup>6</sup>.</p> <p>The Action Plan proposes Renewable Energy Zones as one mechanism to coordinate future investment in the generation, transmission and storage of renewable energy in suitable locations. Preliminary options analysis<sup>7</sup> for the state has identified one potential zone in the Central Highlands which has potential to support the Southern Tasmania Region.</p>
	<p><b>Tasmanian Waste and Resource Recovery Strategy</b></p> <p>The Region’s waste management is governed by the Tasmanian Regional Waste Authority (TRWA)<sup>8</sup>. Made up of 12 councils, the TRWA was established in response to the need for more effective and efficient coordination of waste to achieve the State’s target of net zero greenhouse gas emissions or lower. Key issues related to the management of waste and resource recovery across the Southern Tasmania Region include:</p> <ul style="list-style-type: none"> <li>• Susceptibility of waste collection sites to the impact of climate change such as coastal erosion and wastewater treatment plants.</li> <li>• Expansion of resource recovery to include recycling of renewable technologies (solar panels, wind turbine blades and lithium-ion batteries).</li> <li>• Lack of resource recovery infrastructure within communities to facilitate community driven repair, reuse, and recycling of materials.</li> <li>• Smaller economies of scale for maintaining the viability of commercial resource recovery operations.</li> <li>• The recent introduction of regulatory mechanisms to disincentivise businesses and industry sending food and general waste to landfill.</li> </ul>

**THEME 1**

**3.4 Opportunities and Challenges for Cultural Values, Climate, Landscape, Natural Hazards and Risks**

Opportunities	Challenges
<ul style="list-style-type: none"> <li>• Embedding a Caring for Country approach to planning for the Region.</li> <li>• Implementing the Climate Action Plan through land use planning approaches that reduce the impacts of urbanisation and growth on climate change and embed resilience to climate change impacts in land use planning.</li> <li>• Celebrating the natural assets of the Region through innovative nature-based industries and tourism opportunities.</li> <li>• Continuing to promote and support healthy, outdoors lifestyles that attract and retain young people to the Region.</li> <li>• Exploring the use of the Derwent Estuary for tourism opportunities.</li> <li>• Continuing to build on Tasmania's reputation for being a leader in Australia's green energy sector by adopting land use strategies that prioritise emissions and waste reduction and reduce land and water contamination.</li> <li>• Maintaining the Region's reputation for high quality natural environment that supports agriculture and aquaculture, and a strong nature-focused tourism industry.</li> <li>• Conserving the Region's rich history where it contributes to character, identity and the Region's visitor economy.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring the appropriate voices are invited to speak for Country and that Australian Indigenous Cultural Intellectual Property (ICIP) is recognised through land use planning.</li> <li>• Responding to increased risks from climate change related natural hazards including bushfire, flooding and sea-level rise through regional land use planning.</li> <li>• Ensuring growth of urban areas, towns and villages does not impact negatively on the Region's highly valued natural environment and extensive historic heritage.</li> <li>• Ensuring a balance between conservation of the Region's natural assets and the viability and sustainability of industry, agriculture, aquaculture, and tourism.</li> <li>• Considering the impacts of natural hazards and environmental risk on residential, industrial and agricultural land, and the Region's natural reserves and wilderness areas.</li> <li>• Preserving the significant historic heritage and character of towns and villages, and their natural settings.</li> <li>• Preserving recognised historic heritage places that draw visitors to the Region from interstate and overseas.</li> </ul>

## THEME 2

## Economic Activity and Infrastructure



## 4.1 Economic Activity and Productivity

### 4.1.1 The Region's Economy

Southern Tasmania's blend of metropolitan, semi-rural and rural areas make it a regionally diverse economy, with strong variance in economic activities and employment. This ranges from the high concentration of administrative and population-serving activities in Hobart, employment lands in Glenorchy, Clarence and Brighton, and the dominance of rich agricultural industries in the more rural areas.

Southern Tasmania's economic performance is strongly influenced by its population. Periods of economic growth match periods of population growth and growth in spending capacity. Tourism is also growing and diversifying, with visitors attracted to the Region's unique nature, adventure sports, gastronomy, marine activities, arts and culture.

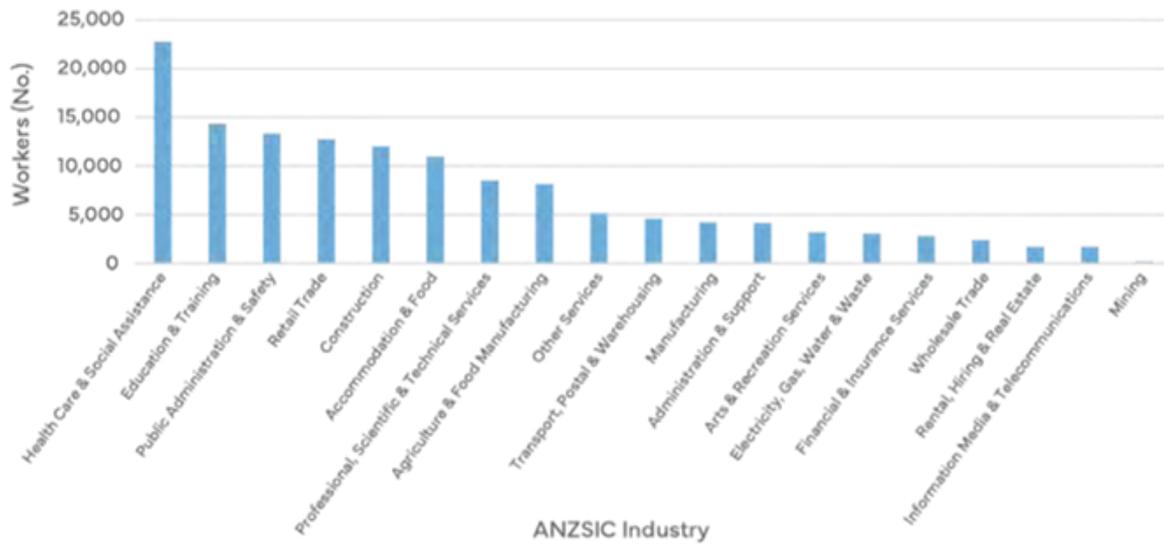
In recent years, Tasmania's economy has performed well, underpinned by a major population and tourism 'boom'. However, economic performance has begun to decline, reflecting the cyclical and volatile nature of Southern Tasmania's economy overall. This recent decline has in part been driven by a number of factors including slowing population growth and a decline in economic productivity as young workers move to the Mainland for more employment and education opportunities.

The loss of a productive and skilled workforce is a key economic challenge for Southern Tasmania in maintaining long term economic sustainability and supporting high value and innovative industries in the future.

Southern Tasmania's main employment opportunities are related to the Region's population:

- Health care, education, public administration and retail are all directly linked to serving the needs of the Region's community.
- As the Region's population continues to get older, demand for workers in these sectors is likely to continue to grow.
- Construction is also a major employer and reflects strong continued activity particularly in housing construction over the last 10 years.
- Tourist related jobs in accommodation and food services also employ a lot of people and are spread across different parts of the Region.
- Agriculture and food processing also demonstrate the continued importance of primary production and the potential to add value to agricultural produce, and the strength and diversity of aquaculture across coastal parts of the Region.
- There are synergies with agritourism, and this relates to agricultural value add through industries such as wineries, distilleries, fishing, and oyster farming.

FIGURE 12. SOUTHERN TASMANIA INDUSTRY OF EMPLOYMENT (PLACE OF WORK) 2021



Source Data: Remplan Economy, based on ABS 2021 Census Place of Work Employment, ABS 2020/21 National Input Output Tables, ABS June 2023 Gross State Product

- 43.07 billion** GROSS OUTPUT
- 135,652** LABOUR FORCE
- OVER 25%** OF JOBS IN HEALTH & EDUCATION

Source Data: Remplan Economy, based on ABS 2021 Census Place of Work Employment, ABS 2020/21 National Input Output Tables, ABS June 2023 Gross State Product

## THEME 2

## PART 3 THE STATE OF THE REGION

**4.1.2 Commercial Centres**

Commercial centres across the Region range in size and function. Larger towns around the Region support local populations with a range of commercial, retail, social services, education and entertainment. Centres like Sorell, Brighton, and Kingston are part of metropolitan Hobart but also provide employment opportunities and local businesses that support people from the more rural parts of the Region. Within metropolitan Hobart, the key commercial centres are generally the historic centres of towns that have over time become part of the metropolitan area. These centres provide a mix of local commercial uses, retail, entertainment, restaurants and cafes. Some, like Kingston and Rosny Park, have also emerged as key locations for government offices and services. Commercial and larger format retail uses are also establishing around Cambridge Park.

Hobart CBD is the key commercial centre in Southern Tasmania, supporting the Region's highest concentration of professional services and administrative jobs across nearly 360,000 square metres of commercial office floorspace. Office vacancy rates in Hobart are relatively low at 2.8% compared to other major commercial office CBDs which are mostly at more than 10% vacancy. Hobart has maintained the lowest CBD office vacancy rate in Australia for the past 4 years. A trend not seen in many CBD markets across Australia due to the slow return to the office post COVID-19. This reflects the strong demand for commercial floorspace in Hobart.

However, demand for commercial office floorspace is not translating into an increase in supply. In recent years, there has been limited supply additions to Hobart CBD, and with no new supply under construction currently, there is a premium for commercial floorspace in a tightening market. Hobart's market is dominated by government agencies and is aligned with the strong composition of public administration and health and education jobs in the Region.

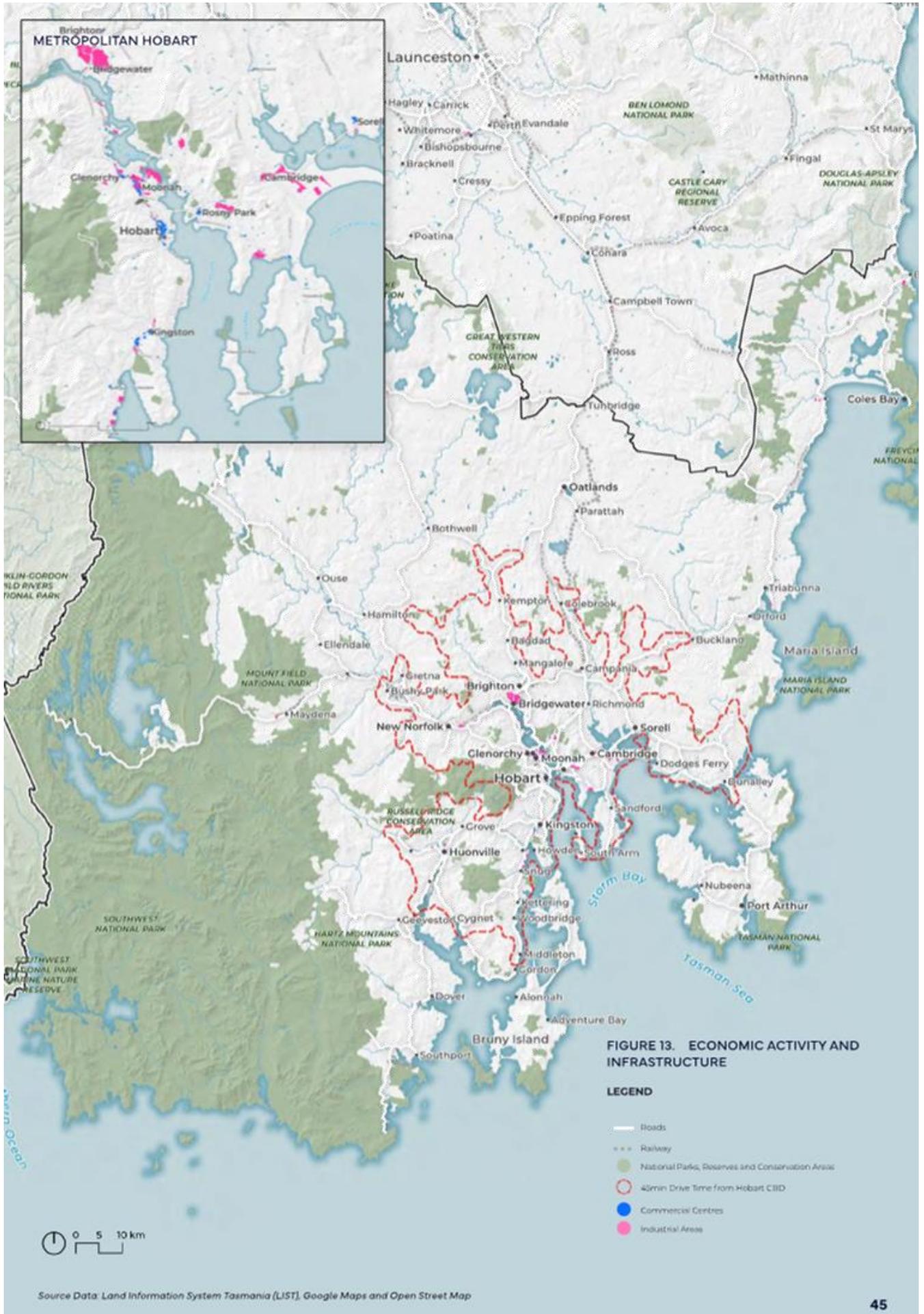
The limited availability and lack of new supply in the market will have implications for business and jobs growth potential in Hobart and Southern Tasmania overall, where new or expanding entrants into the market are unable to acquire appropriate floorspace. Without new space, both private and public sector growth in Southern Tasmania will be challenged.

**4.1.3 Industrial land**

Key locations of industrial and employment focused activity are located throughout the Region. There are strong concentrations of employment land historically around the Derwent Estuary, with major manufacturing industries in Glenorchy and port operations concentrated around Macquarie Point.

The Brighton Hub is a purpose-built road-rail hub located on the Burnie to Hobart freight corridor. It has played a key role in opening up large areas of industrial land, close to Hobart, with direct access to high-standard road and rail networks. Cambridge Park and the Hobart Airport Precinct also provide a significant supply of employment and industrial land.

Other smaller or specialised employment and industry clusters such as Mornington are scattered throughout the Region, some with links to specific industries like forestry and paper production (in Derwent Valley), aquaculture (Huon Valley and Triabunna), and agricultural production (Richmond, Oatlands and in the Derwent Valley).



**THEME 2**

PART 3 THE STATE OF THE REGION

**4.1.4 Agriculture, Mining, Forestry and Aquaculture**

Primary production has historically been important to the Region’s economy and has provided employment opportunities across the rural and coastal areas of the Southern Tasmania Region. Some of these historically important industries are declining or transitioning to different methods of production, for example plantation forestry and aquaculture. Irrigation is a strong driver of agricultural production and the growth of fruit crops like cherries in the Derwent Valley and Coal River Valley which is dependent on irrigation and large scale production for efficiency. Wineries and vegetable production have expanded into more eastern parts of the Region again linked to expansion of irrigation zones. Agricultural value-add, and links to tourism, are diversifying rural economies in some locations and combining traditionally separate industry sectors.

Aquaculture is also a growing and diversifying sector. Oyster leases, fish farming, and kelp farming all operate across different parts of the Region, in some cases in inland areas (for example salmon hatcheries in the Derwent Valley).

**4.1.5 Tourism**

Tourism is a significant contributor to the Region’s economy. Tourism activity is diverse, and linked to the Region’s natural environment, history and culture. Tourism activity in Southern Tasmania has increased significantly in the past decade, with major attractors like Salamanca, the Museum of Old and New Art (MONA), the UNESCO World Heritage listed Port Arthur Historic Site, Freycinet National Park and Bruny and Maria Islands drawing visitors to the Region from interstate and overseas. A growing cruise ship market is resulting in increased visitation to Hobart.

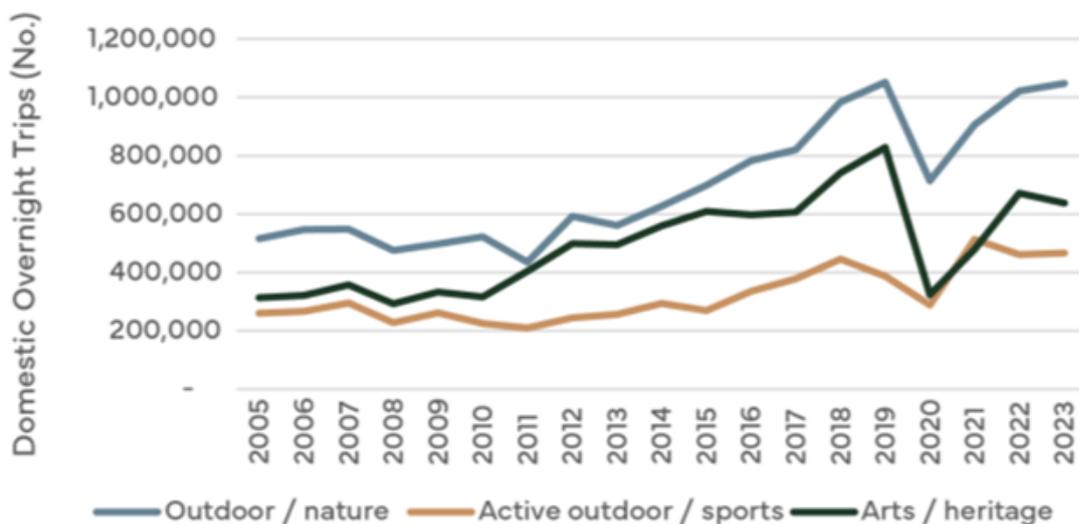
The Region has seen growth in nature-based tourism, for example, activities like mountain-biking, trout fishing and wilderness tourism.

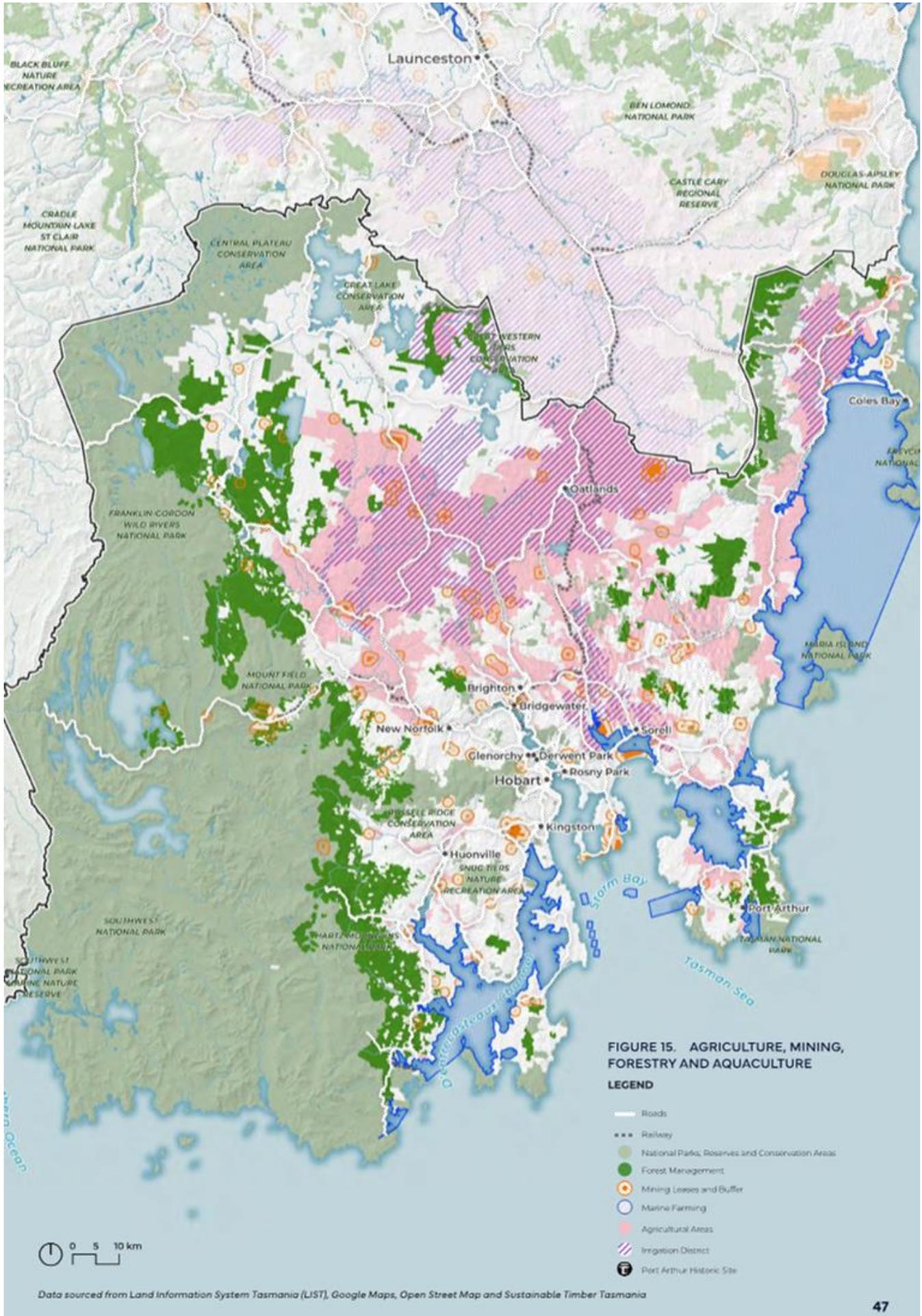
Some parts of the Region are also important holiday destinations for Tasmania’s residents. Coastal locations like Bicheno, the Tasman Peninsula, Southern Beaches and Coles Bay all experience significant short term growth in visitation particularly over summer holiday periods.

The growth of short stay accommodation is a response to strong domestic and international tourism demand, but is also impacting significantly on housing availability and affordability in some parts of the Region. While these accommodation options increase the capacity of local areas to meet tourist demand and provide more accommodation choice, the availability of housing for key workers (including those in the tourist industry) needs to be balanced with catering for tourist demand.

FIGURE 14. SOUTHERN TASMANIA DOMESTIC OVERNIGHT TRIPS BY ACTIVITIES UNDERTAKEN

Source Data: Tourism Research Australia Online





## THEME 2

## PART 3 THE STATE OF THE REGION

## 4.2 Movement and Connectivity

The Region's transport system includes the National network, State roads, major arterial roads and associated infrastructure which move people around the Region, to and from metropolitan Hobart to other parts of Tasmania.

Freight rail connects the Region to ports in Northern Tasmania (Bell Bay, Burnie and Devonport), which process 86% of imports to the Region. Within the Region freight rail services operate to the paper mill at New Norfolk and the intermodal terminal at Brighton. The Brooker Highway is the Region's most significant freight route, with the Midland Highway a significant inter-regional freight route.

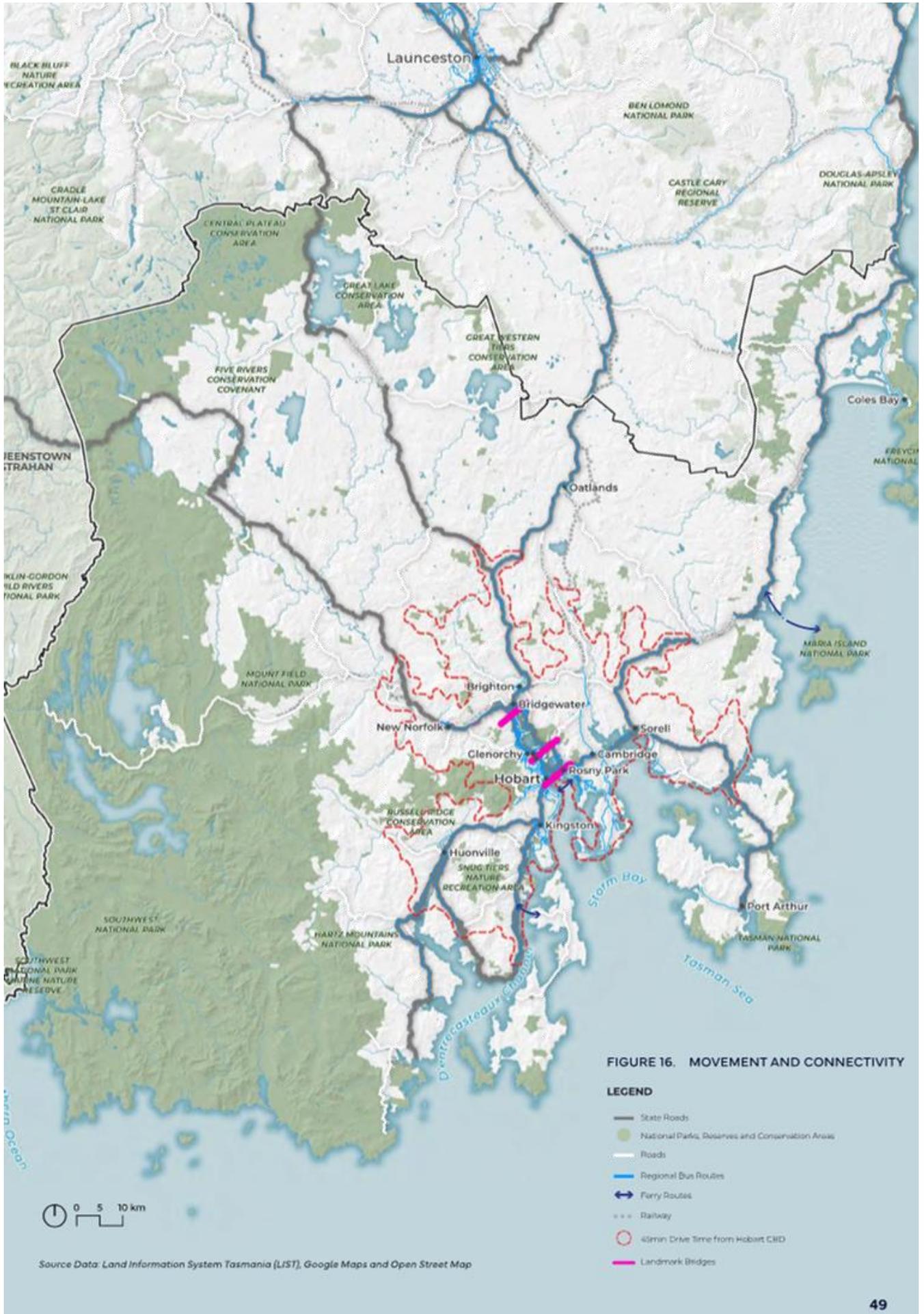
There are four key points in which commuters cross the River Derwent or significant bodies of water interlinking surrounding communities and providing access to the north and eastern parts of the Region. This includes:

- The Tasman Bridge linking Hobart to Rosny Hill, the eastern shore and airport
- Bowen Bridge linking Glenorchy to Risdon Vale and Richmond
- The new Bridgewater Bridge replacing the Midlands Highway Bridge linking Granton and New Norfolk to Bridgewater and Brighton. The new bridge is currently being constructed downstream of the existing causeway making travel safer and more efficient, improving connectivity to surrounding local communities.
- Tasman Highway causeway between Cambridge Park, Midway Point and Sorell.

Most people are reliant on cars for most of their travel within the Region. Only 6% of trips to work across the Region are by public transport<sup>9</sup>. Maintaining a functional commuter zone within metropolitan Hobart, connections to surrounding towns and villages, and ensuring freight transport can move efficiently around the Region and connect to other parts of Tasmania are important considerations. Potential conflicts between freight vehicles, tourists and local resident and business travel are an issue on some of the main roads in the Region, some of which pass through challenging terrain meaning alignments and road conditions are difficult and expensive to improve.

Planning for a sustainable cost-effective transport network for the Region requires integration of land use, transport and utilities planning.

Moving towards a higher proportion of travel by public transport, walking and cycling will require investment in new and improved transport infrastructure, including roads, public transport and active transport aligned with planning for where and what types of growth in housing and jobs occurs across the Region.



## THEME 2

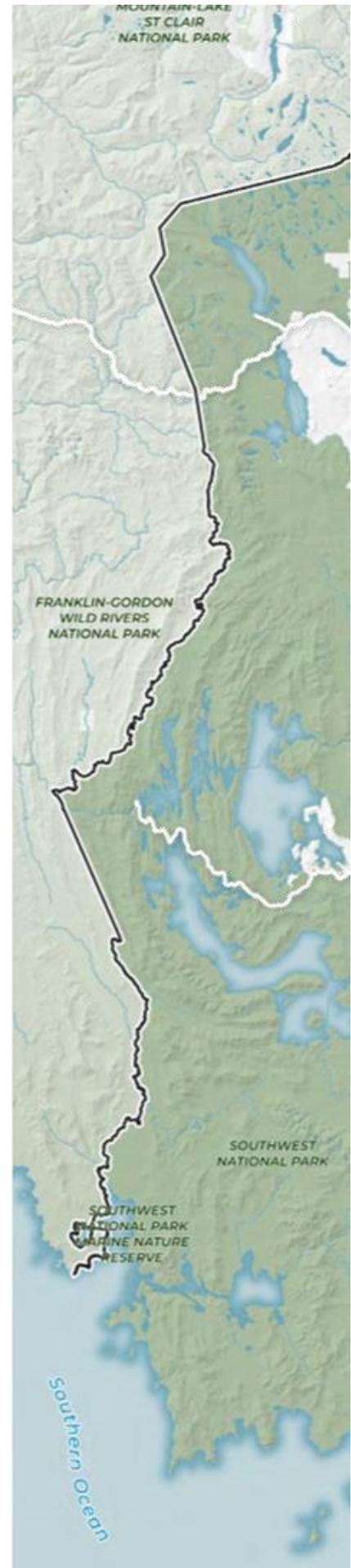
### 4.3 Utilities

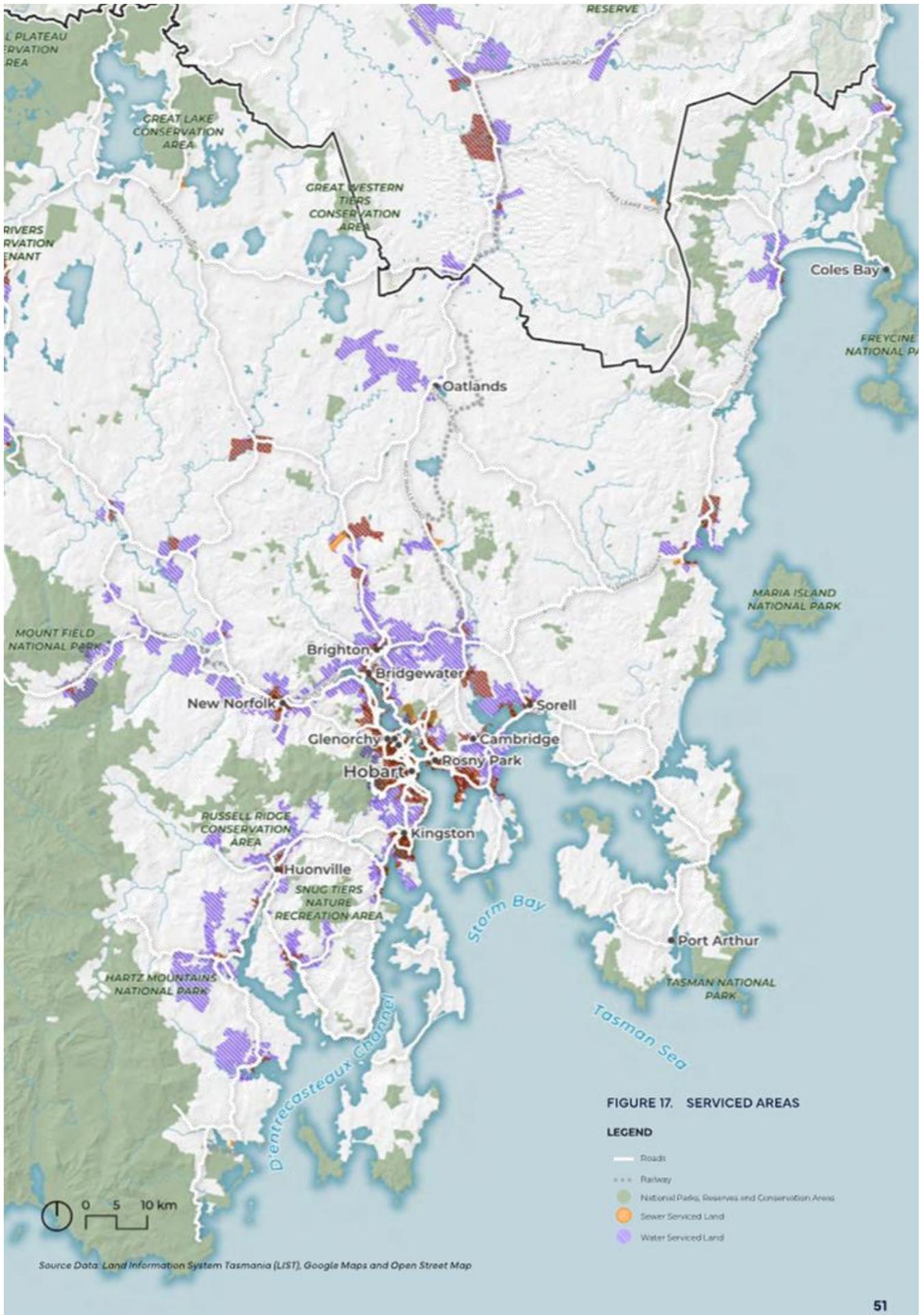
Growth of residential areas through expansion of Greater Hobart's urban area, and more people moving to or holidaying in towns and villages across the Region, places pressure on existing infrastructure and creates demand to expand or upgrade networks.

The provision of essential utility services including water, sewer, telecommunications and electricity is largely dictated by these patterns of growth and change in factors like how many people live in each dwelling, where major industries and employment areas are located. Some industries like large scale manufacturing often use large volumes of water or power. Access to these can be important determinants of where these businesses can locate, and their ability to relocate or expand operations.

Key issues related to the provision of utilities infrastructure and services across the Southern Tasmania Region include:

- New or expanded utilities infrastructure tends to follow growth within Greater Hobart, and decisions about where growth can and should occur need to be informed by the costs and benefits of providing the necessary utilities, particularly when these costs are often borne by government.
- Fringe areas (environmental living, coastal towns and villages) are experiencing growth pressure but don't have access to trunk utilities. The south-eastern coastline (Dodges Ferry, Primrose Sands, Carlton) and some towns on the east coast are examples of growth that does not have access to all trunk utilities.
- Older infrastructure in established areas needs upgrading, but investment in new infrastructure has been largely focused on expanding the urban area. Essential infrastructure in established areas may have capacity to accommodate growth but, in many cases, needs maintenance or upgrading, or may not meet contemporary standards in relation to environmental impacts.
- Infrastructure contributions are too fragmented and outdated to support effective infrastructure delivery.





THEME 2

### 4.4 Opportunities and Challenges for Economic Activity and Infrastructure

Opportunities	Challenges
<ul style="list-style-type: none"> <li>• Continuing to grow the diverse range of employment opportunities in smaller towns and villages to provide more local locations for employment and create a more diversified and less cyclical economy that is resilient to global trends and stable throughout the year.</li> <li>• Continuing to strengthen and expand Hobart’s national and international role as a gateway to the Antarctic, by both sea and air.</li> <li>• Strengthening the north-south spine in metropolitan Hobart through active transport and public transport corridors.</li> <li>• Investigating the provision of new or expanded transport modes like ferries and rapid bus to provide attractive alternatives to private car and free-up road space for essential services and freight.</li> <li>• Protecting the Region’s irrigation systems which enhance rich agricultural soils, increase production and provide rural employment opportunities.</li> <li>• Leveraging the Region’s reputation for environmental quality as a foundation for economic activity including tourism and primary production, ensuring land use planning facilitates partnerships and innovation by enabling appropriate land use mixes and co-location.</li> <li>• Exploring infrastructure funding options to support strategically funded provision of utilities, transport infrastructure, parks and community facilities for new, growing or changing communities.</li> <li>• Collaborating with utility providers and stakeholders (energy, gas, and water) to coordinate land use and infrastructure planning to support growing and changing community needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritising and protecting high-value, productive agricultural land as farmers and landowners look to diversify into alternative sectors such as tourism and non-agricultural industries.</li> <li>• The current lack of revenue streams to fund utilities infrastructure when services need upgrading and expanding for new developments.</li> <li>• The environmental constraints of topography on improved east-west transport connections.</li> <li>• Balancing growth in greenfield areas, towns and villages with the capacity of transport networks to maintain travel times and make cost-effective infrastructure investment decisions.</li> <li>• Introducing public transport alternatives to private cars to that are financially viable and attractive to users.</li> <li>• Addressing the tensions between different economic sectors that rely on the same resources such as forestry and tourism.</li> <li>• The competing use of major roads for freight transport, tourism traffic, and residential travel creates safety issues and pressure to upgrade infrastructure often through challenging terrain.</li> </ul>



THEME 3



People, Communities and Growth

5.1 Population Growth and Change

5.1.1 The Region's Population Now

There were 298,589 people living in Southern Tasmania in 2023. Southern Tasmania has experienced one of its largest population 'booms', growing by more than 51,000 people between 2011 and 2023 - a more than 20% increase over 12 years<sup>10</sup>.

In summary Southern Tasmania's population has:



Source: Remplan/ABS Census of Population and Housing 2021

### 5.1.2 Forecast Population Growth and Change

Population forecasts for Southern Tasmania estimate a total increase of 43,447 people in the 23 years from 2023 to 2046, a slower rate than the growth over the past 12 years<sup>12</sup>. The forecasts also estimate the population will get significantly older. Around 58% of all population growth is forecast to be people aged 65 and older.

Southern Tasmania’s ageing population is largely related to a combination of low and declining birth rates and young adults leaving to other Australian states<sup>12</sup>. Reasons for younger people leaving Southern Tasmania include a lack of secure, full-time and well paid jobs, a real and perceived lack of education, competition for housing and declining affordability, access to health services, and lifestyle choices<sup>13</sup>. Implications of an ageing population for Southern Tasmania include shifts in the type and location of housing, demand for social services like health care, and lower economic productivity (per person) due to lower workforce participation and less productive industry sectors.

Southern Tasmania’s changing population will have implications for housing requirements throughout the Region, particularly reducing household sizes which are partly caused by the population getting older.

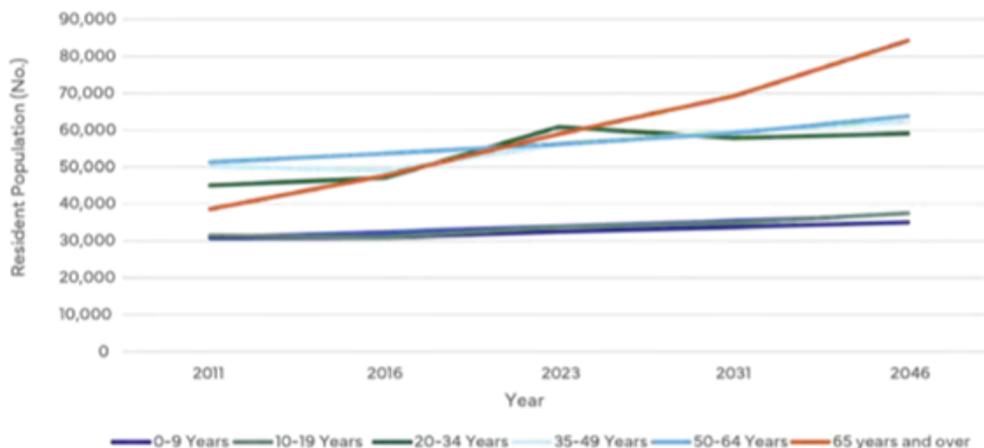
Housing forecasts<sup>15</sup> for Southern Tasmania indicate that:

- AVERAGE HOUSEHOLD SIZE**  
2.3 PEOPLE  
Decreased from 2.5 by 2042.
- 27,665 MORE DWELLINGS**  
Needed between 2023 and 2046.
- 39% ADDITIONAL HOUSEHOLDS**  
Will be occupied by lone persons.

Source: Remplan/ABS Census of Population and Housing 2021

FIGURE 18. SOUTHERN TASMANIA POPULATION PROJECTIONS 2011 – 2046

Source Data: Remplan Forecast



**THEME 3**

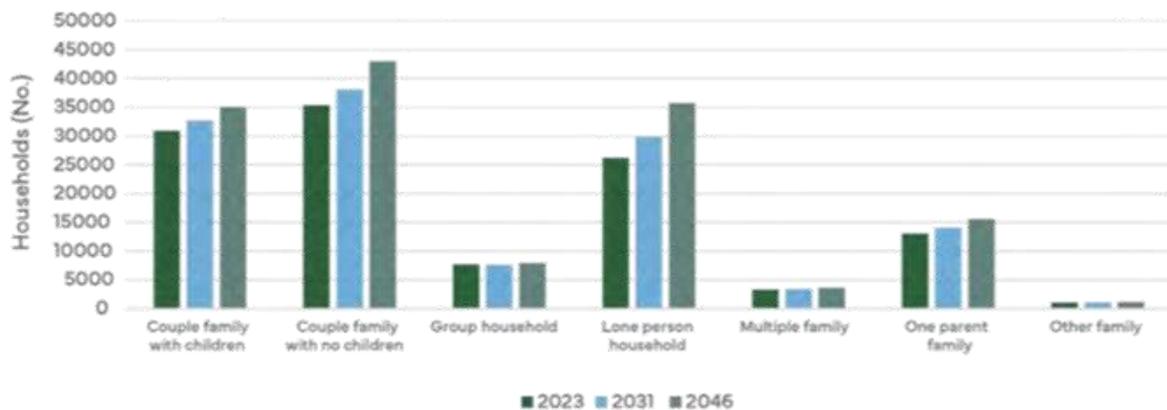
The Department of Treasury and Finance released new population projections for Tasmania in May 2024. Anticipated birth rates, life expectancy and migration to and from Tasmania inform a range of projection scenarios. There are large differences in the total population and the rate of population growth between the projection scenarios. The differences are mainly because of different assumptions about how many people will move to or from Tasmania from overseas or interstate.

Population projections are one input to Regional Land Use Strategies. The different forecast scenarios illustrate the uncertainty around how much the population

will grow, particularly over the longer-term planning timeframe for the Southern Tasmania Regional Land Use Strategies. The influence of both interstate and overseas migration has been significant for the Southern Tasmania Region particularly over the last 10 years. Changes to migration patterns will probably occur over the next 25 years. The high variability and unpredictability of population growth highlights the challenges of planning for growth in the Region, and the need for the STRLUS to be adaptable to changing circumstances. The population projections are a starting point for considering how much growth needs to be accommodated, and where population growth and change will occur across the Region.

FIGURE 19. SOUTHERN TASMANIA HOUSEHOLD COMPOSITION PROJECTIONS 2023-2046

Source Data: Remplan Forecast



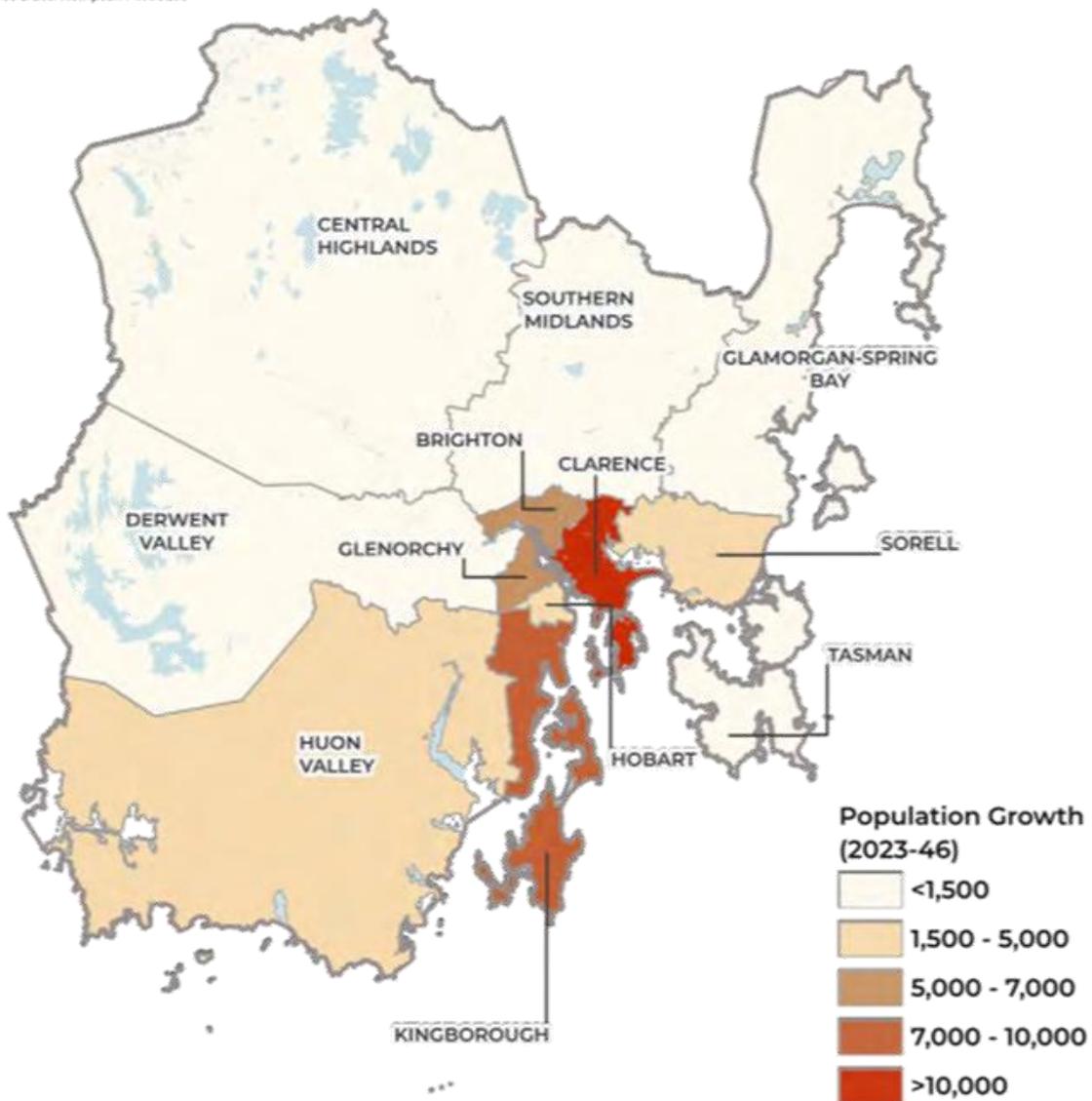
**5.1.3 Forecast Population Growth and Distribution**

The largest growth in Southern Tasmania is forecast in council areas on the fringes of metropolitan Hobart, including Clarence, Sorell, Brighton and Kingborough. These are the fastest growing councils historically, and forecasts are based on continuation of these past trends.

The population is anticipated to change, and housing needs will also change over the next 25 years. Implementation of housing policies and strategies through the STRLUS has the potential to change how population growth is distributed across the Region compared to the current forecast distribution shown on the map below.

FIGURE 20. SOUTHERN TASMANIA LGAS - POPULATION PROJECTIONS (2023-2046)

Source Data: Remplan Forecast



**THEME 3**

**5.1.4 Social Wellbeing**

There are differences across Southern Tasmania in levels of wellbeing, income and access to opportunities. The Socio-Economic Index of Advantage and Disadvantage is produced by the ABS and uses a range of social indicators to show areas across Australia that are more or less disadvantaged.

Figure 21 shows the SEIFA index for the Southern Tasmania Region based on the 2021 census. Disadvantage generally increases with distance from Hobart and the coast because of lower incomes, less access to services and facilities, lower educational attainment, and lower skills base. Some inner parts of metropolitan Hobart are relatively advantaged, with higher levels of education and income. There are also pockets of disadvantage within urban areas and these are often closely linked to high unemployment rates and lower education and health outcomes.

Educational attainment and participation are key social challenges in Southern Tasmania. Communities with higher levels of skills and qualifications that are suited to local jobs and industries is a critical part of sustaining economic activity and ensuring services like education and health care meet community needs.

The impacts of education standards on employment and industry growth is complex. In Southern Tasmania, many younger people move interstate for further education or to find work in sectors they are qualified in. The resultant lack of appropriately qualified workers is a constraint to new or growing businesses, which in turn means there are limited opportunities to attract or retain workers.

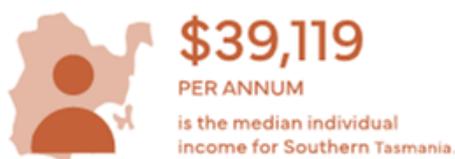
Rates of high school completion in Southern Tasmania are lower than for the rest of Australia. This means that many residents do not have the qualifications required to enter into high value industries and jobs that generate wage growth and economic activity. Low school completion rates hinder or directly contribute to lower quality of life, particularly in relation to social factors such as income, unemployment, and health.

Rates of post-school qualifications (TAFE or University) in the Region have increased significantly since 2016, and are similar to the rate for all of Australia. This may be due to high rates of migration during this period, with new residents coming to the Region having already obtained a qualification.

While unemployment rates in the Region are only slightly higher than the national rate, more people in Southern Tasmania are in lower paying jobs and productivity per person is also lower.

Some of the indicators of wellbeing in Southern Tasmania include:

**INCOME:**



**UNEMPLOYMENT:**



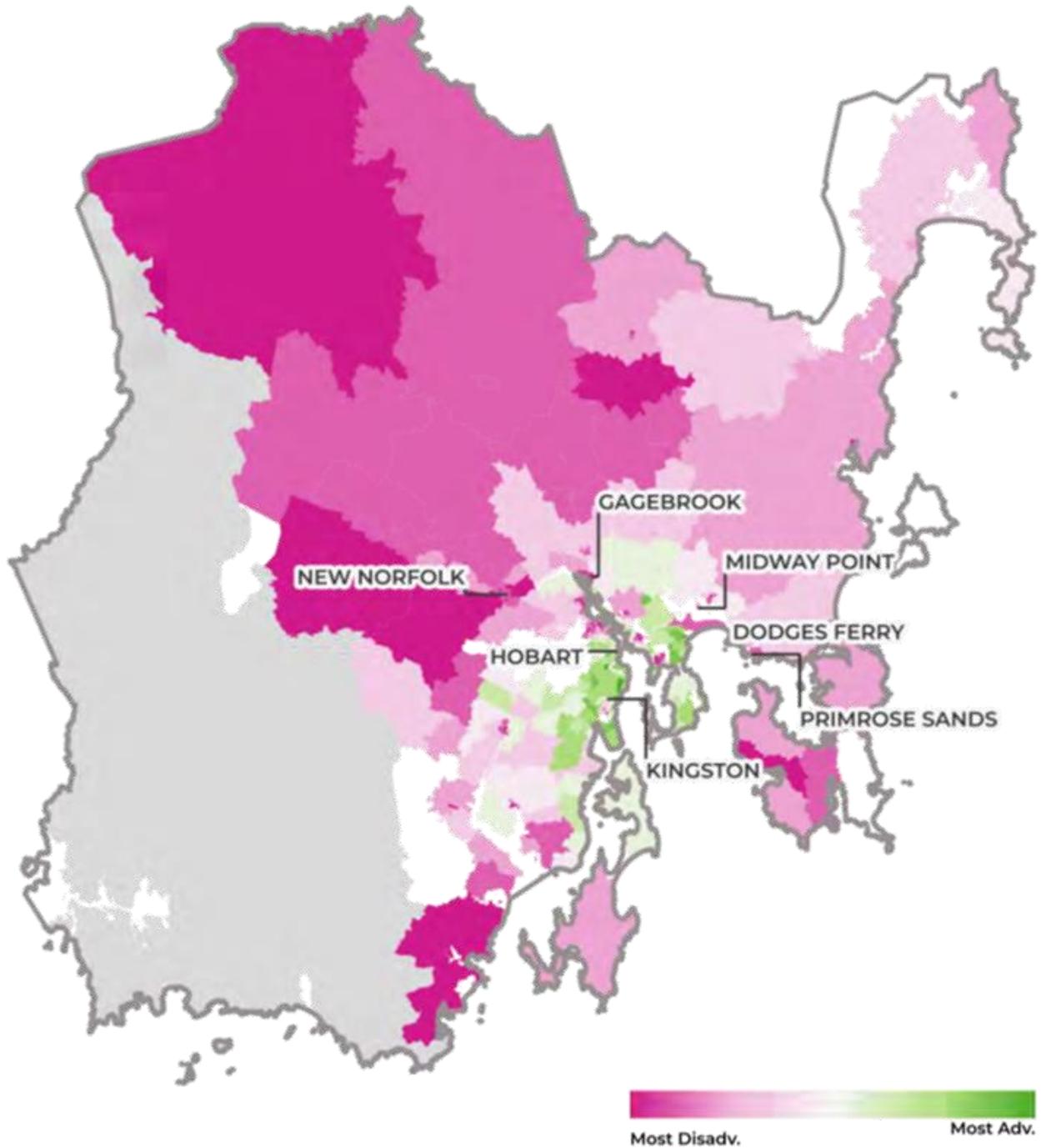
**EDUCATION:**



Source: Remplan based on ABS Census of Population and Housing 2021

FIGURE 21. SOUTHERN TASMANIA SOCIO-ECONOMIC INDEX OF ADVANTAGE AND DISADVANTAGE 2021

Source Data: ABS Census of Population and Housing 2021



## THEME 3

## 5.2 Housing, Placemaking, and Growth Management

The number, type, and location of new homes is linked to placemaking and the 'liveability' of urban areas. Higher concentrations of people, more diverse communities and a mix of land uses mean residents have better access to jobs, entertainment, recreation and social services and better quality of life. When communities are able to access these amenities, businesses are more viable and government services and infrastructure are more cost effective. The costs to households are also often lower as people spend less time travelling, transport costs less, and the costs of delivering new development (and therefore the costs of housing) benefit from more efficient infrastructure delivery. Decisions about how many houses, what types of houses and where new housing is located are an important part of managing growth in metropolitan areas like Hobart.

### 5.2.1 Housing

Housing is a basic requirement and access to housing is a fundamental right for all people. There needs to be enough housing to meet need, and housing should be suitable, affordable and in the right locations. Both the Tasmanian Housing Strategy and the Tasmanian Planning Policies emphasise the need to deliver homes that are close to social and physical infrastructure, local services and employment opportunities.

The Tasmanian Housing Strategy 2023 – 2043 prioritises:

- Delivering more quality homes, faster.
- Supporting people in need.
- Improving private market affordability and stability.
- Enabling local prosperity.

For Southern Tasmania these priorities translate into ensuring enough homes are built to meet need, that housing is built where it is needed, housing types are more diverse to meet changing needs, and housing contributes to sustainable populations that have access to employment, education and services.

#### Housing location

The majority of new housing in the Region has historically been delivered in greenfield areas. This means the urban footprint of metropolitan Hobart is expanding, particularly to the north (in Brighton), but also south (in Kingborough) and east (in parts of Clarence and Sorell).

## PART 3 THE STATE OF THE REGION

Over the last 10 years<sup>15</sup>:

- A quarter of new dwelling approvals in the Region were in Clarence.
- Kingborough, Brighton and Sorell together made up more than a third of new dwelling approvals.
- The inner city areas (Hobart City and Glenorchy) accommodated only one in five new homes built in the Region.

Newer suburbs are attractive to younger couples and families because that is where most homes are being built and housing is more affordable or perceived as better value.

The more established parts of Hobart are often attractive for migrants to Tasmania, but large numbers of people also move out of inner-city areas, potentially to new homes in outer suburbs. The different needs of these communities for social infrastructure and employment opportunities have significant implications for managing growth and ensuring communities have access to the services and facilities they need.

The mix of greenfield and infill housing in councils covered by the Greater Hobart Plan has been approximately two-thirds infill and one-third greenfield over the last 10 years<sup>16</sup>. These councils (Hobart City, Glenorchy, Clarence and Kingborough) have a higher proportion of established urban areas and less capacity for greenfield growth than other councils in metropolitan Hobart.

TABLE 22. NEW DWELLING APPROVALS IN SOUTHERN TASMANIA FROM 2012 TO 2023

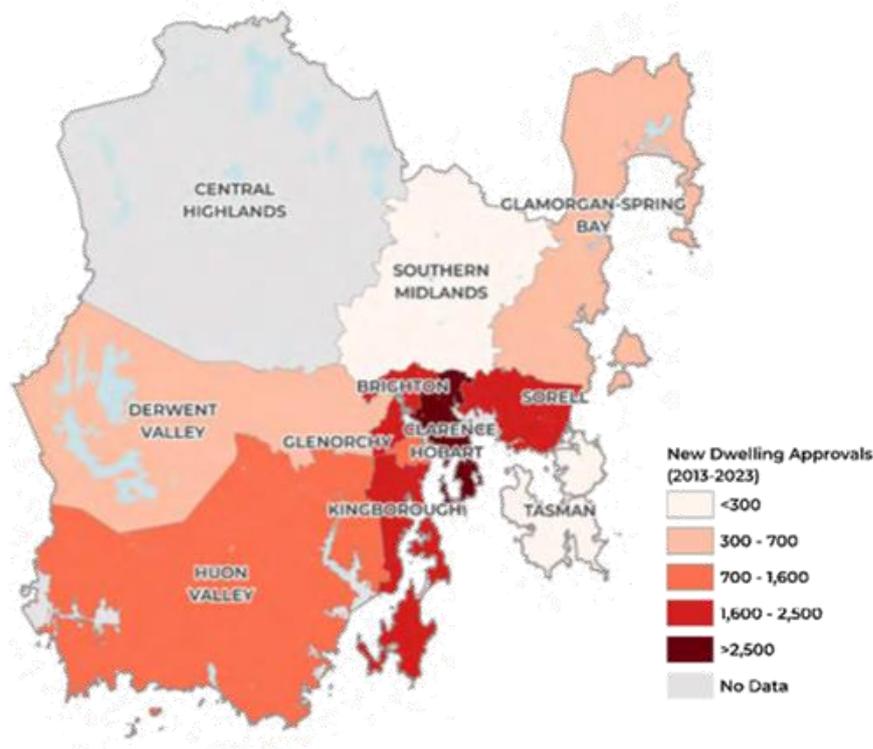
Region	LGA share of approvals in Southern Tasmania (%)
Clarence	24.5%
Kingborough	14.2%
Brighton	11.2%
Glenorchy	11.1%
Sorell	10.6%
Hobart	9.0%
Huon Valley	8.1%
Glamorgan/Spring Bay	4.3%
Derwent Valley	3.0%
Southern Midlands	1.8%
Tasman	1.6%
Central Highlands	0.6%
<b>Southern Tasmania total</b>	<b>100.0%</b>

Source: Remplan/ABS Census of Population and Housing 2021

The challenge of coordinating infrastructure and service delivery with population growth and change is common to many metropolitan regions, and is particularly acute where patterns of growth disperse the population over a larger area. While the proportion of infill housing is higher in established parts of metropolitan Hobart, overall the majority of new housing continues to be in greenfield areas.

This pattern of suburbanisation has led to increased demand to extend or upgrade roads, increasing congestion on Hobart’s main roads, the need to continue to expand reticulated water, sewer and other utility networks, and made the operation and expansion of public transport services less efficient, reinforcing car dependence to access jobs, schools and services.

FIGURE 23. SOUTHERN TASMANIA COUNCILS – NEW DWELLING APPROVALS (2013-2023)



Region	Houses	Other Types of Residential	Total Dwellings
Clarence	3,682	327	4,009
Kingborough	2,017	324	2,341
Brighton	1,651	219	1,870
Glenorchy	1,458	395	1,853
Sorell	1,675	73	1,748
Hobart	944	555	1,499
Huon Valley	1,287	30	1,317
Glamorgan/Spring Bay	663	34	697
Derwent Valley	469	32	501
Southern Midlands	286	4	290
Tasman	251	5	256
Central Highlands	No data	No data	No data

Source Data: Remplan Property, ABS New Dwelling Approvals

**THEME 3**

**Types and sizes of housing**

Nearly 9 out of 10 homes in Southern Tasmania are separate houses. Less than 1 in 50 homes are apartments. The other homes are medium density housing like multi-dwelling housing.

Overall in Southern Tasmania there has been little change in the mix of housing types built in recent years and there is limited variety of dwelling types and sizes suitable to a range of housing needs. Around 87% of all new homes approved in the last 10 years were single dwellings<sup>17</sup>. There are differences in the types of housing that are built across different parts of the Region:

- In Hobart City and Glenorchy, around 30% of new dwellings approved between 2012 and 2022 were other dwelling types such as apartments, townhouses, or terrace housing<sup>18</sup>.
- In areas with the highest growth on the fringes of Hobart’s urban area, around 10% of new dwellings approved were apartments and townhouses.

Houses in Southern Tasmania are generally larger than required for the number of occupants. Around half of all households have only one or two people living in them. The average size of houses varies across the Region but is generally around 3 bedrooms per dwelling. Average household sizes are around 2.3 people per dwelling. This means there is ‘spare’ capacity in many dwellings for more people. New housing construction is predominantly in urban fringe areas and is typically larger dwellings, meaning that the supply of new homes doesn’t match the types and sizes of housing that many residents need.

Combined with forecasted aging of the population, anticipated changes in household composition are likely to increase demand for smaller and more diverse housing, close to employment, services, and amenities.

**Regional Planning Policy SRD2 in the 2011 STRLUS aims to match the supply of new homes with the needs of residents:**

*Manage residential growth for Greater Hobart on a whole of settlement basis and in a manner that balances the needs for greater sustainability, housing choice and affordability.*

FIGURE 24. HOUSING TYPOLOGY



**Housing affordability**

Housing supply and affordability is a major social and economic challenge in Southern Tasmania. Strong population growth over the last 10-12 years through migration has contributed to increased demand, direct price increases through increased financial capacity of new residents, and increased competition for housing.

Because incomes are comparatively low in Southern Tasmania, housing affordability is a significant challenge for many households. This is particularly true in the face of strong dwelling price growth in the past 10 years, with price growth of over +95% in Greater Hobart for both houses and units<sup>19</sup>. Much of this growth was attributed to high demand following Southern Tasmania’s population boom in 2017 and during COVID-19.

Accordingly, Tasmanians are increasingly having to compete for affordable housing, and rates of home ownership are declining. Southern Tasmania’s housing challenges are being exacerbated by the cost-of-living crisis, driven by inflationary pressures, slow wage growth and recent interest rate rises. The result is declining borrowing capacity for first home buyers and rising rates of both rental and mortgage stress. In the current economic climate, rising inflation and interest rates will add further pressure on household finances.

Housing stress is defined as more than 30% of household income spent on mortgage or rental payments. In Southern Tasmania 44% of renter households and over 12% of households with a mortgage are in housing stress<sup>20</sup>.

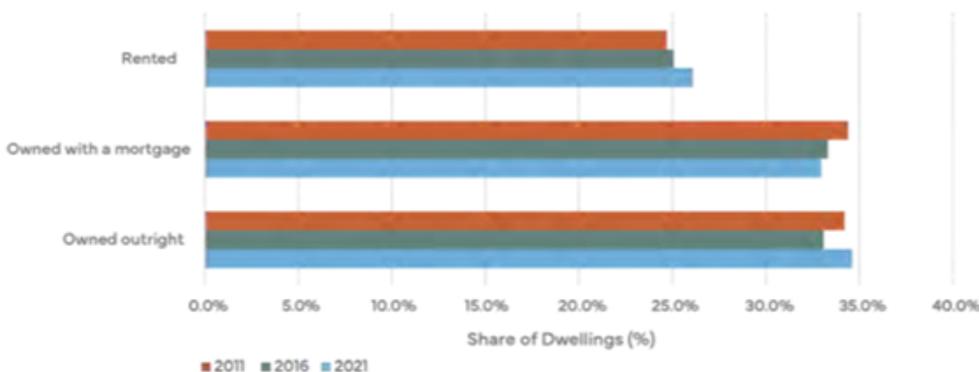
**FIGURE 25. SOUTHERN TASMANIA – RATES OF HOUSING STRESS**

Source Data: Remplan Property, Corelogic RP Data



**FIGURE 26. SOUTHERN TASMANIA - HOUSING TENURE CHANGE FROM 2011 TO 2021**

Source Data: Remplan Community based on ABS 2021 Census of Population and Housing



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## PART 3 THE STATE OF THE REGION

### 5.2.2 Placemaking and Approaches to Growth Management

#### Placemaking for Southern Tasmania

'Placemaking' is a collaborative process that strengthens the connection between people and the places they share. It shapes the public realm in order to promote community identity and maximise shared values and aspirations. Placemaking is related to decisions about how growth will be managed across Southern Tasmania. Different approaches to how metropolitan Hobart grows, and how towns and villages might contribute to accommodating growth, will impact on the potential to create and sustain places that are vibrant, attractive and prosperous.

Southern Tasmania has numerous vibrant hubs throughout the Region, with certain areas (particularly in Hobart) being the centre for a year-round calendar of events, activations and civic activity. Different places around the Region have unique attractors related to economic or employment opportunities, the natural environment, history and heritage, or cultural and entertainment attractions. For residents, decisions about where to live are often driven first by housing affordability and availability, and this can lead to trade-offs against the need to travel for work, education or to access social services and entertainment.

#### Growth in Greater Hobart

The 2011 STRLUS adopts an urban growth boundary for metropolitan Hobart that was intended to have capacity for 20 years of growth. The STRLUS also sets a target of 50% infill housing and 50% greenfield for Greater Hobart (within the Urban Growth Boundary), along with density targets for infill areas with good transport access (25 dwellings per hectare) and for greenfield areas (15 dwellings per hectare). The STRLUS also includes criteria for consideration of extensions to the urban growth boundary, and over time various amendments have been made to bring new areas into the boundary. The Greater Hobart Plan (which applies to the metropolitan areas of Hobart City, Glenorchy, Clarence and Kingborough government areas) sets a 70% infill housing target, reflecting the more established urban character of much of these council areas.

While more new homes in Greater Hobart have been in established areas than greenfield, overall residential growth across the Urban Growth Boundary since 2012 has predominantly been single dwellings.

The intended outcomes of the STRLUS and Greater Hobart Plan to increase the proportion of housing in infill areas remain relevant. Focusing on implementation of policies aimed at increasing the proportion of infill housing, providing more diverse housing types and sizes, and locating new homes close to services and infrastructure will assist with progress towards achieving the targets.

Analysis undertaken for the State of Play Report indicates there is sufficient capacity within the Urban Growth Boundary to accommodate the new homes that will be required over the next 25 years. Increasing the supply of infill residential development will reduce pressure for continued outward growth, and may assist with prioritising and coordinating use of existing infrastructure capacity and investment in new or upgraded infrastructure.

#### Growth in Towns and Villages

The STRLUS includes settlement strategies for towns, villages and hamlets in the Region. There are 110 towns, villages and hamlets across the Southern Tasmania Region<sup>21</sup>. Many of these towns and villages have historic value and ties to early and ongoing agriculture and other resources like fishing and forestry, and in some parts hydro-electricity. Some towns and villages play an important role now in the tourism economy, providing a base for economic activity, accommodation for visitors and workers, and in some cases contain attractions in themselves. Recent shifts in the tourism industry have seen many dwellings in some towns and villages transition from long term housing to short stay tourist accommodation.

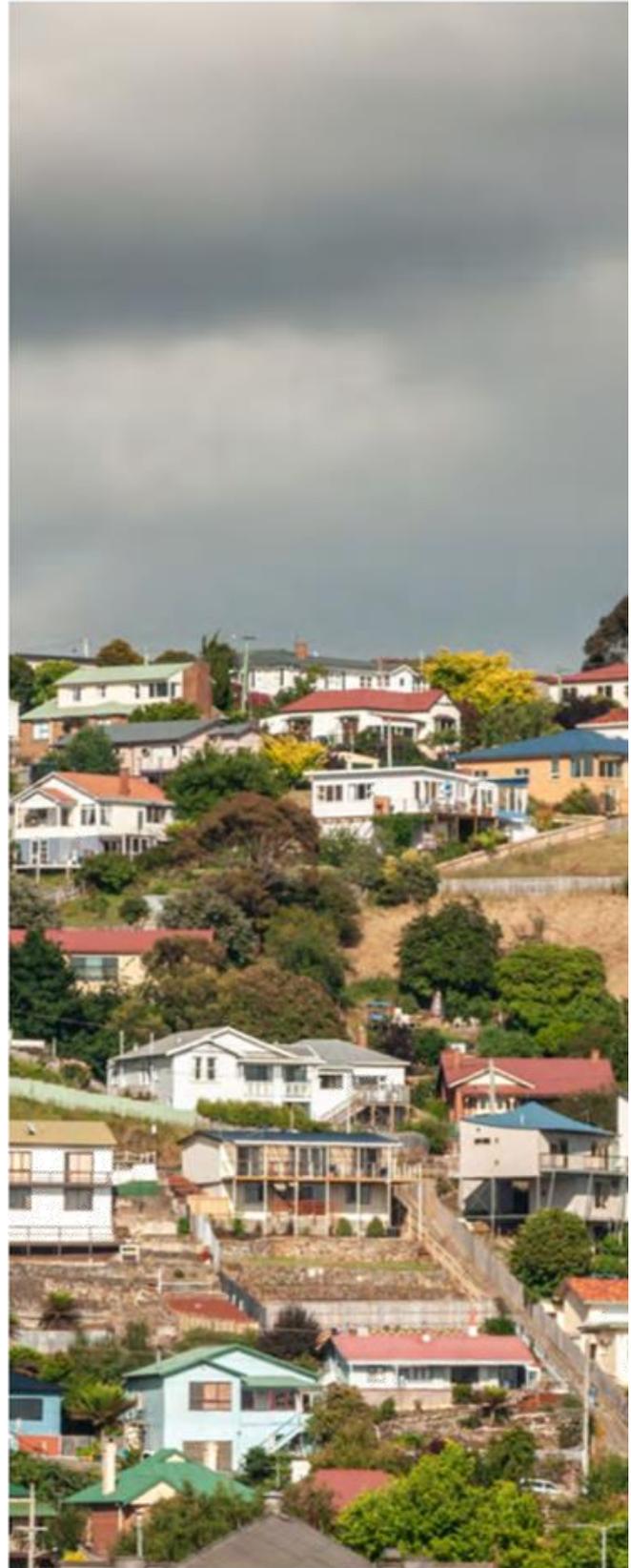
Some towns and villages, particularly in tourist destinations like along the southern coast, around Coles Bay and the Tasman Peninsula, have grown from small scale villages with small permanent populations to having a larger resident population and more intense tourist visitation through short stay holiday rentals. Some growth, particularly in coastal locations, has been largely driven by retirees moving to Tasmania or out of the main centres and relocating in areas with high natural amenity. However, an influx of older people into communities that may not have the range and level of services to support them (like aged care and health services) is creating inequity and challenges for government and other providers in meeting the needs of communities across the Region. Many of these towns and villages also lack essential services like reticulated water supply and sewer.

While on-site wastewater systems are provided for individual properties, continued growth in some communities may start to put pressure on environmental values like water quality and the water table, unless other infrastructure solutions are provided.

Many rural towns and villages are dependent on changing economic activity for their ongoing sustainability. As the nature of economic activity has changed in different parts of the Region, some towns are growing or changing. In these areas, changes in economic activity (for example, a transition from forestry to tourism, or changing agricultural production due to irrigation schemes), have resulted in changes to the make-up of the community as people move in to take up different jobs.

Other rural towns and villages are experiencing aging populations and declines in productivity as global influences change the viability of farming and a younger workforce seeks opportunities in the larger cities or interstate. Some rural communities are facing static or declining populations. Maintaining populations that are sufficient to support the delivery of services that all residents rely on is a challenge in these areas

Some towns are important locations for services, facilities and meeting the basic needs of residents in surrounding areas. New Norfolk, Sorell, Brighton, Kingston and Huonville are examples of centres that have functional connections with more remote parts of the Region. Many of these locations are connected to Hobart through employment opportunities, with residents moving in for lifestyle and amenity reasons while commuting into Hobart for work.



## THEME 3

## PART 3 THE STATE OF THE REGION

### 5.3 Social Infrastructure

Social infrastructure includes places and spaces that allow people to come together, support community life and celebrate and experience culture. Social infrastructure is a term that can cover many aspects of social life that support social connection. This includes access to schools, TAFE and universities, hospitals, community health centres and medical centres, outdoor and indoor sport and recreation facilities like aquatic centres, sports courts and sports fields, parks and playgrounds, community centres, libraries, community arts and creative centres, museums, galleries and performing arts centres.

Population growth in different parts of the Region may require planning and delivery of new social infrastructure and services, where growth occurs through expansion of urban areas. There are also opportunities to make better use of existing social infrastructure (particularly schools) in some established areas that are experiencing population changes. More cost-efficient growth management outcomes will be achieved if there is capacity for new housing in locations that have good access to under-utilised social infrastructure and services. In comparison, continuing to expand urban areas outwards with minimal infill development is likely to create demand for governments to deliver new social infrastructure while existing facilities operate below capacity or can not be sustained.

The following summaries highlight access to social infrastructure across the different parts of the Region. Figure 27 maps the distribution of different types of social infrastructure, with larger circles indicating more social services.

#### Metropolitan Hobart

- Good provision of regional social infrastructure like universities and hospitals in Hobart CBD and inner city suburbs.
- There is a higher concentration of cultural, sport and recreation facilities in Hobart and Glenorchy. This includes regional cultural facilities that attract cultural tourism like the MONA, Tasmanian Museum and Art Gallery (TMAG), Playhouse Theatre and Maritime Museum. Bellerive also has the Blundstone Arena in the east.
- Metropolitan Hobart has a range of community facility space for hire, mostly in the form of large town halls (such as the City Hall and Hobart Town Hall) and smaller scout halls, meeting spaces and citizens centres.
- Some councils have identified the need for more youth spaces, creative infrastructure and local cultural spaces, and more general practitioners.

#### The South

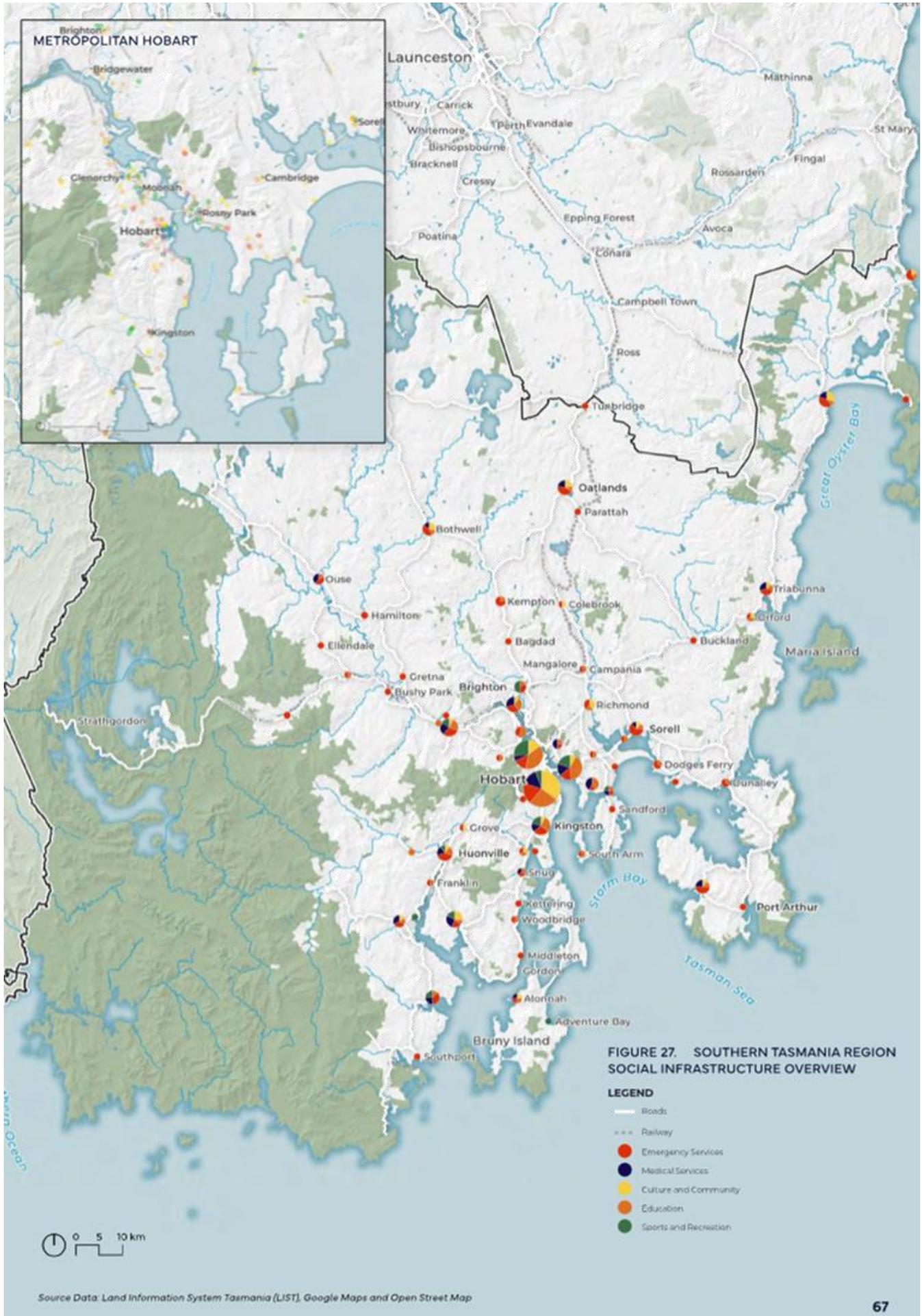
- Sport and recreation facilities, health and community facilities mostly provided in Kingston, Huonville, Cygnet, Port Huon and Dover.
- Significant portion of open space at the west of the Region is the Hartz Mountains National Park.

#### The Midlands

- Social infrastructure mostly located in New Norfolk and Oatlands.
- Schools located in towns along the main highways (like Ouse, Hamilton, Bagdad, Kempton, Bothwell).
- Lower provision of sport and recreation facilities compared with other parts of the Region.
- Cultural facilities located in rural communities including four museums and one gallery. Cultural facilities are distributed across the Region, rather than clustered around population centres.

#### The East

- Sorell is a key centre for smaller communities on the East Coast for access to social services, retail and education.
- Some health and community facilities also located in Sorell.
- Nubeena, Triabunna and Swansea have clusters of social infrastructure including schools, emergency services and community centres.



## 5.4 Opportunities and Challenges for People, Communities and Growth

Opportunities	Challenges
<ul style="list-style-type: none"> <li>• Monitoring population growth and change to inform adaptable and responsive growth strategies for the Region.</li> <li>• Implementing policies and actions that attract and retain a younger working population.</li> <li>• Investigating diverse housing typologies such as townhouses, apartments and multiple dwellings to cater to the needs of a more diverse community and people at different life stages.</li> <li>• A more compact, efficient and sustainable urban area for metropolitan Hobart with more suitable housing options and improved access to employment, amenities and services.</li> <li>• Encouraging compact, efficient and more diverse housing development within Southern Tasmania's existing towns and villages to contribute to more vibrant centres, improved amenity and less dependence on cars.</li> <li>• Using existing cultural and community buildings and spaces to stimulate creative, knowledge and innovative economies and create hubs for urban renewal and placemaking.</li> </ul>	<ul style="list-style-type: none"> <li>• External broader political and economic factors outside of the State and local government control such as federal policy levers, the cost of finance and construction materials which could hinder progress in housing delivery and therefore good growth in Southern Tasmania.</li> <li>• Appropriately responding to the demographic trends of an ageing population due to the departure of working age professionals.</li> <li>• Ongoing sustainability of some towns and villages due to highly variable and uncertain rates of population growth and ensuring the capacity for housing across the Region keeps pace with anticipated demand.</li> <li>• Balancing the housing, social service, and infrastructure requirements of an older population with opportunities to attract and retain a younger and working population.</li> <li>• Balancing the supply of new housing in established urban areas that are close to jobs, services, and where there is capacity in schools and utilities infrastructure, with outward expansion of Hobart's urban area that requires new or expanded transport, utilities and social infrastructure.</li> <li>• The planning system enabling and incentivising more diverse and compact housing so that new housing is appropriate to the needs of an older population and smaller households.</li> </ul>



# PART 4

## OPPORTUNITIES AND CHALLENGES FOR THE SOUTHERN TASMANIA REGIONAL LAND USE STRATEGY



The opportunities and challenges identified in this report have been reviewed to understand where there are overlaps and inter-relationships. These are presented as possible 'Region Shapers' to provide preliminary direction for the STRLUS and implementation of the Tasmanian Planning Policies in the Southern Tasmania Region.

The Region Shapers capture and respond to the diversity of the Region, particularly the unique challenges and opportunities across different geographic areas.



## 6.1 Key Findings



### REGION SHAPER #1

**Planning for the Region is grounded in an understanding of, respect for, and connections to culture, history and Country**

- Involve the palawa, Southern Tasmania's Aboriginal people in devising the approach to embedding Country-first practices in regional planning for Southern Tasmania.
- The significance of landscape in the identity and character of Southern Tasmania, its influence on growth and economic activity, and value to Southern Tasmania's people are reflected in regional planning.
- Pre- and post-colonisation history and cultural values of both Aboriginal and non-Aboriginal people are acknowledged.



### REGION SHAPER #2

**Land use and economic activity respect, protect and respond sustainably to the Region's unique natural environment**

- New housing is well located and responsive to topography, natural systems and hazards.
- Housing for a growing and changing population is compatible with the landscape and natural assets of the Region.
- Growth and diversification of the Region's economy, including creating more jobs, emergence of different industries, technologies and products, supports the long term health of the natural environment while capitalising on the opportunities it creates.
- Patterns of land use growth and change consider climate change impacts on the environment and implement sustainability outcomes that reduce the impacts of land use.



### REGION SHAPER #3

**Communities across Southern Tasmania are safe and resilient to natural hazards and climate change**

- The boundaries of Greater Hobart's urban area and growth in towns and villages considers and mitigates risks from natural hazards including bushfire, flooding and landslip.
- Potential changes in the Region's climate including temperatures, rainfall patterns and sea level rise inform decisions on where and what types of growth occur, and risks to existing communities.
- Growth in urban areas, towns and villages considers impacts of natural hazards on infrastructure and access to services and facilities, and the movement of goods and people around the Region are addressed.

**REGION SHAPER #4**

**Communities in the Region are sustainable, connected and diverse**

- Housing is accessible, affordable and suitable for diverse and changing needs.
- Housing is the right type and size to suit the needs of an aging community as well as the growing number of one and two people households.
- There is capacity for housing in the towns and villages across the Region to meet demand, and decisions on where new housing is located consider the costs of and ability to deliver infrastructure and services that residents need.
- New housing is located to prioritise access to employment and services and to take advantage of active transport, green links and public transport.
- Active and public transport improvements are prioritised in locations where new housing is planned.
- Land use planning incorporates measures to promote community health and healthy living.

**REGION SHAPER #5**

**Social services and infrastructure are planned and delivered to support a growing and changing community**

- Planning for new or expanded social infrastructure and services is aligned with where population growth is strategically planned across the Region.
- Social services and infrastructure meet the changing needs of the community in particular different age profiles in different parts of the Region.
- Housing is suitable and affordable to key workers particularly in health care, education, emergency services, and in some parts of the Region tourism, hospitality, and agriculture.

**REGION SHAPER #6**

**Employment and economic clusters are accessible and transport networks support how, where and why people and goods move within, to and from the Region**

- Transport networks are integrated with where people live and work, and with the services and facilities that support their daily lives.
- Centres, towns and villages across the Region provide equitable and viable access to employment, shopping, entertainment, and social services.
- Freight movement networks provide access to key industry clusters, ports and distribution hubs.

**REGION SHAPER #7**

**The Region's economy leverages its unique strengths and provides a stable base for employment growth and diversification**

Economic growth and diversification are tied to and build upon:

- Hobart's role as Tasmania's capital city.
- Sustainable use of natural assets through tourism, agriculture, aquaculture.
- Capitalising on education, research, innovation and collaboration in fields that are unique to or particular strengths of the Region.
- Embracing new ways of production and combinations of activities that add value.

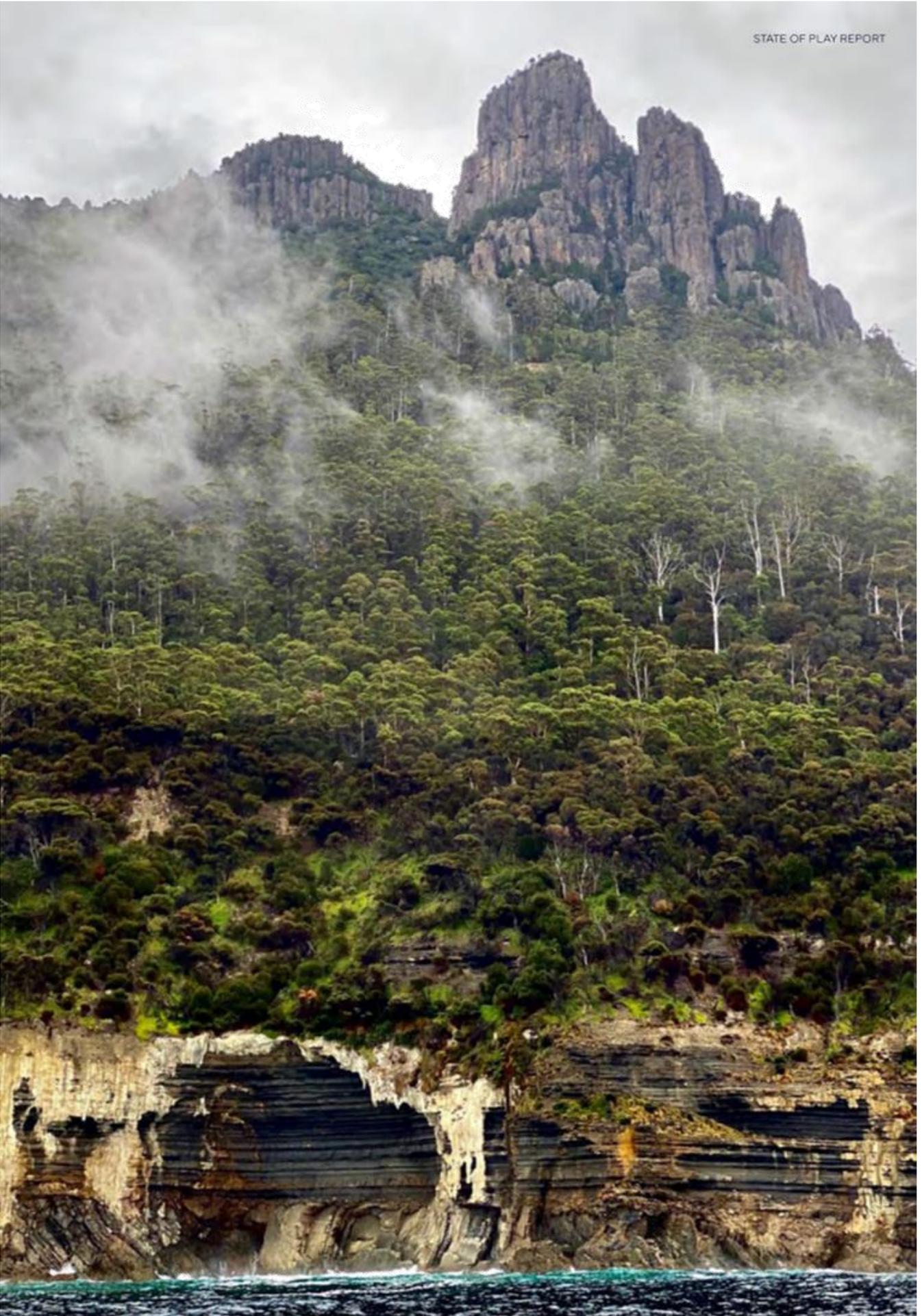
## Next Steps for the STRLUS

### 7.1 Preparing the updated STRLUS

The following diagram summarises the STRLUS drafting process. Community engagement will play an important role in building on and refining the findings of this report to inform the updated STRLUS.

FIGURE 28. STRLUS UPDATE: PROCESS AND TIMING

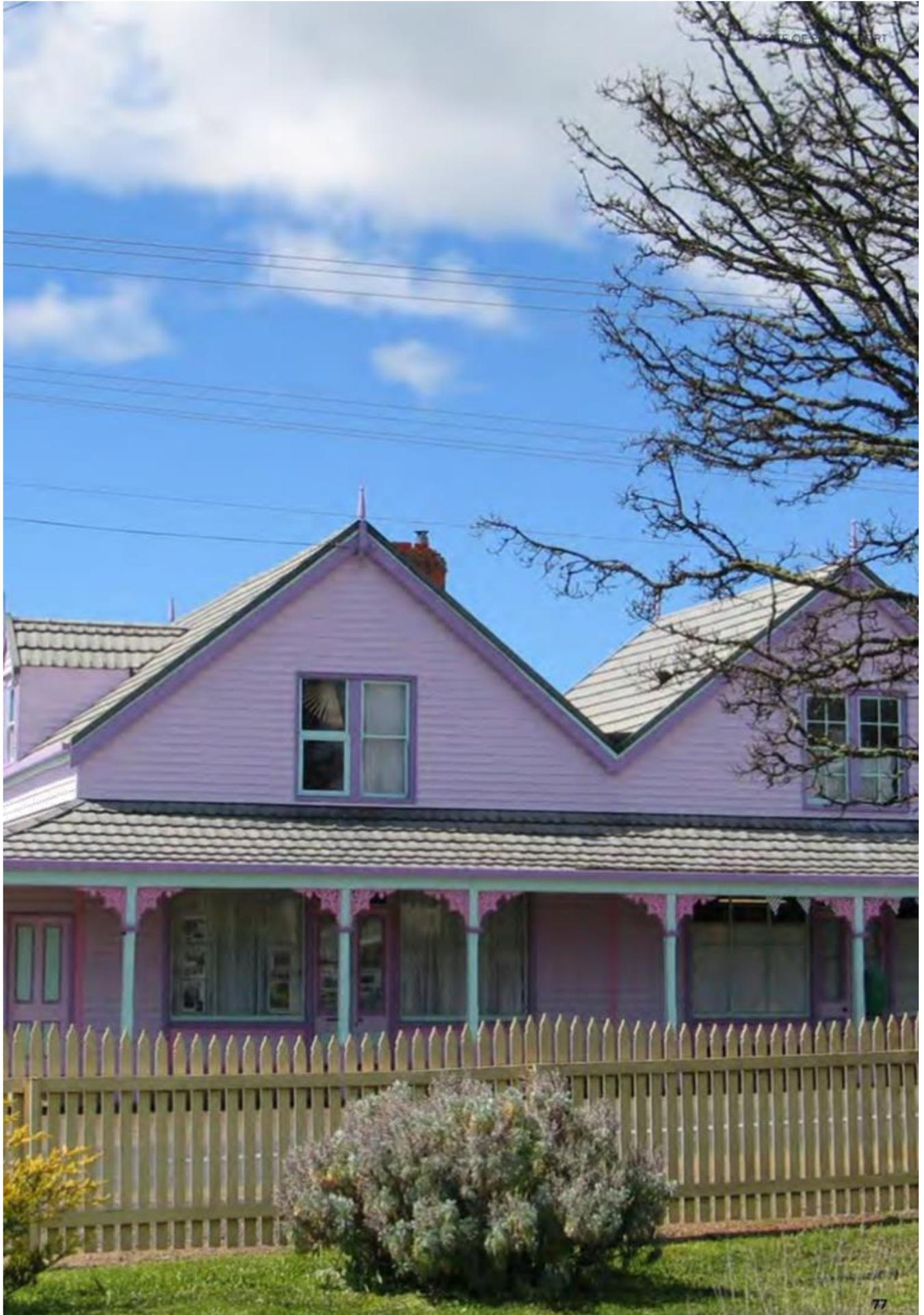




STATE OF PLAY REPORT

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3. Hydro Tasmania Consulting, 2008, DPIW – *Surface Water Models, Derwent River Catchment*
4. Department of Renewables, Climate and Future Industries Tasmania, 2024, *What Are the Projected Climate Change Impacts for Tasmania?*
5. Renewables, Climate and Future Industries Tasmania, 2024, *Climate Change Action Plan*
6. Department of State Growth, 2022, *Tasmanian Renewable Energy Action Plan*
7. Department of State Growth, 2023, *Renewables, Climate and Future Industries Tasmania*
8. Department of Natural Resources and Environment Tasmania - Tasmanian Waste and Resource Recovery Board, 2023, *Tasmanian Waste and Resource Recovery Strategy 2023-2026*
9. ABS 2021 Census Journey to Work
10. Remplan Forecast, 2024
11. Remplan Forecast, 2024
12. Remplan Forecast, ABS Regional Internal Migration Estimates, 2021
13. Dr Lisa Denny, 2024, *Leaving Tasmania*
14. Remplan Forecast, 2024
15. Remplan/ABS Census of Population and Housing, 2021
16. Remplan Property based on ABS New Dwelling Approvals Data, 2023
17. Remplan Property based on ABS New Dwelling Approvals Data, 2023
18. Remplan Property based on ABS New Dwelling Approvals Data, 2023
19. Pricerfinder, 2024
20. Remplan Property, Corelogic RP Data, 2024
21. Southern Tasmanian Councils Authority, 2010, *Southern Tasmanian Regional Land Use Strategy 2010-2035*
22. Department of Natural Resources and Environment Tasmania, Land Information System Tasmania (LIST)





STRLUS



## Notice of Election Office of Deputy Mayor

*Local Government Act 1993*  
Local Government (General) Regulations 2015

### Background

1. As a result of the election of Alderman Sue Hickey as Mayor of Glenorchy, the office of Deputy Mayor previously occupied by Mayor Hickey has become vacant.
2. The vacant position of Deputy Mayor is to be filled by councillors electing one of their number to the office in accordance with s. 44(4) of the *Local Government Act 1993* (the Act) and regulations 4 to 8 of the *Local Government (General) Regulations 2015* (the Regulations).
3. The meeting at which the election will be held is the ordinary Council meeting on 29 July 2024.
4. This notice is issued under regulation 4(1) of the Regulations.

### Call for nominations

5. Nominations for the office of Deputy Mayor will be open from 9:00 am on Tuesday, 23 July 2024 to 12:00 noon on Friday, 26 July 2024 (the nominating period).
6. Any councillor wishing to nominate for the office of Deputy Mayor is required to return the Nomination Form issued with this Notice to the General Manager during the nominating period.
7. If there is more than one nomination for Deputy Mayor, a ballot will be held in accordance with the process set out in the Regulations.
8. If a ballot is not required, the General Manager will declare the nominee elected as Deputy Mayor at the beginning of the Council meeting on 29 July 2024.
9. If a nomination is not received during the nominating period, the General Manager will invite nominations for Deputy Mayor at the Council meeting on 29 July 2024.
10. If a nomination is not received after the invitation:
  - (a) Council is to appoint a councillor to act in the vacant office of Deputy Mayor, and
  - (b) the General Manager will advise the Director of Local Government accordingly.
11. The General Manager will release the names of any councillor who has nominated after the nominating period has ended.

### Submission of nominations

12. Nomination forms are submitted to the General Manager, by email or in-person.

Signed:

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

Tony McMullen  
General Manager

Date: 22 July 2024

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From: Tony McMullen  
Sent: Monday, July 22, 2024 8:40 AM  
To: All Elected Members <AllElectedMembers@gcc.tas.gov.au>  
Subject: Call for Nominations: Office of the Deputy Mayor  
Importance: High

Dear Elected Members

This is an invitation to nominate for the **Office of the Deputy Mayor**.

Please find attached:

- Notice of Election for the Office of Deputy Mayor, issued in accordance with section 44 of the Local Government Act and regulation 4(1) of the Local Government (General) Regulations 2015
- Nomination form

Elected Members may nominate themselves or another Elected Member.

**The nominating period will be open from 9:00 am on Tuesday 23 July 2024 to 12:00 noon on Friday, 26 July 2024.**

[The nominating period is precisely defined in the Local Government (General) Regulations 2015.]

Please forward any nominations to Executive Assistant to the Mayor, Mel Burk [Melanie.Burk@gcc.tas.gov.au](mailto:Melanie.Burk@gcc.tas.gov.au), and copy in Coordinator Executive & Strategy Emma Watkins [emma.watkins@gcc.tas.gov.au](mailto:emma.watkins@gcc.tas.gov.au), or return in person to either Mel or Emma.

If more than one nomination is received, a secret ballot process will be conducted in accordance with the process set out in the Regulations.

Kind regards

Tony

---

TONY McMULLEN  
General Manager



## COUNCIL POLICY

## AUDIT PANEL CHARTER



## PURPOSE

The Glenorchy City Council (the Council) has established the Audit Panel in compliance with Division 4 of the *Local Government Act 1993* (the Act), the *Local Government (Audit Panels) Order 2014* and the *Local Government (Audit Panels) Amendment Order 2015*.

This Charter sets out the Audit Panel's objectives, authority, composition, tenure, functions, reporting and administrative arrangements.

## SCOPE

The objective of the Audit Panel is to review Council's performance under section 85A of the Act and report to Council its conclusions and recommendations.

## STATUTORY REQUIREMENTS

Acts	<p><i>Personal Information Protection Act 2004</i> (Tas)</p> <p><i>Archives Act 1993</i> (Tas)</p> <p><i>Local Government Act 1993</i> (Tas)</p>
Regulations	<p><i>Local Government (Audit Panels) Order 2014</i> and the <i>Local Government (Audit Panels) Amendment Order 2015</i>.</p>
Australian/International Standards	N/A

## DEFINITIONS

**Act** means the *Local Government Act 1993*.

**Audit Panel** means an audit panel that Glenorchy City Council is required to establish under section 85(1) of the Act.

**Code of Conduct** means the Glenorchy City Council approved Audit Panel Code of Conduct.

**Council** means Glenorchy City Council established under section 18 of the Act.

**Councillor** means a person elected to Council and includes the Mayor, Deputy Mayor and Alderman.

**Chairperson** means the chairperson of the Audit Panel appointed by Council in accordance with the *Local Government (Audit Panels) Order 2014*.

**Chief Financial Officer** means the person, determined by the General Manager of Council by notice provided to the person, to be responsible to the General Manager in relation to the preparation of Council's financial statements.

**Employee of council** means any person employed, hired, or contracted by the Council to undertake works or services on behalf of the Council.

**Financial statements** means the annual financial statements required by section 84 of the Act and produced in accordance with the *Audit Act 2008* (Tas).

**General Manager** means the General Manager of Council appointed under section 61 of the Act.

**Independent person** means a person who is not a Councillor or an employee of Council

**Member** means a member appointed to the Audit Panel that is either a Councillor or an independent person.

**Order** means the *Local Government (Audit Panels) Order 2014*.

**Part 7 plan** means a strategic plan, an annual plan, a long-term financial management plan or a long-term strategic asset management plan of Council prepared under Division 2 of Part 7 of the Act.

**Related party** has the meaning given in Australian Accounting Standards ("AASB 124 - Related Party Disclosures").

**Secretariat** means the person, determined by the General Manager of Council by notice provided to the person, to be responsible to Audit Panel in relation to assisting with Audit Panel related activities.

## POLICY STATEMENT

The Audit Panel is to consider in a review of Council's performance:

- (a) whether the annual financial statements of Council accurately represent the state of affairs of Council
- (b) whether and how the Part 7 plans are integrated and the processes by which, and assumptions under which, those plans were prepared
- (c) Council's financial system, financial governance arrangements and financial management
- (d) the accounting, internal control, anti-fraud, anti-corruption and risk management policies, systems and controls that Council has in relation to safeguarding its long-term financial position
- (e) whether Council is complying with the provisions of the Act and all other relevant legislation
- (f) whether Council is complying with its internal policies and procedures
- (g) whether Council has taken any action in relation to previous recommendations provided by the Audit Panel to Council and, if it has taken action, what that action was and its effectiveness, and



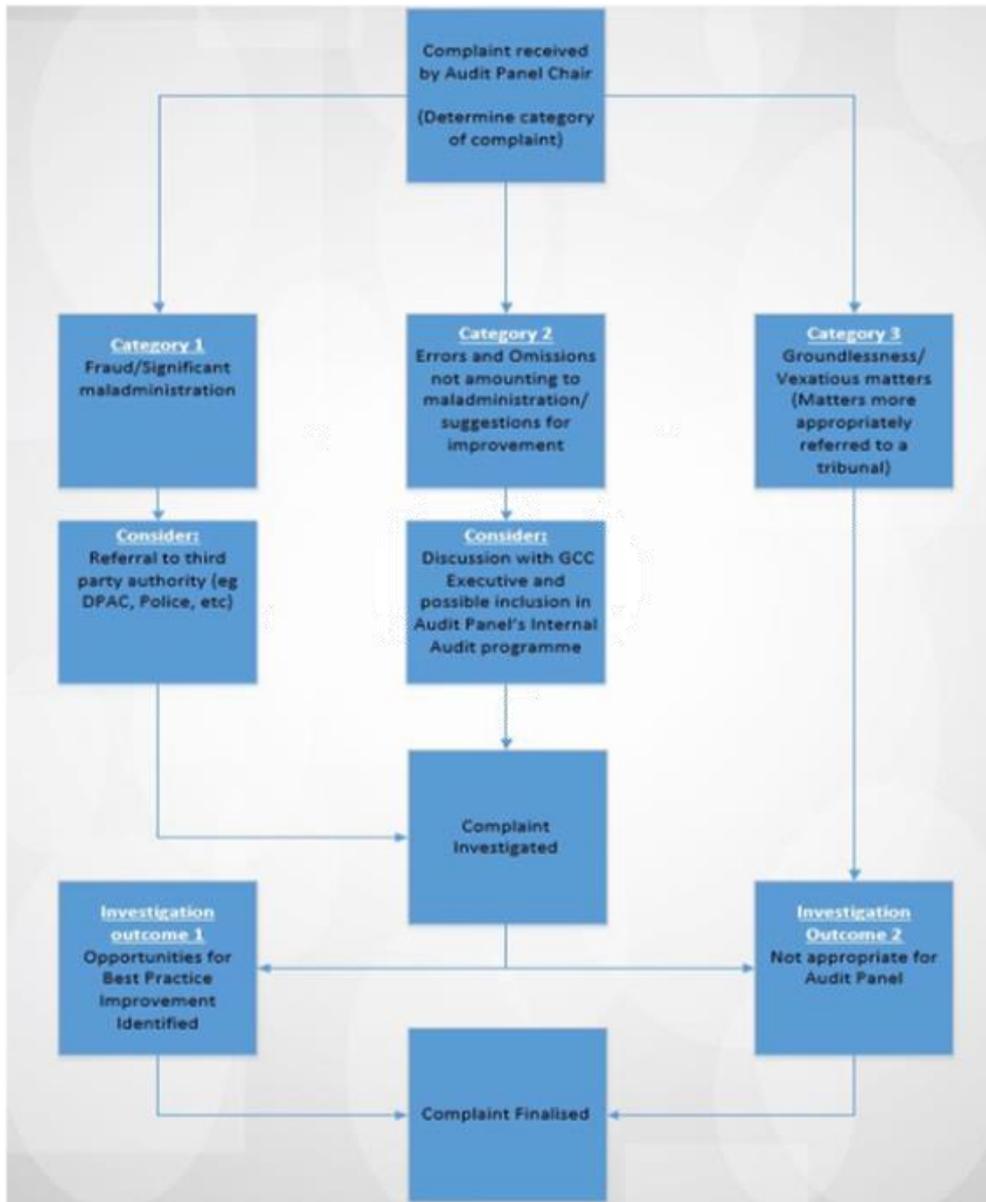
- (h) any other matters specified in an Order under section 85B of the Act as matters that the Audit Panel is to consider.

The Audit Panel is to review the General Manager's corporate credit card expenditure including the relevance and integrity of transactions and the evidence of appropriate and independent authorisation of that expenditure.

The Audit Panel is to consider Councillor requests for reviews in accordance with Diagram 1 below.

Where the Councillor request may, in the Audit Panel's considered opinion, require significant resources or run counter to the Council approved annual plan and budget, the request should be referred back to the Councillor requiring that Councillor to seek Council approval for the Audit Panel to proceed.

Diagram 1



## KEY AREAS FOR CONSIDERATION

In fulfilling its functions, under Part 4, the Audit Panel should consider the following key operational areas within Council:

- (a) corporate governance
- (b) systems of internal controls
- (c) risk management frameworks
- (d) human resource and work health and safety management, including policies, procedures and enterprise agreements
- (e) information and communication technology governance
- (f) management and governance of the data, information and knowledge, and
- (g) internal and external reporting requirements (both financial and non-financial).

## RESPONSIBILITIES OF THE AUDIT PANEL MEMBERS

A member of the Audit Panel is expected to understand and comply with the legal requirements of the Act and the Order.

### **A member of the Audit Panel is expected to understand and comply with the Audit Panel Code of Conduct.**

A member of the Audit Panel is expected to:

- (a) act in the best interests of Council
- (b) apply sound analytical skills, objectivity and judgment
- (c) express opinions constructively and openly
- (d) raise issues that relate to the Audit Panel's functions
- (e) pursue independent lines of enquiry, and
- (f) contribute the time required to review the papers provided.

Except as required, or allowed, under the Act, another Act or any other law, a member must not disclose information that is:

- (a) seen or heard by the member at a meeting or part of a meeting of the Audit Panel meeting that is closed to the public that is not authorized by the Audit Panel to be disclosed, or
- (b) given to the member by the Mayor, Deputy Mayor, Councillor, Chairperson of a meeting of the Council or Council Committee, Council employee, General Manager, or another member on the condition that it be kept confidential.

A member of the Audit Panel must not make improper use of any information acquired as a member of the Audit Panel.

Improper use of information includes using the information:

- (a) to gain, directly or indirectly, an advantage or to avoid, directly or indirectly, a disadvantage for oneself, a member of one's family or a close associate, or
- (b) to cause any loss or damage to any council, controlling authority, single authority, joint authority, or person.

A member of the Audit Panel 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 member, or
- (b) a close associate of the member, or
- (c) a member of the member's family.

A Member of the Audit Panel is expected to act ethically and to treat all persons with fairness and respect. A member should not interact directly with Council staff and externally contracted staff without the prior approval of both the Audit Panel and the General Manager.

#### **MEMBERSHIP OF THE AUDIT PANEL**

The Audit Panel of Council is to be made up of five (5) members of whom three (3) must be independent persons.

Without limiting who may be members of the Audit Panel, the following persons are eligible to be members of the Audit Panel:

- (a) a Councillor, other than the Mayor, of Council, or
- (b) an independent member of an Audit Panel of another Council.

A person who is an employee, the General Manager, or the Mayor of Council, or is a Councillor of another Tasmanian Council, is not entitled to be a member of the Audit Panel of Council.

Council is to seek expressions of interest for the appointment of Elected Members of the Audit Panel in accordance with Council's Committee Nominations and Appointments Policy.

Council is to seek expressions of interest for appointment of independent members of the Audit Panel, including through publicly advertising.

Council is to appoint the independent persons to its Audit Panel after a selection process conducted by Council Officers, and by majority vote at the Council meeting.

In appointing an independent person as a member of the Audit Panel, Council –

- (a) is to ensure that the person possesses good business acumen and sound management and communication skills, and
- (b) may take into account any other relevant knowledge, abilities and skills of the person including (but not limited to):
  - i) knowledge and expertise in the areas of audit practices and financial management
  - ii) knowledge of, and experience in, relevant industries
  - iii) experience in, and good understanding of, relevant legal requirements, and
  - iv) experience with governance processes including, but not limited to, risk management.

Council is to appoint two (2) Councillor proxies through a secret ballot process. These proxies are to be called upon when the Councillors elected to the Audit Panel are unavailable to attend the Audit Panel meeting(s).

### **CHAIRPERSON OF THE AUDIT PANEL**

The Chairperson of the Audit Panel must be an independent member of the Audit Panel and not a Councillor of the Glenorchy City Council.

Council is to appoint one (1) of the independent persons as Chairperson of the Audit Panel in a Closed Council Meeting.

When the Chairperson is unavailable to attend a meeting of the Audit Panel, a Deputy Chairperson is to be selected from the remaining two (2) independent persons as voted on by the Audit Panel or as voted on by Council at the time of appointing the Chairperson.

### **TERM AND CONDITIONS OF APPOINTMENT OF THE AUDIT PANEL MEMBERS**

Terms of appointment of independent members are as follows:

- (a) the Chairperson and the two (2) other independent members will hold office for a maximum of a three (3) year term, and
- (b) in making these appointments, the Council will ensure that these terms for the three (3) appointments, do not terminate at the same time.

An independent member of the Audit Panel, if eligible, may be re-appointed by Council, provided the member's reappointment will not cause their total term to exceed six (6) consecutive years.

Subject to Part 10, a Councillor, as a member of the Audit Panel, holds office from the date of their appointment to the Audit Panel, until the termination or expiry (whichever occurs earlier) of their term as a Councillor.

An independent member of the Audit Panel is entitled to be paid the remuneration and allowances as determined by Council as specified in the member's instrument of appointment.

### **REMOVAL FROM OFFICE**

A member of the Audit Panel may only be removed as a member by a resolution of an absolute majority of Council.

### **NOTIFICATION OF APPOINTMENT OF MEMBERS OF AUDIT PANEL**

The General Manager is to notify the Director of Local Government of:

- (a) the appointment of all the members of Council's Audit Panel, and the term of each of those appointments, as soon as practicable after establishing the Audit Panel
- (b) the name of the Chairperson and each independent person of the Audit Panel, and
- (c) the appointment of each new member of the Audit Panel and the term of his or her appointment, as soon as practicable after making that appointment.

### **ANNUAL WORK PLAN**

To assist the Audit Panel in performing its functions efficiently and effectively, the Audit Panel is to develop an annual work plan that includes, but is not limited to, a schedule of meetings and the known objectives for each scheduled meeting.

The forward meeting schedule should include the dates, start time and location for each meeting.

### **MEETINGS OF THE AUDIT PANEL**

The Audit Panel is to hold not less than four (4) ordinary meetings in each financial year (not including any special meetings).

At a meeting of the Audit Panel, a quorum is made up of three (3) members in attendance one (1) of whom must be an independent member, and another Councillor member of the Audit Panel.

The following Officers of Council are to attend, or to ensure that their respective delegates attend, each meeting of Council's Audit Panel as an ex-officio (non-voting) member:

- (a) General Manager
- (b) Director Community and Corporate Services
- (c) Chief Financial Officer, and
- (d) Secretariat (Manager Governance).

The Audit Panel may invite or allow a councillor of Council and/or an employee of Council and/or internal and/or, external auditor to attend one or more meetings of the Audit Panel.

The Chairperson may determine that the meeting (or part of a meeting) is to be held in private. In this case the Council staff attending (including the General Manager) are to leave the meeting until invited to rejoin the meeting by the Audit Panel Chairperson.



Subject to this Charter the Audit Panel may regulate its own meetings.

Any relevant provisions of the *Local Government (Meeting Procedures) Regulations 2015* are to apply to meetings of the Audit Panel.

The Chairperson is required to call a meeting if requested to do so by Council, or by an Audit Panel member.

## REPORTING

The Audit Panel is to report to Council on its operations and activities during the year.

With respect to communicating with Council about Audit Panel meetings:

- (a) Panel meeting minutes will be circulated out of session to Audit Panel members for review and endorsement prior to being submitted to Council for consideration, noting that these minutes are to be considered at the next Audit Panel meeting for adoption.
- (b) The unconfirmed but endorsed minutes will be placed on the next available Council agenda for the open part of the meeting unless there are matters contained in the minutes that would be covered by Regulation 15(2) of the *Local Government (Meeting Procedures) Regulations 2015*, in which case these matters will be included in the closed part of the Council agenda.
- (c) Council is to be advised of any changes to the endorsed unconfirmed minutes when subsequently adopted by the Audit Panel.
- (d) At the request of Council, the Chairperson of the Audit Panel, or another Panel member if the Chairperson is unavailable, will attend the Council meeting where the Audit Panel minutes are listed for consideration to report on and answer questions about issues in the minutes.
- (e) Copies of Audit Panel meeting agenda and related attachments are to be made available to all Councillors.

The Audit Panel may, at any time, report to Council any other matter it deems to be of sufficient importance to do so.

The Audit Panel, through the Chairperson, must report annually to Council on its overall operation and activities during the financial year.

The Audit Panel's annual report is to include but not limited to:

- (a) a summary of the work the Audit Panel performed to fully discharge its responsibilities during the preceding year, and
- (b) an overall assessment of Council's legal, governance, financial, risk, control and compliance framework including details of any significant emerging risk impacting on Council.

## CHAIRPERSON'S ANNUAL REPORT TO COUNCIL



The Chairperson of the Audit Panel is to provide Council with an annual report detailing the activities that the Panel has undertaken and any concerns raised by the Audit Panel which they wish to draw to Council's attention. This report is to be completed in July/August of each year and Council Officers are to place on the next available Council meeting agenda.

### **RESOURCES OF THE AUDIT PANEL**

Council is to provide secretarial support to, and all necessary funding required by, the Audit Panel.

The Secretariat is to ensure the agenda for each meeting and supporting papers are circulated, after approval from the Chairperson, at least four (4) days before the meeting.

The Secretariat is to ensure the minutes of Audit Panel meetings are prepared and maintained.

The draft minutes must be reviewed by the Chairperson before being distributed to Audit Panel members and will be confirmed at the next meeting of the Audit Panel.

The Audit Panel, through the General Manager, will obtain any information and/or document it needs from any employee of Council and/or external party when such information and/or document is required to carry out its functions. This is subject to the Audit Panel members' legal obligations to protect the obtained information and/or document.

Subject to Council's approval of expenditure, the Audit Panel will obtain, (at Council's cost), external professional advice as it determines is appropriate.

Subject to Part 6, the Audit Panel will discuss any matters with the internal and/or external auditor when required.

Council is to provide induction for the members of the Audit Panel to enable them to meet their responsibilities under this Charter.

### **CONFLICTS OF INTEREST**

The Conflict-of-Interest provisions of Part 5 of the Act and as contained in the Audit Panel Code of Conduct are to apply to members of the Audit Panel, Council and Council employees who provide advice or recommendations to the Audit Panel.

At each Audit Panel Meeting a member must declare any potential or actual pecuniary or non-pecuniary interests that may affect the carrying out of the member's functions and responsibilities under the Act and the Order.

In considering whether to declare an interest, members must consider whether the potential interest may, in any way, impact or influence, or be seen to impact or influence, the member's ability to make impartial decisions in accordance with this Charter.

All declaration of interests must be recorded in the meeting minutes.

Where required by the Chairperson the member will be excused from the meeting or from the Audit Panel's consideration of the relevant agenda item(s).

The General Manager is to keep a register of interests of members of the Audit Panel.

## REVIEW OF THE AUDIT PANEL AND THE CHARTER

### Performance Review of the Audit Panel

- (a) The Chairperson of the Audit Panel, in consultation with Council, will initiate a review of the performance of the Audit Panel at least once every two (2) years.
- (b) The review will be conducted on a self-assessment basis (unless otherwise determined by Council) with appropriate input sought from the Audit Panel, the General Manager, management and any other relevant stakeholders, as determined by the Audit Panel.
- (c) The Audit Panel's review will include a section on the performance of the Chairperson, and the discharge of their duties and responsibilities under the Charter.

### Review of the Charter

- (a) At least every fourth year the Audit Panel will review the Charter to ensure its provisions comply with the Act and the Order.
- (b) Any changes to the Charter will be recommended by the Audit Panel and approved by Council.

## DOCUMENT CONTROL

<b>Version:</b>	6.0	<b>Adopted</b>	25 March 2024	<b>Commencement Date</b>	26 March 2024
<b>Minutes Reference</b>	Council Meeting, 25 March 2024, Item 10			<b>Review Period</b>	4 Years from adoption
<b>Previous Versions:</b>	1.0 20 April 2016 (Item 7) 2.0 6 June 2016 (Item 14) 3.0 15 January 2018 (Item 12) 4.0 26 November 2018 (Item 14) 5.0 20 December 2020 (Item 13) 6.0 25 March 2024 (Item 10)				
<b>Responsible Directorate</b>	Community & Corporate Services	<b>Controller:</b>	Manager People & Governance		
<b>ECM Document No.:</b>	Policies				

## COMMITTEE DETAIL SHEET

**Committee Name:** General Manager Performance Review Committee

**Type of Committee:** Special Committee (Section 24 of *Local Government Act 1993*)

**Purpose of Committee**

To review the performance of the General Manager on an annual basis and make recommendations to Council.

**Extent of Delegated Authority**

No delegated authority

**Membership of Committee**

Mayor  
3 Elected Members

**Council Representation**

As above

**Term of Appointment**

2 years from each Council election.

**Office Bearers Required (And method of Appointment)**

Chairperson – Mayor

**Quorum Requirements**

3 members

**Circulation of Minutes**

To committee members

**Reporting Requirements (to Council)**

Mayor to submit committee's report to Council

**Frequency of Meetings**

As required - at least annually

**Audit Requirements**

None

**Any other Requirements**

- Elected Members other than those appointed to the General Manager's Performance review committee may not participate in, or observe, meetings of that committee.
- Secretarial support for the General Manager's Performance Review Committee may be contracted by the Chairman of the committee provided that:
  - a) Secretarial support is not provided by a Glenorchy City Council employee or Elected Member.
  - b) There is a reasonable expectation that the information available to the support person will remain confidential.

- Council’s solicitor(s) may be present if the chairman considers that legal advice may be needed during the meeting.
- The chairperson may permit others to be present during meetings of the committee for the purpose of providing additional information about the General Manager’s performance.

GCC Reference and Working Group Toolkit: Glenorchy Community Awards

## Glenorchy Carols Grants

Terms of Reference: Working Group

<b>Name of Working Group</b>	Glenorchy Carols Grants Working Group
<b>Date of Formation</b>	June 2023
<b>Resolution Details</b>	TBC
<b>Strategic Reference</b>	<p><b>Community Plan – Building Image and Pride Strategic Plan</b></p> <p>Objective - We nurture and celebrate our proud and vibrant city with its strong sense of belonging</p> <p>Strategy – Deliver or facilitate events to strengthen our community’s Sense of pride and belonging.</p>
<b>Responsible Officer</b>	Events Officer
<b>Working Group Review Date (if prior to next LG election)</b>	Next Council Election – Oct 2026

### 1.0 Principles

Working Groups are committed to the following principles:

**Community:** Encouraging the development of a strong and inclusive community that advances access, equity, connections and participation in decision-making and shapes a better community for everyone.

**Creativity:** Encouraging diversity and creative expression in the community, nurturing innovation and always seeking opportunities for continuous improvement.

**Sustainability:** Ensuring that all decisions and future planning considers a balance of economic, environmental, cultural and social factors to enhance the quality of life in our local community.

**Community engagement:** Promoting ideas for actions, initiatives, events and programs that are authentic and fit the future vision and needs of our local Community.

GCC Reference and Working Group Toolkit: Glenorchy Community Awards

## 2.0 Purpose

### 2.1 Purpose of Working Group and Area of Focus<sup>1</sup>

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, such as:

- Local community carols events located in community halls or local facilities
- Roving carollers
- Neighbourhood Christmas celebrations with carol singing
- A series of gatherings featuring carols

The primary role of the Working Party is to review the grant applications and allocating the funding.

### 2.2 Specific Terms of Reference <sup>2</sup> (objectives) as approved by Council

*Terms of Reference 1*

**(a)** To review the application, eligibility, and conduct the selection process

**(b)** To promote and champion the grants program:

- Community participation opportunities including individuals and organisations

### 2.3 Extent of Authority

Unless otherwise explicitly stated in the Council resolution forming the Working Group, the Group does not have the authority to instruct or bind the Council (including Council officers with the relevant delegated duties) in its decision making or activities.

The group is authorised to select the grant recipients through the endorsed selection process and provide advice pertaining to the delivery of funded events.

Council's Events Officer is responsible for the project management and coordination of the of Carols Grants Program and oversees the operational aspects of distribution and acquittal.

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### **3.0 Membership**

#### **3.1 Composition**

Membership is by invitation of Glenorchy City Council.

- GCC Officers (Events Officer and Coordinator Communication and Engagement)
- Elected Member representation (three members)

**Who has overall control of the Group to direct its outcomes?**

Events Officer

**Who has day to day management of the Group?**

Events Officer

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### 3.2 Current members

- Councilor Molly Kendall
- Alderman Stuart Slade

### 3.3 Term of Appointment

Appointment will be invited for the term of the Council.

## 4.0 Meetings

### 4.1 Frequency

Three meetings per year in the lead up to the grants program commencement, one to assess and a final meet to evaluate the annual program delivery. There may be other information provided to the group via email throughout the year.

### 4.2 Quorum

A minimum number of 2 out of 3 of core members are required for meetings to proceed.

### 4.3 Meeting Procedures

- Meetings are to be conducted respectfully.
- Meeting agenda and minutes must include apologies, deal with each item of business separately, and take formal votes about any resolution
- Agenda and papers for the meeting to be circulated to members at least 7 days in advance of the meeting.
- Items not on the agenda may be considered with the consent of the Chair.

### 4.4 Conflict Resolution

- While a collaborative approach to resolving issues and identifying opportunities of interest will always be preferred.
- It is acknowledged that parties will at times differ in their views however members are required to follow the endorsed selection process to ensure that Award recipients are selected based on merit. The member should feel comfortable to inform the Chair if they have any concerns.
- If the member does not feel comfortable expressing their concerns to the Chair, they should know their options for expressing their concerns.
- The member has the option to contact the Manager or Director, relevant to the officer's role, to express their concerns.

### 4.5 Minutes

- Minutes are to be recorded using the template contained in Appendix 1.
- Draft Minutes are to be circulated to members within 10 working days of a meeting.
- Minutes are provided to all Elected Members

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## 5.0 Reporting Requirements

### 5.1 Frequency of Reports

Meeting reports are written by the Secretariat of the working group and provided to:

- the Manager Stakeholder & Executive as requested
- the General Manager on an annual basis or as requested

### 5.2 Content of Reports

The report, at a minimum, is to provide:

- A one-page report from the Chairperson of the Working group summarizing:
  - attendance
  - the key outcomes of the year
  - any recommendations for the following year
  - an outline of how the outcomes have been communicated to internal stakeholders in the formulation of related strategies, frameworks and plans; and
  - details of any budgetary requirements for the following financial year and reasons for each request

## 6.0 Version History

Version	Date	Adoption	Amendments Made
1.0	June, 2023	Council Meeting - TBC	Council approval of Working Group creation and TOR

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**Appendix 1. Working Group Minutes Template**

(Name of group) <b>MINUTES OF MEETING</b> (DD Month YYYY)	 <b>GLENORCHY CITY COUNCIL</b>
<b>Venue:</b>	<b>Time:</b>

In attendance:	Present	Apology	Absent
Chairperson	P		
Members			
Staff			

Item		Action
1	<b>Acknowledgement of Country</b>	-
2	<b>Minutes (approve / changes) and actions from previous meeting:</b>	
3	<b>Correspondence:</b> 3.1 3.2 etc	
4	<b>Business arising:</b>	
5	<b>Update on projects:</b>	
6	<b>Other Business:</b>	
7	<b>Agenda items for next meeting:</b>	
<b>Next Meeting:</b>		

# COMMITTEE NOMINATIONS AND APPOINTMENTS



## PURPOSE

This policy sets out the procedures which Council will follow when making nominations and appointments to Committees and External Bodies.

The policy aims to ensure that nominations and appointments are fair, democratic, and transparent.

## SCOPE

This policy applies to all nominations and appointments to Committees and External Bodies, other than the appointment of independent persons to Council's Audit Panel (the procedure for which is as set out in the Audit Panel Charter).

## RELATED DOCUMENTS

- Committees Policy
- Media & Communications Policy
- Social Media Policy

## STATUTORY REQUIREMENTS

Section 20 of the *Local Government Act 1993* (the Act) provides that one of the functions of a Council is to represent and promote the interests of the community.

Section 23 of the Act provides that Council may establish council Committees to assist it in carrying out its functions under the Act or any other Act, and that a Committee consists of councillors appointed by the Council.

Section 24 of the Act provides that a council may establish special Committees, which consist of such persons appointed by the Council as the Council considers appropriate.

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

## DEFINITIONS

**Ballot** means a ballot conducted in accordance with Part 3 of this Policy.

**Chair** means the person chairing a council meeting in accordance with the Regulations.

**Committee** means any Committee or other body established by Council over which Council has control, whether comprised of Elected Member, independent person, or both and includes, but not limited to:

- (a) A Council Committee
- (b) A Special Committee
- (c) An Internal Committee
- (d) An Audit Panel established under Section 85 of the Act.

**Council Committee** means Committees established by a Council resolution made under section 23 of the Act. Council Committees assist Council in carrying out its functions under the Act or any other Act. Council Committees are constituted by Elected Member only.

**Council Election** means an election held under Part 15 of the Act.

**Council Meeting** means an ordinary council meeting or special council meeting, unless expressly specified otherwise.

**External Body** means Committees or other bodies that are established and administered by an external organisation to which representatives of Council have been appointed and with which Council has a formal and ongoing relationship.

**Internal Committee** means Committees or other bodies established by Council over which Council has control. An Internal Committee is formed to oversee and implement a project, plan, strategy, or event. Internal Committees may be working groups, steering groups, organising Committees, taskforces, and other groups. Internal Committees can be constituted by Elected Members, Council staff and external representatives.

**General Manager** means the General Manager of Council, or delegate.

**Regulations** means the Local Government (Meeting Procedures) Regulations 2015.

**Special Committee** means Committees established by a Council resolution made under section 24 of the Act. A Special Committee is established to oversee or implement a project, plan, strategy, or event. Special Committees can be constituted by anyone, including Elected Members.

## POLICY STATEMENT

From time to time, Council is required to appoint Elected Members and independent persons to Committees and External Bodies.

### PART 1 – NOMINATIONS AND APPOINTMENTS OF ELECTED MEMBERS

#### Appointments Following Council Election

Council will appoint and re-appoint (and, where necessary, nominate or re-nominate) Elected Members to Committees and External Bodies at the first ordinary meeting of council following a council election (or at a special meeting of Council if a special meeting for that purpose is called).

#### Procedure

1. Where it is necessary to appoint Elected Members to Committees (including as a result of a casual vacancy), the General Manager will circulate a notice to Elected Members which—
  - (a) notifies Elected Members that appointments, re-appointments, and nominations for appointment to Committees and External Bodies are to be made at the relevant meeting, and
  - (b) lists the appointments and nominations to be made, and, for each, identifies—
    - i) the Committee or External Body
    - ii) the position available (including, for an External Body, whether Council will be making a nomination only)
    - iii) the nature of the duties to be undertaken
    - iv) the proposed term of the appointment
    - v) whether the position is to be held ex-officio by the Mayor or Deputy Mayor, and
    - vi) any other information the General Manager considers relevant.
  - (c) requests that Elected Members submit nominations for the available positions one (1) week before the next council meeting.
2. The notice is to be circulated to all Elected Members by email no later than five days before nominations close (or as soon as practicable if it is not possible to circulate the notice five days before nominations close), and
3. Nominations may contain a statement in support of the nomination, to a maximum of 150 words.
4. Nominations may be for a position or a proxy position.

5. The General Manager will present a report to Council for consideration at the relevant council meeting which will contain, for each available position a list of the nominations received, and the documentation provided in support of each.
6. Where the number of nominees for a position does not exceed the number of positions available, the Council will determine the appointment in accordance with its ordinary meeting procedures.
7. If the number of nominees for a position exceeds the number of positions available—
  - (a) a ballot will be held to select the appointee or appointees (or nominees for a position on an External Body, if applicable), and
  - (b) once the result of the ballot is determined, the chair will call for the appointment to be confirmed in accordance with Council's ordinary meeting procedures.
8. Where Council's nominee for a position on an External Body is required to be confirmed by the External Body, the General Manager is to write to the External Body advising it of Council's decision.
9. For the avoidance of doubt, where a Committee detail sheet that has previously been adopted by Council provides for a position to be held ex officio by the Mayor or the Deputy Mayor, the appointment of the Mayor or Deputy Mayor to that position is automatic, and no other Elected Members are entitled to nominate for that position.

## **PART 2 – NOMINATIONS AND APPOINTMENTS OF INDEPENDENT PERSONS OR SUBJECT MATTER EXPERTS**

### Procedure

1. Where there is a vacancy for the position of an independent person or subject matter expert on a Committee or External Body, the General Manager is to circulate a notice calling for expressions of interest for appointment, containing the information specified in clause 2(1)(b)—
2. The notice is to be circulated by—
  - (a) publishing the notice on Council's website
  - (b) sending an email to all Council staff, and
  - (c) if the General Manager considers it necessary, publishing the notice in a local newspaper.
3. The General Manager must circulate the notice under 3(1) no later than five days before nominations close (or as soon as practicable if it is not possible to circulate the notice five days before nominations close).
4. Following the receipt of nominations, the appointment of the independent person is to be determined in accordance with the procedure set out in the Committee's Terms of Reference.
5. For nominations or appointments to External Bodies, or if no procedure is specified in the Committee detail sheet, the General Manager will assess each nomination on its merits and will make a recommendation to

Council seeking Council's endorsement and nomination or appointment (as applicable) of the preferred nominee.

### **PART 3 – BALLOTS**

#### Application

Where the provisions of this policy require that a ballot is held, the ballot is to be conducted in accordance with this part.

#### Rules for Ballots

1. When a ballot is required under this policy, the chair of the council meeting will call a ballot.
2. Ballots are to be secret unless Council resolves otherwise.
3. Votes are to be cast on ballot papers distributed to Elected Members by the General Manager. Ballot papers may be distributed either prior to or at the relevant council meeting.
4. Elected Members are to place completed ballot papers in a ballot box which is to be visible to all attendees of the Council meeting during the process of casting the ballots.
5. The ballot box must not be opened until all Elected Members who intend to vote have cast their votes.
6. Votes will be counted by a Council officer nominated by the General Manager, with another Council officer acting as a scrutineer.
7. Where there are—
  - (a) two or more candidates for a single position, the candidate with the most votes will be the appointee, or
  - (b) more than two candidates for multiple positions (for example, two member spots on a council Committee), the successful candidates will be the candidates with the most votes, in descending order until the number of positions have been filled. For example, if there are 2 positions and 4 candidates, the successful candidates will be those with the highest and second highest number of votes.
8. The officer who counts the votes will advise the chair of the council meeting by writing the name of the successful candidate/s on a piece of paper and delivering it to the chair.
9. In the event of a tie, the chair (at their discretion) may determine the winner by:
  - (a) the toss of a coin (conducted by the chair), or
  - (b) a further ballot, in which the only candidates are those which were tied in the first ballot.
10. All ballot papers and other ballot material are to be destroyed as soon as practicable after the conclusion of the ballot.

### Proxies

1. Where proxy positions for Committees or External Bodies are available, unsuccessful candidates will be offered the position of proxy in the order in which they placed in the ballot.
2. Where a proxy is required but there are not sufficient candidates for a proxy after positions have been filled, or if all unsuccessful candidates decline the proxy appointment, the chair may call for nominations for proxy positions.
3. Where the chair has called for nominations in accordance with subclause (2), the selection of the nominees is to be determined in accordance with Council's ordinary meeting procedures.

## **MISCELLANEOUS**

### Vacation of Positions on Leaving Office

An Elected Member's appointment to a Committee or External Body will cease immediately upon the person ceasing, for any reason, to be an Elected Member.

### Nominations Need not be Personal

To avoid any doubt, a person may nominate another person for a position the subject of this policy, and the nomination need not be made by the person seeking nomination.

### Refusal of Nominations or Appointments

1. An Elected Member or independent person may refuse any nomination or appointment made under this policy, including nomination or appointment as a proxy.
2. Council may refuse to appoint or nominate a person (including an Elected Member) to a position if it considers that the person is not suitably qualified for or is otherwise unable to provide satisfactory representation on the Committee or External Body.

### Inconsistency with Meeting Procedures Regulations

If a provision of this policy is inconsistent with the Regulations, the Regulations will prevail to the extent of the inconsistency.

### Attendance and Performance

If an Elected Member's attendance record at Committee or External Body meetings is unsatisfactory, or if Council receives notification from a Committee or External Body that the Elected Member is not properly discharging the duties required of the position, Council may resolve to withdraw the Elected Member's appointment and appoint another Elected Member as a replacement.

## BACKGROUND

Council has established and maintains control over multiple Committees, special Committees, working groups, steering Committees, task forces and other bodies to assist in discharging its role and functions. Council is also, required to appoint (or nominate) representatives to External Bodies.

In making any nomination or appointment, Council must ensure that the process for determining appointees and nominees is fair, democratic, and transparent.

## DOCUMENT CONTROL

<b>Version:</b>	3.0	<b>Adopted</b>	25 September 2023	<b>Commencement Date</b>	26 September 2023
<b>Minutes Reference</b>	Council Meeting, 25 September 2023 (Item 9)			<b>Review Period</b>	4 Years from adoption
<b>Previous Versions:</b>	v 1.0 adopted 19 December 2016 (Council meeting, Item 17) 2.0 adopted 19 December 2022 (Council meeting, item 8)				
<b>Responsible Directorate</b>	General Manager	<b>Controller:</b>	Executive Manager Stakeholder Engagement		
<b>ECM Document No.:</b>	Policies by Directorate				



Dear Elected Members,

This is an invitation to nominate for membership of the **Audit Panel** and/or **General Manager's Performance Review Committee** and/or the **Glenorchy Carol Grants Working Group** in accordance with Council's Committee Nominations and Appointments Policy.

Following the resignation of Bec Thomas and the subsequent election of Mayor Hickey, there is one vacant position on each.

Please find attached:

- Nomination form
- A copy of the Nominations and Appointments Policy
- Audit Panel Charter
- General Manager's Performance Review Committee Details Sheet
- Terms of Reference 2024 Glenorchy Carol Grants Working Group

Please complete one nomination form per nomination.

The closing date and time for nominations is 12.00 noon, **Monday 22 July 2024**.

Please forward any nominations to Executive Assistant to the Mayor, [Mal Buck](mailto:Mal.Buck@salmon.dunedin.govt.nz) ([Mal.Buck@salmon.dunedin.govt.nz](mailto:Mal.Buck@salmon.dunedin.govt.nz)), and copy in Coordinator Executive & Strategy Emma Watkins ([emma.watkins@salmon.dunedin.govt.nz](mailto:emma.watkins@salmon.dunedin.govt.nz)), or return in person to either Mal or Emma.

The vacancies will be considered at the 29 July Council meeting. If more than one nomination for either is received, a secret ballot process will be conducted in accordance with the Policy.

Please note: the Deputy Mayor nomination period runs from 9.00am on Tuesday, 23 July 2024 and ends at noon on Friday, 26 July 2024 (as required in the Regulations). I will send the notice of election and call for nominations information out for that election NEXT MONDAY.

Kind regards

Tony

**TONY McHILLIEN**  
General Manager



Minister for Finance  
Minister for Local Government  
Minister for Sport and Events

Level 5, 4 Salamanca Place, HOBART TAS 7000 Australia  
GPO Box 123 HOBART TAS 7001 Australia  
Ph: 03 6165 7794  
Email: Minister.Street@dpac.tas.gov.au



Mr Tony McMullen  
General Manager  
Glenorchy City Council  
Tmcmullen@gcc.tas.gov.au

16 JUL 2024

Dear General <sup>Manager</sup> Manager

### Local Government Code of Conduct - Consultation on draft Regulations and Order

I am writing to inform you that the Tasmanian Government has today released draft amendments to the Local Government (General) Regulations 2015 and a new draft Local Government Code of Conduct Order for public consultation.

Changes to statutory rules are required to bring into effect new legislative provisions contained in the *Local Government Amendment (Code of Conduct) Act 2023*, which was passed by Parliament in September 2023. A summary of changes to the General Regulations and Order are enclosed with this letter.

The Government is inviting submissions in response to this consultation package for five weeks, closing on the 20 August 2023. I invite your council to review the draft amendments, including a summary on the Department of Premier and Cabinet website and provide your feedback to the Office of Local Government by email to [lg.consultation@dpac.tas.gov.au](mailto:lg.consultation@dpac.tas.gov.au).

Importantly, the amendments reflect only minor changes to the Code, largely as a result of moving from the existing 'model' Code to the new order. The Government's current priority is to implement these changes and we will not be undertaking a substantive review of the Code at this time. It is our plan however that in the longer-term the impact of these changes, alongside our broader work to develop work health and safety guidance materials for the sector, will be evaluated to identify any further material changes to the Code.

I want to thank you for your support and your continued engagement and collaboration as we work collectively to ensure our system of local government is well-placed to meet the needs of Tasmania's local communities now and into the future.

Yours sincerely

A handwritten signature in blue ink, appearing to read "N. Street".

Hon Nic Street MP  
Minister for Local Government

## Summary of Code of Conduct framework amendments

The Tasmanian Government is consulting on changes to two statutory instruments to support the delivery of changes to the Code of Conduct Framework agreed by Parliament last year. There are amendments to the Local Government (General) Regulations 2015 and a new ministerial Code of Conduct Order. These are relatively minor but essential changes to modernise and improve the operation of the Code of Conduct Framework, as well as how councils manage disputes and behavioural issues. These changes are required to turn on the changes from the Local Government Amendment (Code of Conduct) Act 2023 (the Amendment Act).

The key changes in the General Regulations and Code of Conduct Order are summarised below.

### Changes to the General Regulations

- All councils must adopt a dispute resolution policy within 12 months of the relevant section of the Amendment Act commencing.
- The Regulations are amended to include prescribed information for council's dispute resolution policies.
- The prescribed requirements are broad and are intended to establish an overall level of consistency while allowing individual councils the flexibility to develop and adopt policies that meet their individual local needs and circumstances.
- For instance, the Regulations will provide for a set of overarching principles for dispute resolution policies – that dispute resolution is:
  - suitable for resolving disputes – including the methods used and circumstances for when they are used;
  - accessible – including the appropriate form and costs for undertaking dispute resolution;
  - equitable for both complainants and participants – including the process, timeframes, confidentiality requirements and how dispute resolution is gender-responsive; and
  - transparent – including factors considered in determining an outcome and how outcomes are recorded and reported
- Dispute resolution policies will support councils to undertake dispute resolution processes to attempt to resolve any disputes internally. It is intended that this will limit minor disputes or vexatious complaints entering the Code of Conduct complaints process.

- The Regulations also establish annual reporting requirements for councils on the number of disputes where the council's dispute resolution policy has been utilised.

### **Replacement Ministerial Order**

- The Amendment Act provides for a statewide Code of Conduct for all councillors, replacing the existing Model Code of Conduct.
- The primary change from this is that the Code will automatically apply to all councillors – rather than councils having to adopt a Model Code with the ability to make changes. This will ensure consistent assessment and investigation of complaints.
- The other significant change is the inclusion in the Code that a councillor is not to engage in 'prohibited conduct' in the councillor's relationships with the community, other councillors and council employees. 'Prohibited conduct' is defined as "discrimination, or prohibited conduct, within the meaning of the [Anti-Discrimination Act 1998](#)"; and such other conduct, or behaviour, that is prescribed as prohibited conduct." This includes:
  - Discrimination based on attributes such as age, race, religion, sexual orientation, gender, pregnancy, political belief;
  - Sexual harassment;
  - Victimisation; and
  - Inciting hatred.
- While this means that a complaint alleging prohibited conduct can be raised with the Panel, note that the Panel has referral powers that may be relevant for such complaints.
- The Code has also been amended to reflect gender neutral language.



**Enquiries:** Tony McMullen, General Manager  
**Phone:** (03) 6216 6800  
**Email:** [gccmail@gcc.tas.gov.au](mailto:gccmail@gcc.tas.gov.au)

2 August 2024

Hon. Nic Street MP  
Minister for Local Government  
GPO Box 123  
Hobart TAS 7001

**By Email:** [Minister.Street@dpac.tas.gov.au](mailto:Minister.Street@dpac.tas.gov.au)

Dear Minister,

## **Local Government Code of Conduct – Consultation on Draft Regulations and Order**

Thank you for the opportunity to provide comments on the draft amendments to the Local Government (General) Regulations 2015 and the new draft Local Government Code of Conduct Order.

Overall, Council is supportive of the proposed changes. These amendments do require additional administrative action on the part of the Elected Members and Council Officers. However, it is evident that there are benefits to be gained from consistency in the dispute resolution process and the Code of Conduct across councils. Although the changes are minor, they will streamline and modernise the Code of Conduct Framework which will be of great benefit.

### **Changes to the General Regulations**

Consistency in the processes and principles relating to dispute resolution across Tasmanian councils is key. It is appreciated that the prescribed requirements are broad enough to enable councils to have a level of autonomy over the creation and adoption of policies.

Suitability, accessibility, equitability and transparency are appropriately outlined as the overarching principles for dispute resolution policies. In terms of accessibility, it would

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[www.gcc.tas.gov.au](http://www.gcc.tas.gov.au)

be valuable to include that this applies in terms of ensuring the processes are clear and written in a manner that is easy to comprehend and understand.

Annual reporting requirements will create additional administrative burden. However, the benefits of tracking this information, especially directly following the amendments, will be valuable to demonstrate whether the changes are having the desired impact while simultaneously guiding any future revisions.

### **Replacement Ministerial Order**

The automatic application of the statewide Code of Conduct will improve efficiency. It is understandable that each council having slightly different Codes could cause difficulties during the investigation process and that issue will be mitigated by having a consistent approach across all councils. The addition of the 'prohibited conduct' section, and amendments to reflect gender neutral language, are also supported changes.

It is understood that the current priority is to implement the recommended changes to the Code, and that a substantive review will not be undertaken at this time. Council looks forward to being able to provide comment regarding proposed changes to the Code in the future.

Once again, Council would like to thank you for the opportunity to provide comment on the draft amendments to the Local Government (General) Regulations 2015 and the new draft Local Government Code of Conduct Order.

Yours sincerely,

Sue Hickey

Mayor

# Quarterly Report

## Quarter 4 2024

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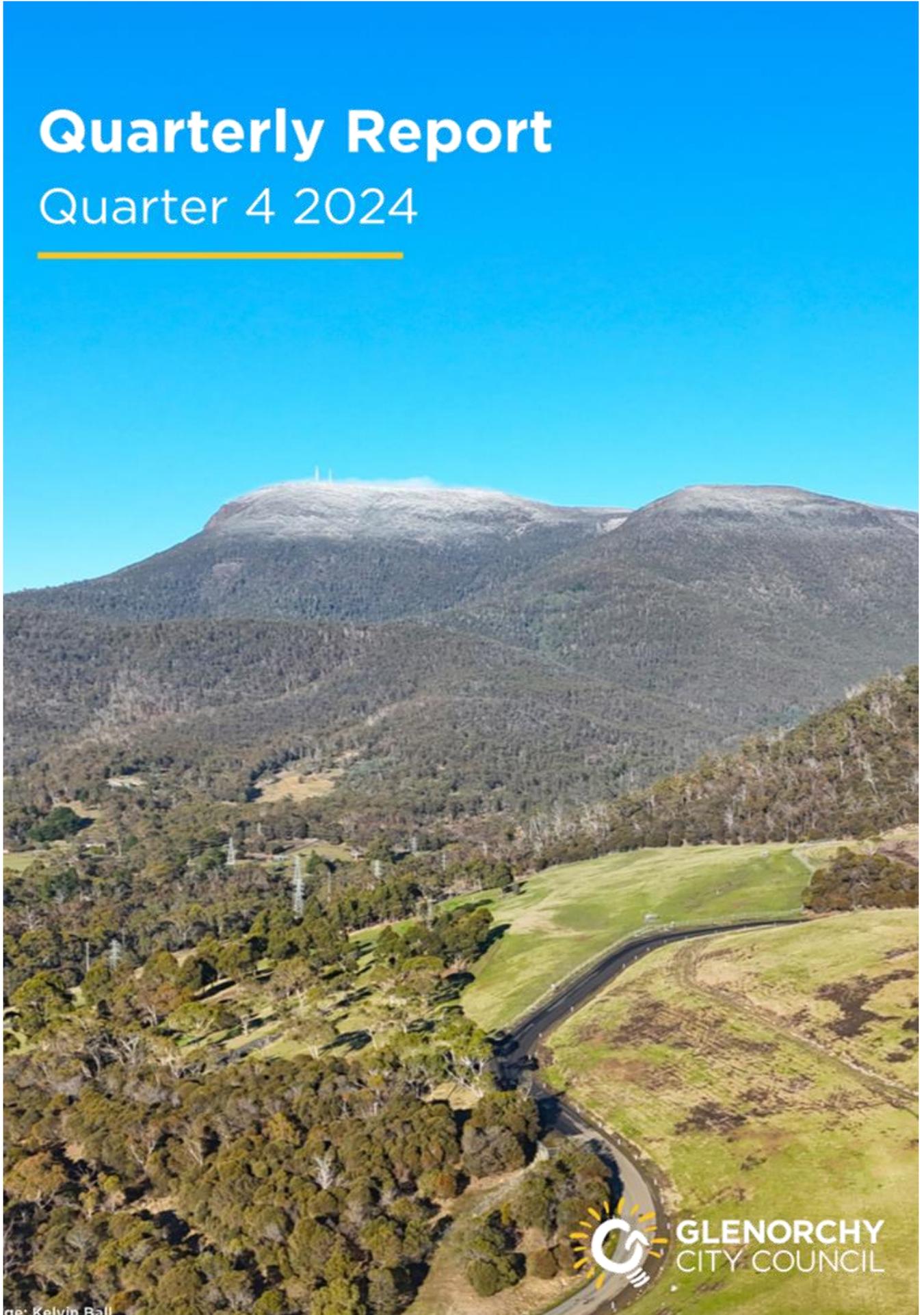


Image by Kelvin Ball

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# STRATEGIC AND OPERATIONAL HIGHLIGHTS FOR THE QUARTER

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I am pleased to bring you the strategic and operational highlights for the final quarter of the 2023/2024 financial year, ending 30 June 2024.

It was a busy quarter for Council. Along with delivering a raft of activities against the Strategic and Annual Plan, there was also a by-election held for Mayor and Elected Member following the resignation of former Mayor Bec Thomas. An elector poll was also held regarding the Glenorchy War Memorial Pool.

## BY-ELECTION FOR MAYOR AND ELECTED MEMBER

On 24 June, Alderman Sue Hickey was sworn in as Glenorchy Council's twelfth Mayor and Justin Stringer were sworn in as an Alderman.

Mayor Hickey and Alderman Stringer both expressed their gratitude for being trusted to represent the community and promised to do their best for the City of Glenorchy.

Congratulations Mayor Hickey and Alderman Stringer!

Mayor Hickey was previously Deputy Mayor. The office of Deputy Mayor is currently vacant. Elected members will vote in a new Deputy Mayor at the Council meeting on 29 July.

## TRIAL OF OPEN PUBLIC COUNCIL WORKSHOP SESSIONS

At its May meeting, Council approved a trial of holding open Council Workshops sessions once a month for a maximum of six months. The first open workshop was held on 8 July and featured Dr Lisa Denny briefing the community and Elected Members on Glenorchy's demographic profile and how it is changing. She provided insights into the drivers of population change in Glenorchy and what this means for strategic planning purposes.

Given that the main driver of population change for Glenorchy is overseas migration, insights into the type of overseas migration driving change in the area were emphasised. Future workshops will be advertised on our website and social media pages.

## IMPROVING OUR PARKS AND RECREATION FACILITIES

Glenorchy City Council has remained committed to managing our amenities across the region. We have been upgrading more playspaces for the community, including commencing works at Roseneath Reserve and Cooina Park, completing new changerooms and toilets at KGV, and prioritising our rural roadworks program.

Glenorchy City Council also supports sports and sporting groups in our region, with works continuing at the iconic KGV Park to support the future of soccer in Glenorchy.

Contractors are upgrading changerooms, while demolishing and reconstructing existing facilities. These replacement works are being supported by a \$12.8 million grant from the Australian Government to fund major upgrades to soccer facilities in the northern suburbs. Stage 1 of the building works are nearly complete, with two new player changerooms being built. Stage 2 of these upgrades will include another two more change rooms and umpire change areas.

We have continued to upgrade waterways and rivulets, our cultural spaces like the Glenorchy War Memorial on Tolosa Street and prioritise youth engagement in our community.

We have also welcomed a new report from the State Government, naming Goodwood as the preferred location for a new, privately funded ice rink. Consultations will continue for this incredibly important piece of infrastructure.

## OUR DIVERSE, MULTI-CULTURAL CITY

Glenorchy is a culturally diverse city, with Mayor Sue Hickey joining me to welcome over 50 new citizens from 14 different countries.

We are a part of the Welcoming Cities Network and are supporting renovations for multicultural community spaces like the Multicultural Council of Tasmania office in Moonah.

Council has supported a complete kitchen renovation, and funded training for residents to use the space to support a rich, vibrant, diverse community. This commitment was originally outlined in the adopted Multicultural Spaces Plan and continues today.

## RESULTS OF THE ELECTOR POLL ON THE GLENORCHY WAR MEMORIAL POOL

The results of the elector poll on the Glenorchy pool were presented to the Council meeting on 24 June 2024. Glenorchy electors were invited to vote in an elector poll regarding the Glenorchy War Memorial Pool. The Poll was initiated by a petition delivered by Ms Janiece Bryan. The results were:

Question	Yes	No
1. Do you support the Council with committed government funding, urgently repairing and reopening the Glenorchy War Memorial Pool?	19, 637 (89.02%)	2, 421 (10.98%)
2. Should the Council apply for future government funding, to retain the pool and redevelop it into a modern public pool facility that will serve the Glenorchy area for the longer term	20, 547 (93.03%)	1, 539 (6.97%)

Voting in the elector poll was not compulsory, and the results are not binding on Council. 66.99% of electors voted in the Elector Poll. Council considered and noted the results of the Elector Poll at its June meeting.

Council also noted that:

- The project to repair and reopen the Pool using \$5M in State government funding is currently underway.
- The MI Global project on Pool Redevelopment and Alternative Options which explores a long-term solution for the Pool site is at an advanced stage, following extensive community engagement, with the report expected to be handed to Council for its consideration in August 2024

## GLENORCHY CITY COUNCIL 2024/25 BUDGET AND ANNUAL PLAN

At a special meeting on 17 June, Council adopted its 2024/25 Budget Estimates 2024/25, Long-Term Financial Management Plan 2024/25 to 2033/34, Rates & Charges 2024/25, and Annual Plan.

Council has developed its 2024/25 Budget with an understanding of the cost-of-living pressures people are facing. The Budget has been designed to keep rates as low as possible while providing the services our community deserves.

The 2024/25 Budget seeks to balance financial sustainability and strategic plan objectives including:

- Ensuring there is sufficient cash to service operations within the Tasmanian Audit Office published range of 3 to 6 months
- Planning for a return 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 2025

Key features of the proposed 2024/25 operating budget estimates are:

- Operating Deficit \$0.227 million
- Underlying Operating Deficit \$2.302 million
- Rate Revenue \$45.529 million
- Operating Revenue \$77.715 million
- Operating Expenditure \$77.942 million
- Depreciation and Amortisation \$16.282 million
- Asset Write-off and Disposal \$1.700 million
- Capital Expenditure \$26.9 million
- Cash Balance at 30 June 2025 \$29.6 million
- No new borrowings

This year's rates increase has been set at 5.95%. This increase means, on average, Glenorchy will continue to have some of the lowest rates per property of equivalent Local Government Areas in the state. The increase is also lower than other councils in the Greater Hobart Area.

It is municipal revaluation year and therefore the Valuer-General has revalued all properties in the City.

For those doing it tough, Council's [Financial Hardship Policy](#) continues to apply.

Council has committed to fully funding its renewal demand in transport, stormwater and property assets with a \$26.9 million Capital Works program. This ensures that the level of service provided to the community by our roads, footpaths, drainage, community buildings and recreation facilities is maintained.

## 2024/25 CAPITAL WORKS PROGRAM

Capital projects highlights for 2024/25 include:

- \$26.9 million in capital works
- Resurfacing more than 7km of roads
- Replacing more than 4km of footpaths
- Black spot projects at Grove Rd and Anfield St, Main Rd at Austins Ferry and Kensington St school crossing
- \$1.1 million on flood mitigation works
- \$1 million for parks and reserves, including the Claremont pump track
- \$450,000 for tracks and trails at Windermere Bay
- Continuation of work to repair and reopen the Glenorchy War Memorial Pool

Council has endorsed fees and charges for 2024/25, including waste management fees. All fees charged by council aim to balance the cost of delivering services with the community benefits those services provide. In some cases, fees also serve an additional purpose. For example, waste management fees are set to ensure that Council can provide a cost effective, high-quality service, and also encourage and incentivise separation of waste and extend the life of Council's landfill.

Council also adopted its Annual Plan for 2024/5-2027-8. The Annual Plan aligns with Council's Strategic Plan 2023-2032 and identifies actions that Council will undertake over the next four years to deliver on the community's goals and vision.

This is the second Annual Plan linked to this Strategic Plan. The Annual Plan maintains Council's commitment to building facilities and providing services that the community wants. The new program will build on the progress made in 2023/24 and will continue to put the community at the heart of Council's growth.

## KEY FOCUS AREAS FOR 2024/25

The 10 key focus areas for 2024/25 incorporated into the Annual Plan are:

1. Commence the project to repair and reopen the Glenorchy War Memorial Pool
2. Actively pursue external grant funding to support and deliver on strategic priority projects including Tolosa Park Stage B and the Glenorchy War Memorial Pool
3. Increase Council's tracks and trails network through the Berriedale-Windermere Foreshore Project
4. Complete the delivery of the federally funded sport and recreation projects at KGV Football Park and North Chigwell Junior Soccer Club
5. Redevelop the Claremont Pump Track and Skate ramp
6. Extend the Jackson Street landfill cell to increase Council's waste management capacity
7. Deliver programs to improve opportunities for our young people
8. Partner with government and community organisations to deliver programs that improve community safety and inclusion
9. Research and recommend an improved approach to tackle graffiti in our City
10. Support increased housing supply in the City through land release, proactive planning and advocacy

## STORMWATER SYSTEM MANAGEMENT PLAN

At its April meeting, Council adopted a Stormwater System Management Plan which comprehensively describes and addresses flood behaviours in the Glenorchy area. It also sets out several strategies for flood mitigation. Strategies cover large capital projects, as well as operational tasks such as maintenance of existing stormwater infrastructure including creeks and rivulets.

## CLIMATE CHANGE PLAN

At its May meeting, Council endorsed the Glenorchy City Council Climate Change Adaptation Plan, which was prepared with the support of the Regional Climate Change Initiative (RCCI). Council understands the importance of acting on climate change and sustainability, and recognises that the primary action it can take is to reduce its own greenhouse gas emissions, which the Plan supports.

I am proud of the work Glenorchy City Council has achieved in this quarter and cannot wait to see what the new Financial Year brings us!

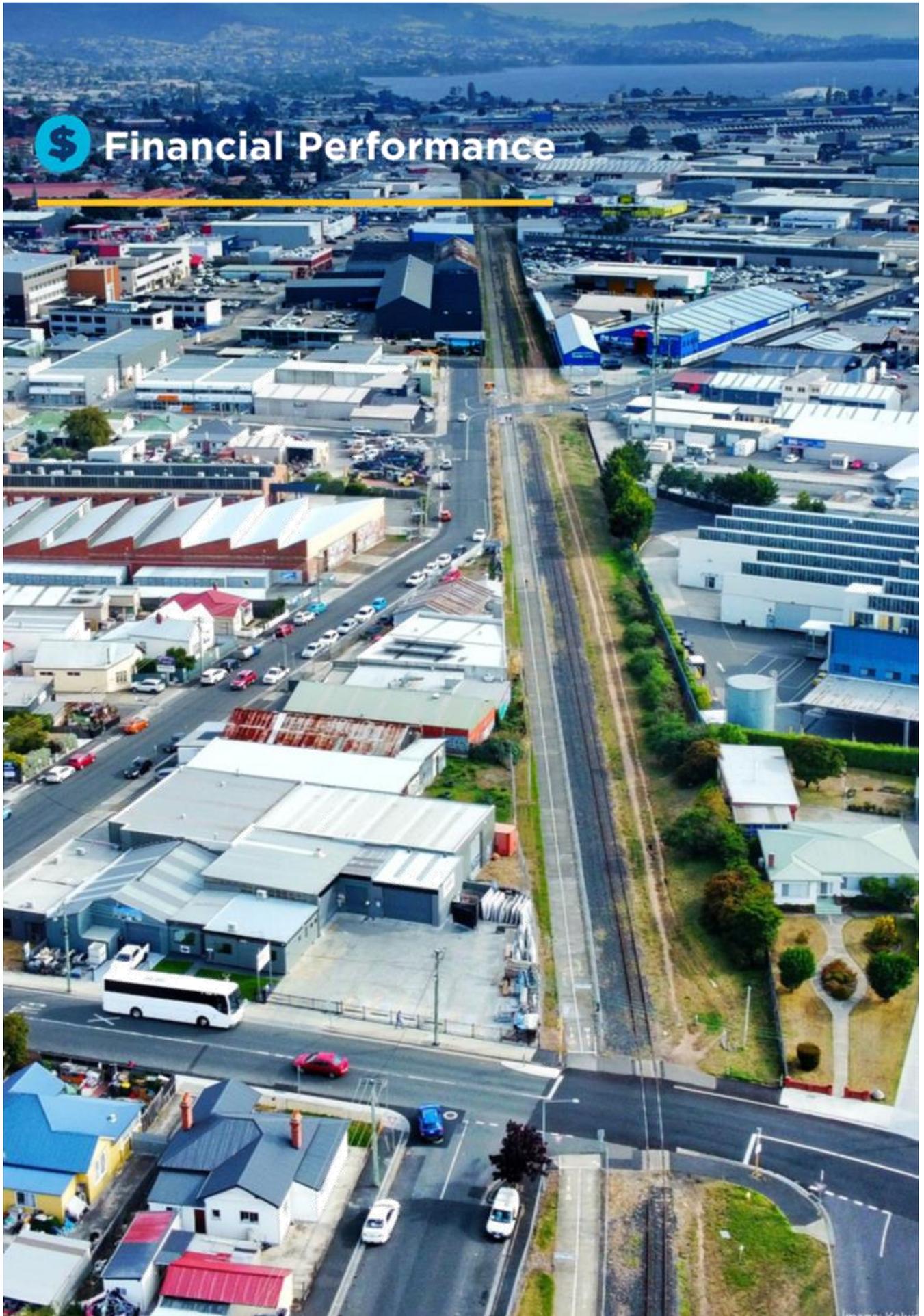
Tony McMullen

**General Manager**

July 2024



Image: Kelvin Ball



# Quarterly Financial Performance (Interim)

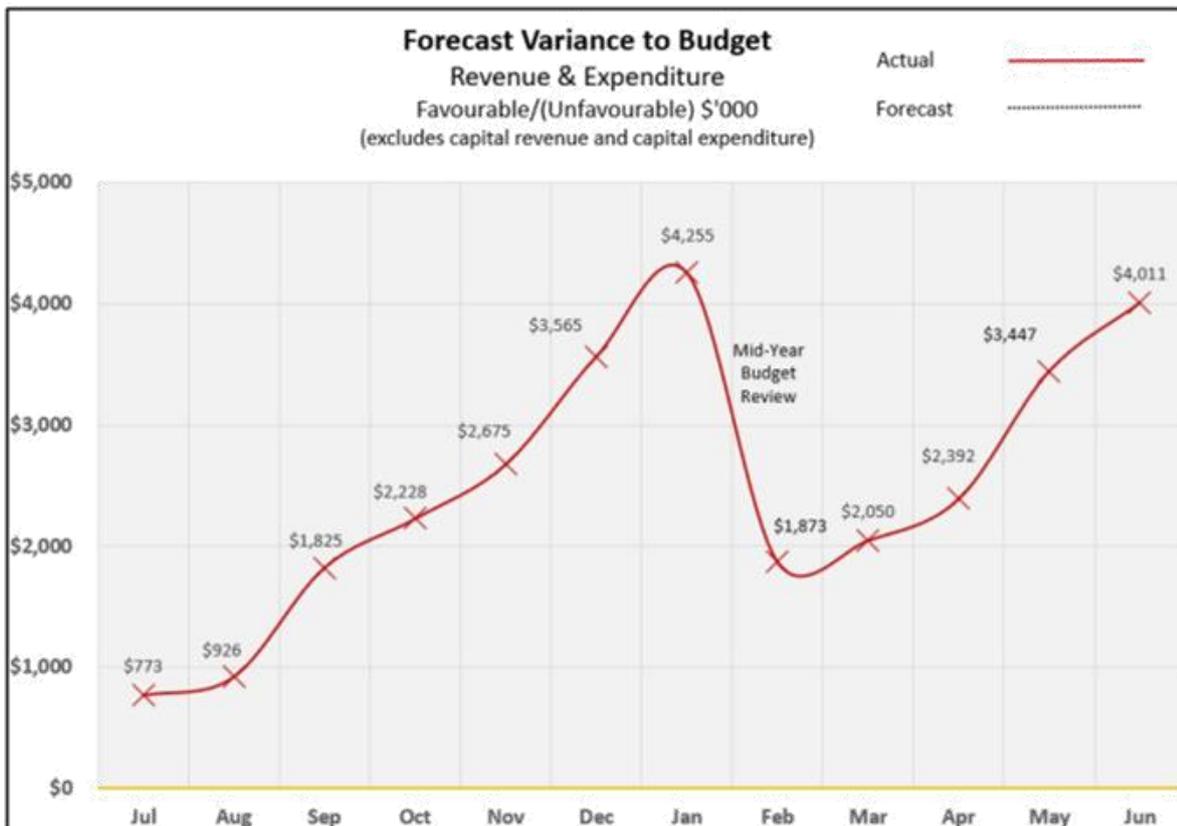
For the year ending 30 June 2024

## OPERATING SUMMARY

**Note: All actual operational Revenue and Expenditure figures in this report are interim and will not be finalised until completion of year end accounting adjustments and audit requirements for the 2023/24 financial year. It is expected there will be movement in both income and expenditure figures during the year end accounts finalisation process.**

Council's interim operating result at 30 June 2024 is \$4.011 million better than the budgeted position. The favourable variance is the combined result of \$1.745 million more revenue than budgeted and \$2.266 million less expenditure than budgeted.

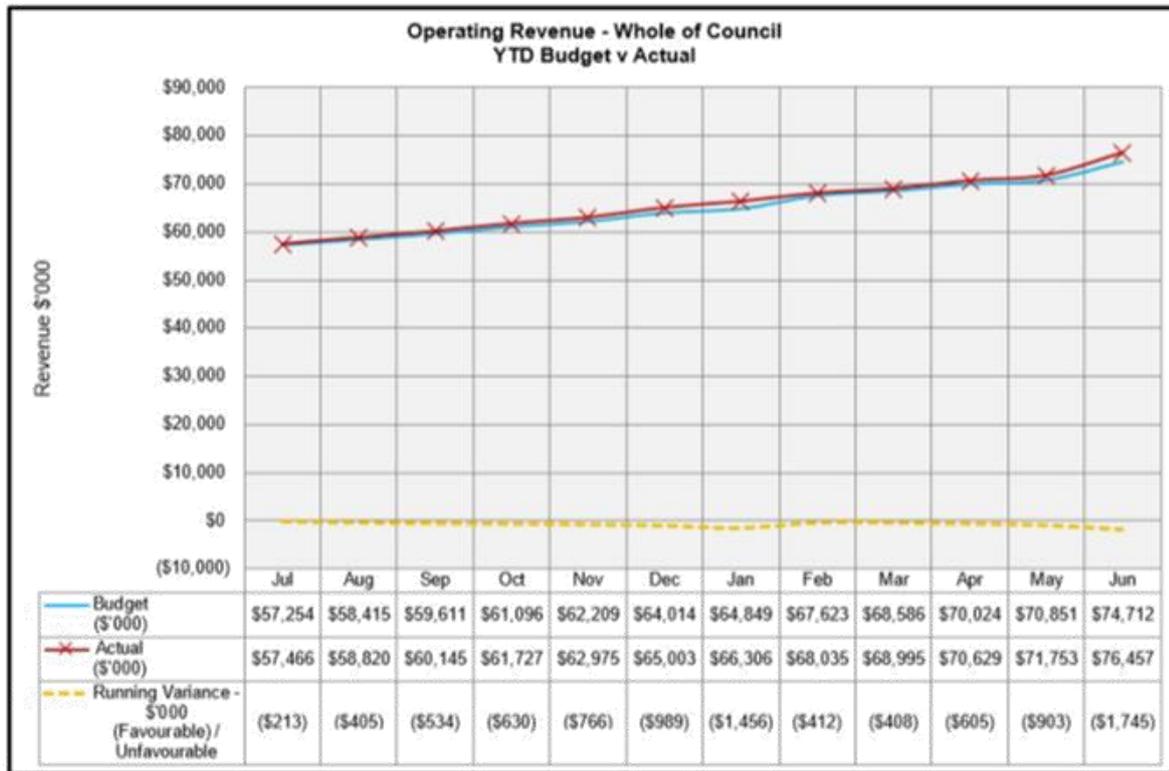
## OPERATING FORECAST TO 30 JUNE 2024



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

### OPERATING REVENUE

Interim operational revenue is \$76.457 million compared to a budgeted operational revenue of \$74.712 million. This represents a favourable result of \$1.745 million or 2.3% against budget.



Note: operational revenue does not include capital revenue or gain/loss on sale of assets but does include unspent grants received in the prior year.

#### NOTE 1 - RATES REVENUE

Materially in line with the annual \$49.488m budget, noting a \$41k variance.

#### NOTE 2 - USER CHARGES AND LICENCES REVENUE

Favourable against the annual \$14.595m budget by \$436k, noting increased other reimbursements \$295k and landfill user fees \$142k.

#### NOTE 3 - INTEREST ON INVESTMENTS

Favourable against the annual \$1.100m budget by \$787k, noting \$1.886m in interest has been received.

#### NOTE 4 - OPERATING GRANTS

Favourable against the annual \$6.757m budget by \$91k, noting increased childcare grants of \$318k less \$143k shortfall in the prepayment of the Federal Assistance Grant.

#### NOTE 5 - OPERATING CONTRIBUTIONS - MONETARY

Unfavourable against the annual \$41k budget by \$21k, noting no planning POS cash-in-lieu has been received to date and lower private stormwater connection applications.

**NOTE 6 - TASWATER INCOME**

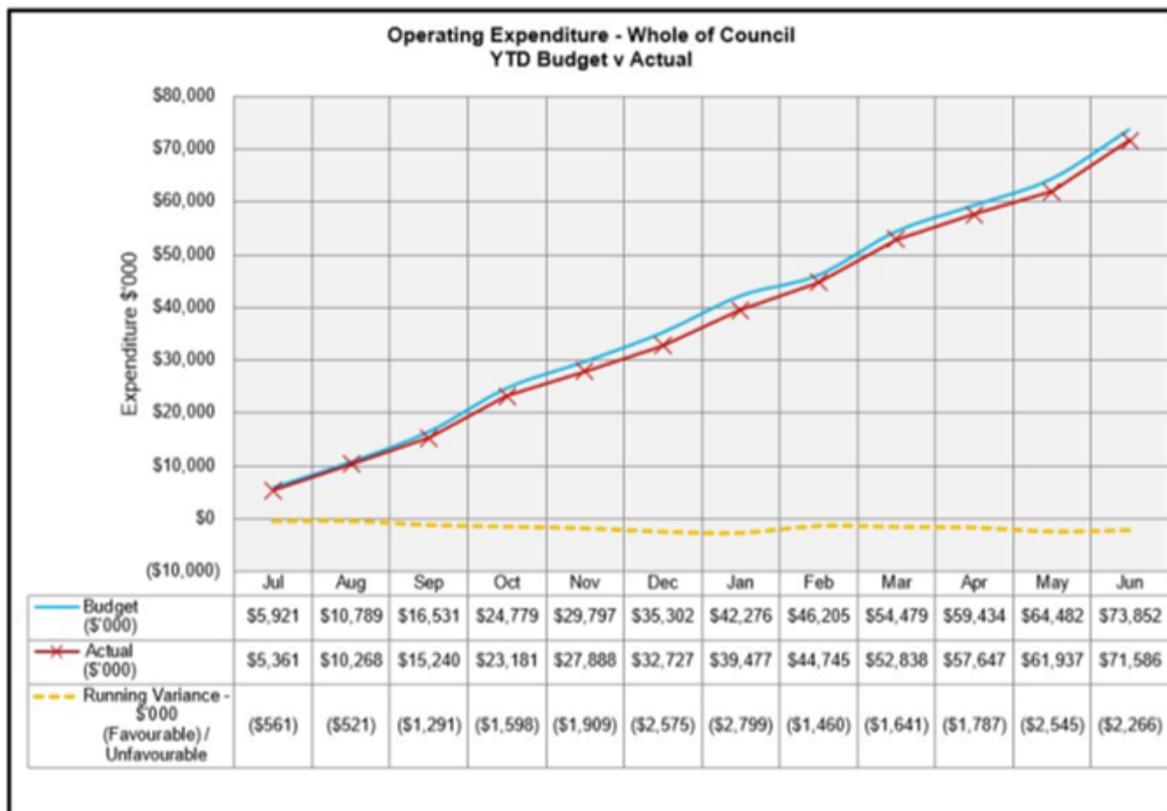
Favourable against the annual \$2.172m budget by \$434k, noting a special dividend was paid in June.

**NOTE 7 - OTHER INCOME**

Favourable against the annual \$559k budget by \$59k, noting \$56k childcare inclusion support subsidies have been received.

**OPERATING EXPENDITURE**

Interim operational expenditure is \$71.586 million compared to budgeted expenditure of \$73.852 million. This represents a favourable result of \$2.266 million or 3.1% against budget.



**NOTE 8 - EMPLOYMENT COSTS**

Materially in line with the annual \$28.069m budget, noting a \$157k variance.

**NOTE 9 - MATERIALS AND SERVICES EXPENDITURE**

Favourable against the annual \$18.777m budget by \$1.290m, noting delayed payments for the core information system replacement project \$1.143m, grant expenditure to be carried forward into next year \$279k and northern suburbs transit corridor contribution \$100k less municipal revaluation payments to date \$183k.

**NOTE 10 - DEPRECIATION AND AMORTISATION**

Favourable against the annual \$18.844m budget by \$0.912m, noting a final calculation will be undertaken for the 2023/24 annual accounts once all capitalisation of work in progress is completed.

**NOTE 11 – FINANCE COSTS**

Materially in line with the annual \$154k budget, noting a \$1k variance.

**NOTE 12 – BAD AND DOUBTFUL DEBTS**

The movement in the provision for bad and doubtful debts has been calculated at \$84k.

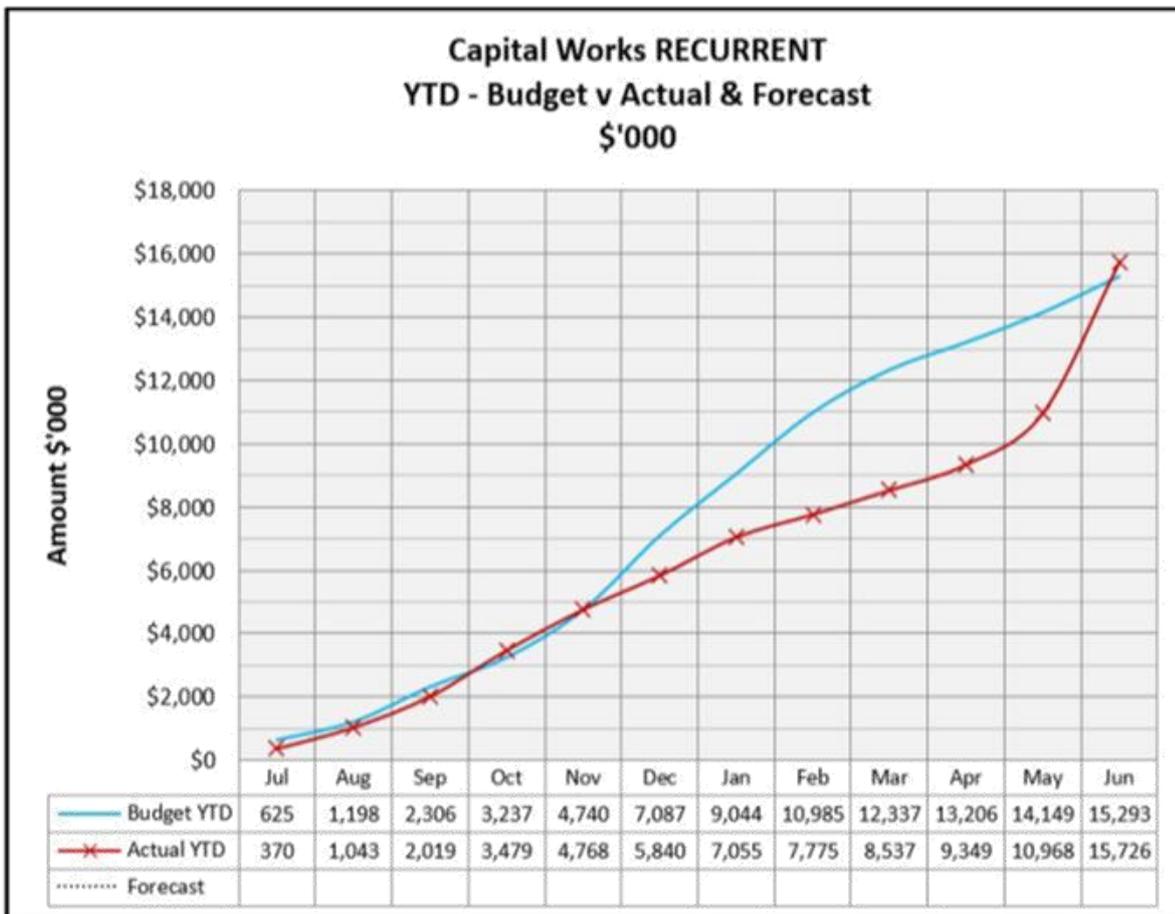
**NOTE 13 – OTHER EXPENSES**

Favourable against the annual \$8.007m budget by \$303k, noting a final lease calculation will be undertaken for the 2023/24 annual accounts to amortise fleet lease costs of \$372k.

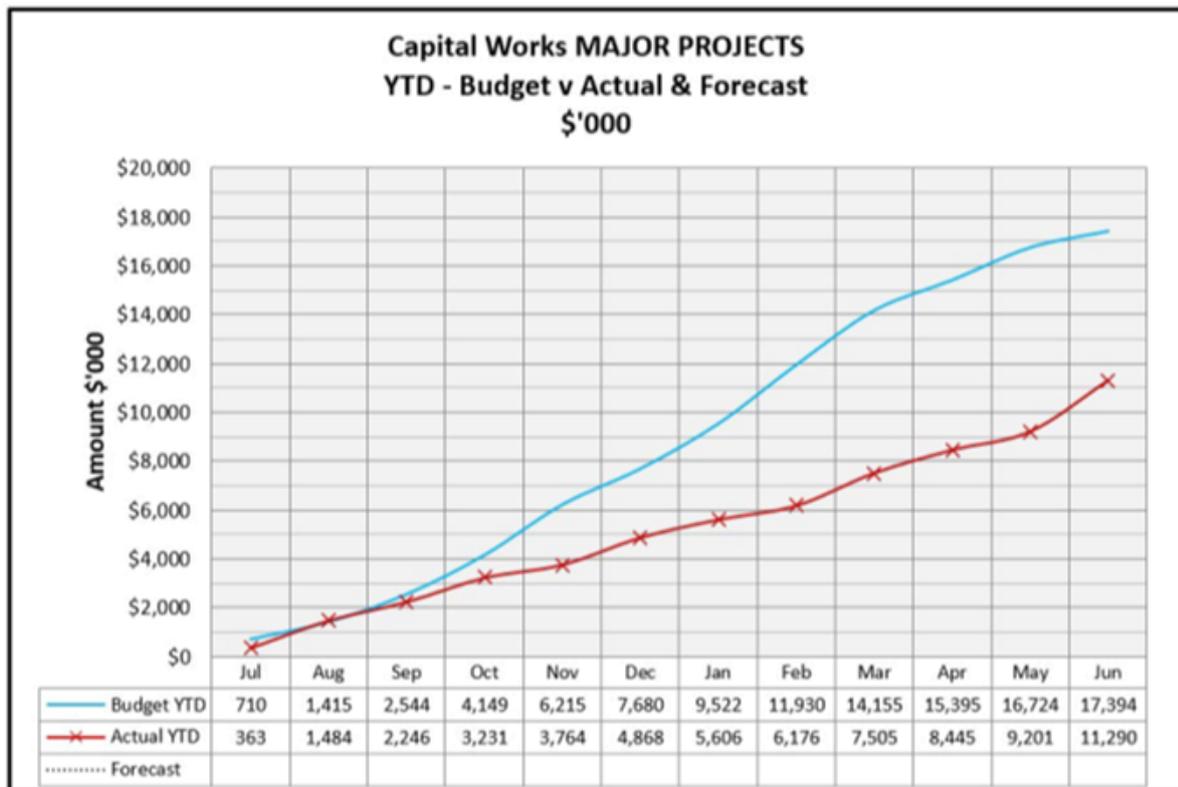
**CAPITAL WORKS**

Interim Capital Works expenditure is \$27.016 million against a combined annual budget of \$32.687 million. Expenditure at 30 June 2024 for Recurrent projects is \$15.726 million or 103% of the \$15.293 million annual budget. Major projects recorded expenditure of \$11.290 million or 65% of the \$17.394 million annual budget.

**CAPITAL PROGRAM – RECURRENT**



**CAPITAL PROGRAM – MAJOR GRANT FUNDED PROJECTS\***



\*The following projects form the Grant Funded / Major Projects capital works program:

Project	YTD Actual	ANNUAL Budget	ANNUAL Forecast
101059 - CSR - KGV Soccer - Design & Construction	\$1,987,764	\$2,500,000	\$1,877,887
101246 - Grant - Giblins Reserve Play Space	\$1,948,818	\$2,500,000	\$1,936,647
101250 - Grant - North Chigwell Football and Community Facility	\$1,096,361	\$4,000,000	\$613,164
101282 - Grant - Montrose Foreshore Park Skatepark	\$354,821	\$0	\$354,821
101517 - Upgrade Interchange Facilities at KGV Oval for GDFC	\$185,905	\$145,000	\$185,905
101518 - Upgrade to the Claremont Junior Football Clubrooms	\$0	\$0	\$0
101519 - New Lighting at Cadbury Oval	(\$107)	\$0	(\$107)
101536 - Tolosa Park Dam Rehabilitation	\$1,977,599	\$3,195,000	\$2,690,362
101767 - Relocation of Terry Street to Chambers	\$497,956	\$200,000	\$497,956
101914 - MP - Benjafield Playground Renewal	\$1,272,429	\$1,234,138	\$1,272,429
101915 - Grant - Playground Renewal - Federal	\$1,210,642	\$1,680,748	\$924,295
101916 - Benjafield Childcare Centre Stage 1 - Sleep Area	\$86,640	\$700,000	\$82,580
101917 - Benjafield Childcare Centre Stage 2 - Amenities	\$0	\$580,000	\$0
101930 - Eady St Sportsfield Lighting	\$127,020	\$0	\$127,020
101931 - Mountain Bike Renewal	\$245,639	\$0	\$245,639
101953 - Municipal Revaluation 2024	(\$19,750)	\$395,000	\$395,000
101954 - Multicultural Kitchen	\$122,835	\$164,000	\$164,343
101956 - Cadbury Changerooms	\$195,131	\$100,000	\$195,131
<b>TOTALS</b>	<b>\$11,289,702</b>	<b>\$17,393,886</b>	<b>\$11,563,073</b>

## NON-OPERATING REVENUE

### NOTE 14 – CONTRIBUTIONS – NON MONETARY ASSETS

Non-monetary asset contributions of \$1.978m have been received to date against an annual budget of \$3.500m. Additional assets will be realised during preparation of the 2023/24 annual accounts.

### NOTE 15 – GAIN OR LOSS ON DISPOSAL OF FIXED ASSETS

Disposal of assets have recorded a loss of \$1.019m against a budgeted loss of \$418k through:

- Derecognition \$823k
- Net sale proceeds \$10k
- Land sale preparations \$185k

Additional gains or losses will be realised during preparation of the 2023/24 annual accounts.

### NOTE 16 – CAPITAL GRANTS

Capital grants of \$9.210m have been received against an annual budget of \$11.971m. Delayed grant claims for the North Chigwell Sports Ground \$1.2m and Playground Renewal \$1.5m will be carried forward to next year.

### NOTE 17 – CAPITAL CONTRIBUTIONS – MONETARY

Favourable against the annual \$149k budget by \$22k, noting two unbudgeted contributions of \$19k and \$3k have been received.

## NON-OPERATING EXPENDITURE

### NOTE 18 – ASSETS WRITTEN OFF

Assets of \$609k have been written off to date against an annual budget of \$1.920m. Additional assets will be written-off during preparation of the 2023/24 annual accounts.

## CASH AND INVESTMENTS

At 30 June 2024, restricted and unrestricted funds totalled \$34.560m compared to \$35.055m for the same period last year. The funds are classified as follows:

10001 - Operating Account	\$5,086,629
10002 - Developer Contributions	\$265,947
10010 - Term Deposits	\$28,189,686
10012 - Cash Floats	\$4,000
10023 - Property Disposals Reserve	\$626,115
10024 - Special Projects Reserve	\$173,090
10025 - Open Space in Lieu Reserve	\$214,060

The relatively small decrease from last year's total is partly the result of the transition to a surplus budget by 2025/26 as outlined in the Long Term Financial Management Plan.

## RATES COLLECTIONS

At 30 June 2024, Rates collected totalled 1.73% compared to 1.40% in the prior year. This years collection is an excellent result despite difficult economic conditions and the movement of the final instalment date from March to May which reduces the available time to collect overdue rates.

## STATEMENT OF COMPREHENSIVE INCOME

### Glenorchy City Council

#### Interim Financial Report

#### Statement of Comprehensive Income to 30 June 2024

Year-to-Date (YTD)	Note	2024 Budget \$'000	2024 Actual \$'000	2023 Actual \$'000	2024 Variance Actual to Budget
<b>Operating Revenue</b>					
Rates	1	49,488	49,447	45,833	▼
User charges and licences	2	14,595	15,031	13,936	▲
Interest	3	1,100	1,887	1,208	▲
Grants	4	6,757	6,848	6,519	▲
Contributions - cash	5	41	20	46	▼
Investment income from TasWater	6	2,172	2,606	2,606	▲
Other income	7	559	619	458	▲
<b>Total Operating Revenue</b>		<b>74,712</b>	<b>76,457</b>	<b>70,605</b>	▲
<b>Operating Expenditure</b>					
Employment costs	8	28,069	28,226	25,401	▲
Materials and services	9	18,777	17,486	19,380	▼
Depreciation and amortisation	10	18,845	17,933	15,207	▼
Finance costs	11	154	153	120	▼
Bad and doubtful debts	12	-	84	-42	▲
Other expenses	13	8,008	7,704	8,577	▼
<b>Total Operating Expenditure</b>		<b>73,852</b>	<b>71,586</b>	<b>68,643</b>	▼
<b>Total Operating Surplus/(Deficit)</b>		<b>860</b>	<b>4,871</b>	<b>1,962</b>	▲
<b>Non-Operating Revenue</b>					
Contributions - non-monetary assets	14	3,500	1,979	3,575	▼
Net gain/(loss) on disposal of property, infrastructure, plant, and equipment	15	-418	-1,019	-1,425	▼
Capital grants received specifically for new or upgraded assets	16	11,972	9,210	8,018	▼
Contributions - Monetary	17	128	150	-	▲
<b>Total Non-Operating Revenue</b>		<b>15,182</b>	<b>10,319</b>	<b>10,167</b>	▼
<b>Non-Operating Expense</b>					
Assets written off	18	1,920	609	754	▼
<b>Total Non-Operating Expense</b>		<b>1,920</b>	<b>609</b>	<b>754</b>	
<b>Total Surplus/(Deficit)</b>		<b>14,121</b>	<b>14,582</b>	<b>11,376</b>	▲

## STATEMENT OF FINANCIAL POSITION

Glenorchy City Council Interim Financial Report Statement of Financial Position to 30 June 2024	30 June 2024 \$'000	30 June 2023 \$'000
<b>Asset</b>		
<b>Current assets</b>		
Cash and Cash Equivalents	6,370	7,395
Trade and Other Receivables	4,133	2,131
Inventories	163	118
Assets Classified as Held for Sale	2,082	1,197
Contract Assets	13	137
Current Investments	28,190	26,325
Other Current Assets	733	673
<b>Total Current Assets</b>	<b>41,683</b>	<b>37,976</b>
<b>Non-Current Assets</b>		
Property, Infrastructure, Plant and Equipment	858,941	859,308
Investment in Water Corporation	168,374	168,374
Intangible Assets	-	-
Right of Use Assets	1,529	1,529
Other Non-Current Assets	12,302	9,569
<b>Total Non-Current Assets</b>	<b>1,041,146</b>	<b>1,038,780</b>
<b>Total Assets</b>	<b>1,082,828</b>	<b>1,076,756</b>
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Trade & Other Payables	6,751	4,446
Provisions	5,562	4,710
Borrowings	-	637
Trust Funds and Deposits	733	615
Lease Liabilities	559	559
Contract Liabilities	1,412	2,656
Other Liabilities	-	-
<b>Total Current Liabilities</b>	<b>15,016</b>	<b>13,624</b>
<b>Non-Current Liabilities</b>		
Provisions	7,810	7,536
Borrowings	534	984
Lease Liabilities	1,037	1,037
<b>Total Non-Current Liabilities</b>	<b>9,381</b>	<b>9,558</b>
<b>Total Liabilities</b>	<b>24,398</b>	<b>23,181</b>
<b>Net Position</b>	<b>1,058,431</b>	<b>1,053,574</b>

## ADJUSTMENTS TO AMOUNTS PREVIOUSLY REPORTED

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



# GCC Annual Plan Measures

## MAKING LIVES BETTER

*Percentage of direct Council operational expenditure on priority community services (parks, playgrounds, urban services, asset maintenance and community development and welfare programs).*

### PERCENTAGE OF DIRECT EXPENDITURE ON PRIORITY COMMUNITY SERVICES

1 July to 30 June 2024

Program	Targeted Expenditure	Employee Effort	Total Direct Expenditure	Percentage of Total Direct Expenditure	Annual Budget	Percentage of Program Annual Budget Spent
Bushfire Mitigation	\$156,164	\$223,387	\$379,551	2.73%	\$555,648	68.31%
Childcare	\$244,511	\$2,337,886	\$2,582,397	18.57%	\$2,900,406	89.03%
Community Development	\$444,268	\$672,365	\$1,116,633	8.03%	\$1,415,614	78.88%
Community Engagement	\$163,058	\$311,770	\$474,828	3.41%	\$532,370	89.19%
Community Recognition	\$7,382	\$36,779	\$44,161	0.32%	\$54,103	81.62%
Environment	\$86,463	\$315,543	\$402,006	2.89%	\$773,370	51.98%
Glenorchy Jobs Hub	\$174,682	\$376,226	\$550,908	3.96%	\$650,000	84.76%
Moonah Arts Centre	\$188,485	\$480,039	\$668,524	4.81%	\$724,998	92.21%
Parks & Recreation	\$635,440	\$1,307,685	\$1,943,126	13.97%	\$2,130,173	91.22%
Roads & Stormwater	\$1,329,926	\$1,334,111	\$2,664,037	19.15%	\$2,820,521	94.45%
Urban Services	\$835,961	\$1,011,399	\$1,847,360	13.28%	\$1,861,942	99.22%
Vegetation Control	\$569,320	\$666,059	\$1,235,380	8.88%	\$1,301,452	94.92%
<b>Total Direct Expenditure - Priority Community Services</b>	<b>\$4,835,661</b>	<b>\$9,073,250</b>	<b>\$13,908,910</b>	<b>100%</b>	<b>\$15,720,688</b>	



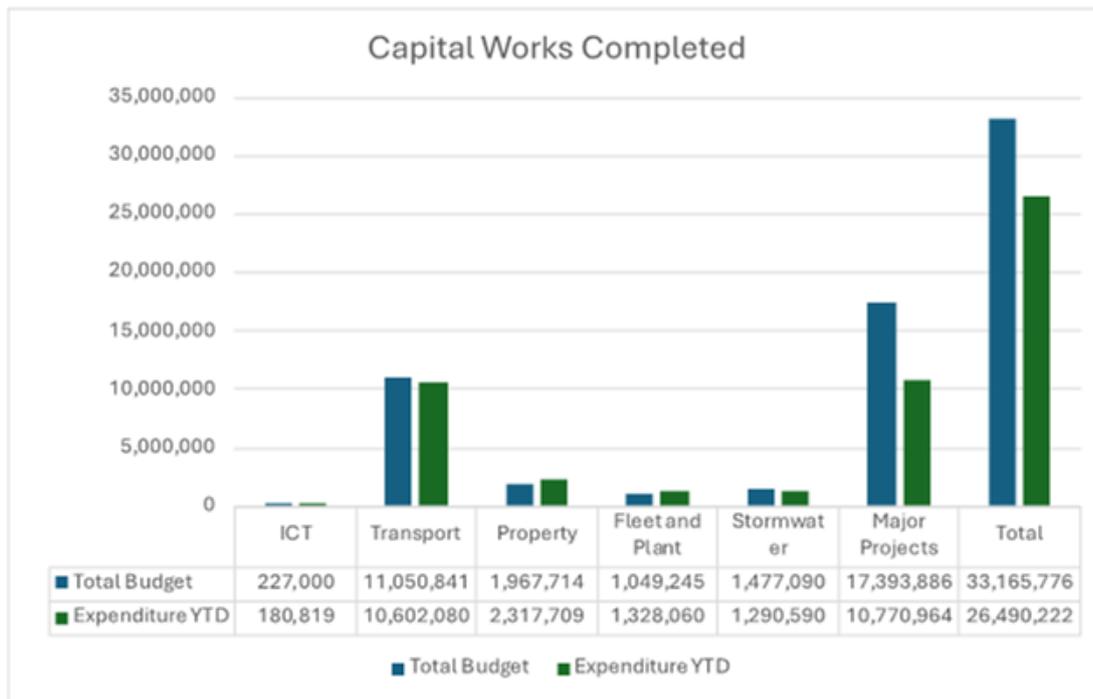
Image: Kelvin Ball

*Percentage of capital works expenditure actual to budget.*

Council’s Capital Works program has an annual budget for this year of \$33.2 million. At the end of Quarter 4, Council’s expenditure on its normal body of capital works was completely expended (100%). There was a minor overspend in the normal capital works program, due to a large amount of property and road works occurring in the month of June which exceed forecasts. The majority of all road, footpath, bridge, stormwater and property renewal works that had been planned for this financial year were completed, as well as a number of additional projects

Council is undertaking a large program of grant funded major projects, which involves some major sporting facility redevelopments. The scope and size of these projects is a resource intensive process.

Council is continuing to experience delays in the supply of materials and contract services due to market constraints, increases in construction costs and the availability of contractors, due to a buoyant and heated construction market. 62% of expenditure has been spent against original budgets, however it was already forecast that \$6M would not be spent under Major Projects in the 23/24 financial year and the expenditure has been included in the 2024/25 capital program. This includes funding for the North Chigwell Football and Community Facility and KGV Soccer Project.



### Number of customers receiving services through Council partners

During the quarter Council has developed and maintained a number of key partnerships to deliver services to the community.

These partnerships include:

- Police Citizens Youth Club (PCYC) - The PCYC report that services are provided to a core group of 194 people with occasional support provided to others.
- 26TEN and Digital Literacy - Just over 200 people have participated in 40+ programmes/workshops/events during the April to June 2024 period.
- Mission Australia Youth Beat program - The Youth Beat program has had 10 sessions engaging with young people aged between 8 and 18 years during the last quarter.
- Full Gear Motorbike Safety program, including marketing campaign for young people, delivered at Karadi June 2024.
- 180 students engaged at primary schools in the B-Kinder program.

### Amount of advocacy undertaken on community priorities

- *Number of mayoral advocacy letters and deputations*

Date of letter	Correspondence to	Subject	Author
18 April 2024	The Rt Hon Lord Mayor of Hobart Cr Anna Reynolds	River Line of Hobart - Children's Mayor Submission	Sue Hickey Acting Mayor
22 April 2024	The Hon. Jeremy Rockliff MP Premier of Tasmania cc. The Hon. Nic Street, Minister for Finance	Funding to repair and reopen the Glenorchy War Memorial Pool	Sue Hickey Acting Mayor and all Elected Members
23 April 2024	The Hon. Eric Abetz MP	Foreshore Road and Brooker Highway Traffic Signals	Sue Hickey Acting Mayor
14 May 2024	Ben Smith CEO, Basketball Tasmania	Basketball Infrastructure, Glenorchy Municipal Area	Sue Hickey Acting Mayor
6 June 2024	The Hon. Eric Abetz MP	Intersection of Foreshore Road, Brooker Highway and Duncan Street	Sue Hickey Acting Mayor and all Elected Members

### Number of Council submissions on policy and legislation reviews

There were no submissions on policy and legislation reviews for this quarter.

### Council land released for housing development and social housing projects.

Large residential zoned property at 23A Norman Circle, Glenorchy has been sold. Two residential zoned properties at 11 and 11a Nielson Drive, Montrose are currently listed for sale.

*Number of rezoning amendments prepared to increase capacity for housing.*

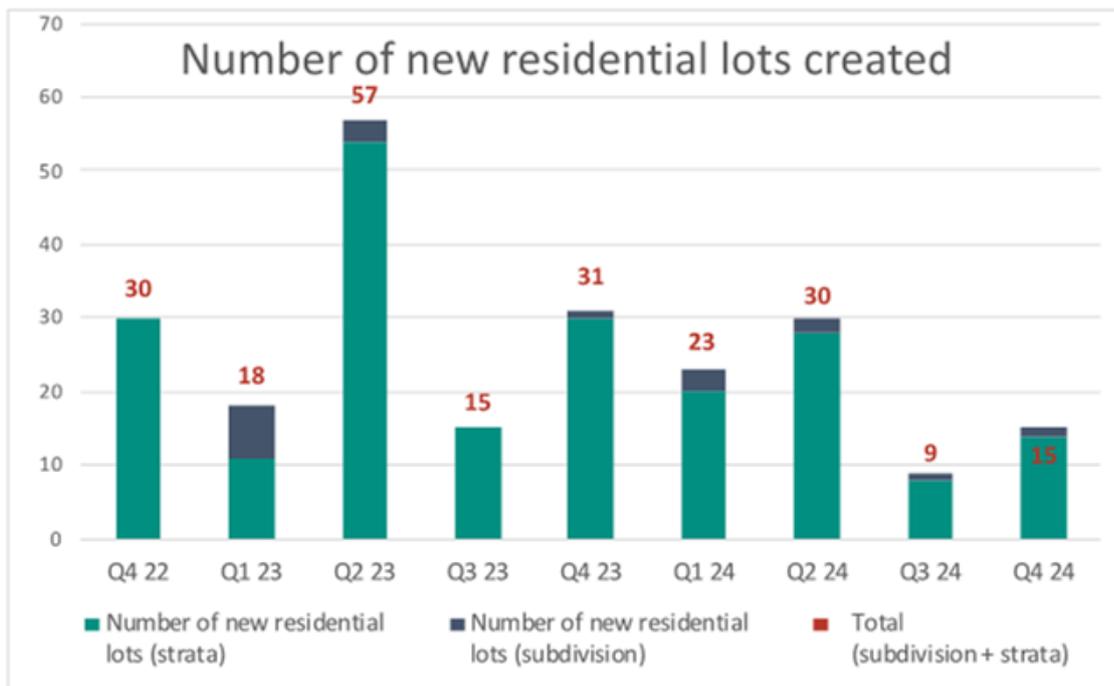
The Mill Lane Precinct specific area plan has undergone formal statutory consultation, with the merits of the representations received being considered at the Glenorchy Planning Authority on Monday 8 July 2024. The amendment proposes to rezone the land within the Mill Lane Precinct to an Urban-Mixed Use Zone so existing business can stay while providing opportunities for well-designed apartments close to the Glenorchy CBD.

A planning scheme amendment has been lodged for the Royal Agricultural Society of Tasmania showgrounds to facilitate redevelopment of the site to accommodate residential development. The application is not yet valid due to owner consent requirements however a letter explaining the additional information required was sent to the applicant on 4 June 2024 and a meeting held with them to discuss the issues raised.

Work on the review of the Regional Land Use Strategy continues, with officers participating in workshops and reviewing proposed methodology that will assist in developing growth management strategies (including for residential development)

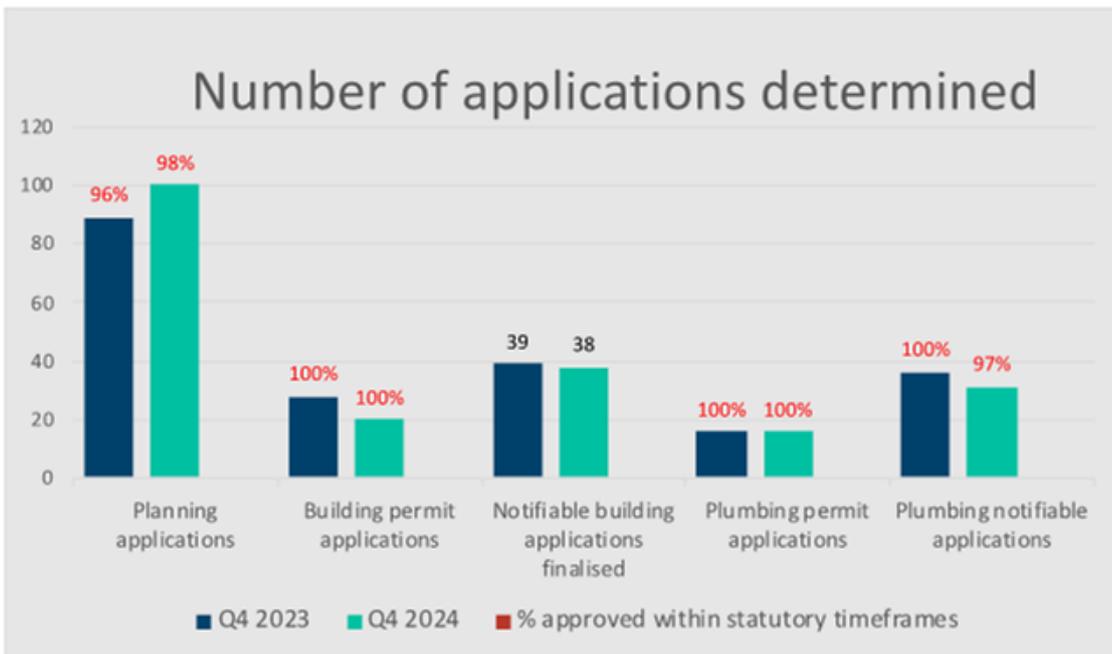
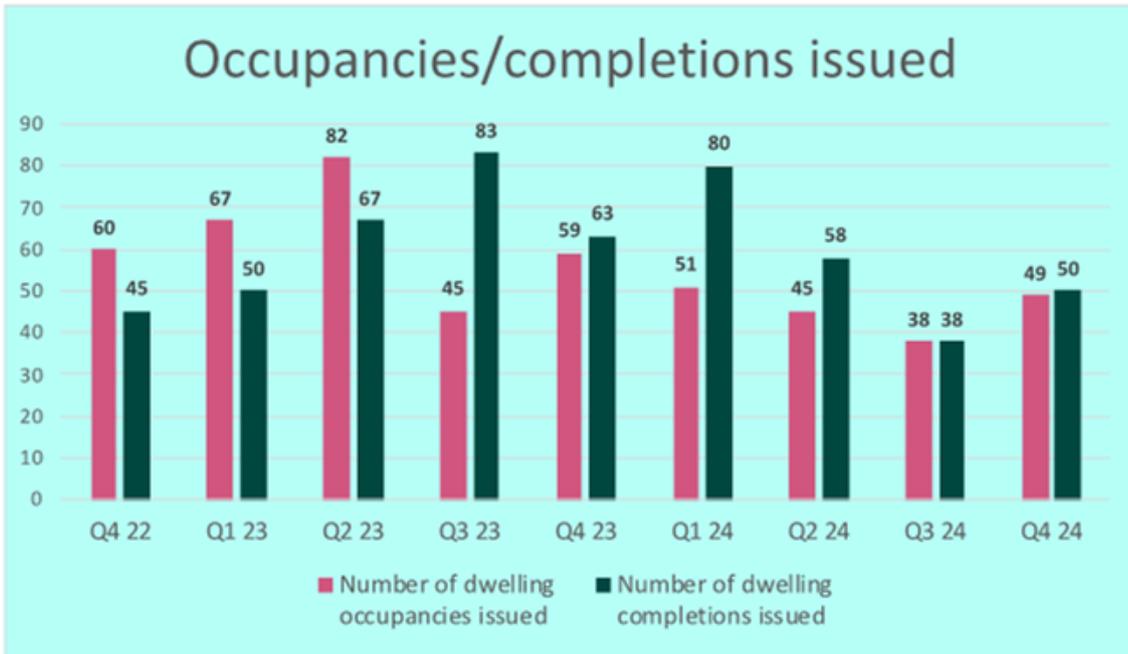
*Number of new residential lots created.*

The number of new residential lots created by subdivision for Q4 was 1 which is similar to previous quarters, with the exception of Q2 where 72 new lots were created. Fourteen strata lots were also created in Q4 bringing the total number of lots created for FY24 to 154, which is higher than the two previous years.



*Number of dwelling completions.*

Application numbers have risen marginally over the last few months. This has contributed to a slightly higher number of completions, and only 5 less than last year. The completion statistics now fall in line with the occupancy statistics due to an increase in officer follow up on applications.



*Status of the Northern Suburbs Transit Corridor project*

Council officers and the General Manager, continue to work with the City of Hobart and State Government through the Northern Suburbs Transit Corridor Masterplan Steering Committee to advance the planning for the corridor, including consideration of a Growth Strategy for the Corridor and development of a brief for an Employment Lands Study.

### BUILDING IMAGE AND PRIDE

*Person hours of security patrolling as engaged by Council.*

620 hours of security patrolling Glenorchy CBD were recorded during the quarter.

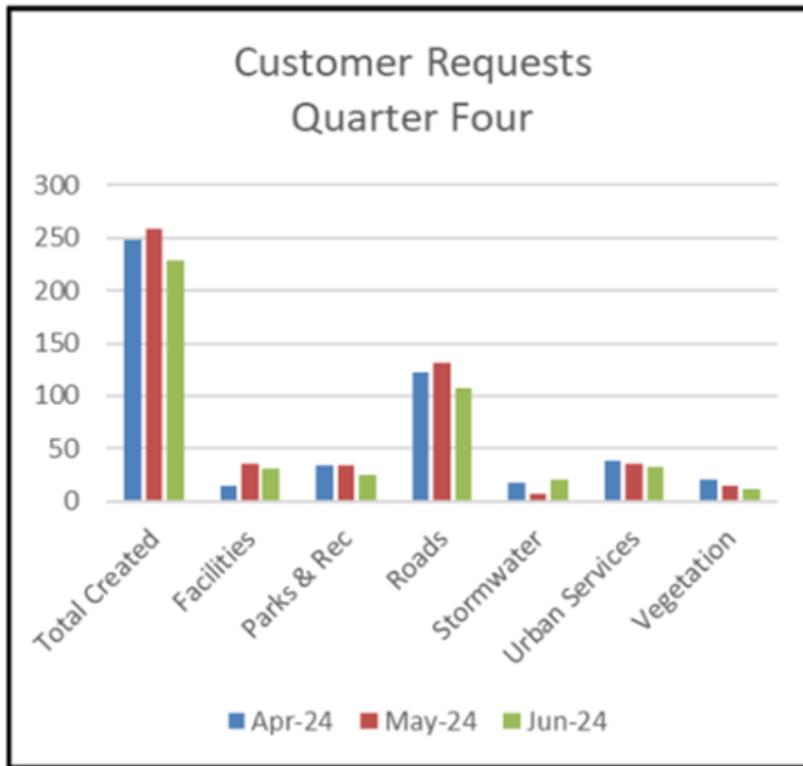
*Number and type of Police and Community Youth Club (PCYC) contacts*

From April 2024 to June 194 PCYC engagements were recorded.

*Number of meetings with Glenorchy Police Inspector with Mayor / GM*

During the quarter, three meetings were held between the Glenorchy Police Inspector, Mayor and General Manager.

In addition, the Glenorchy Police Inspector attended a Council Workshop during the quarter.



*Frequency of principal activity centre cleaning activities and municipal street sweeping.*

CBD:

- Footpath cleansing conducted quarterly
- Street sweeper attends CBD weekly and has a continuing city wide program
- CBD litter collected daily

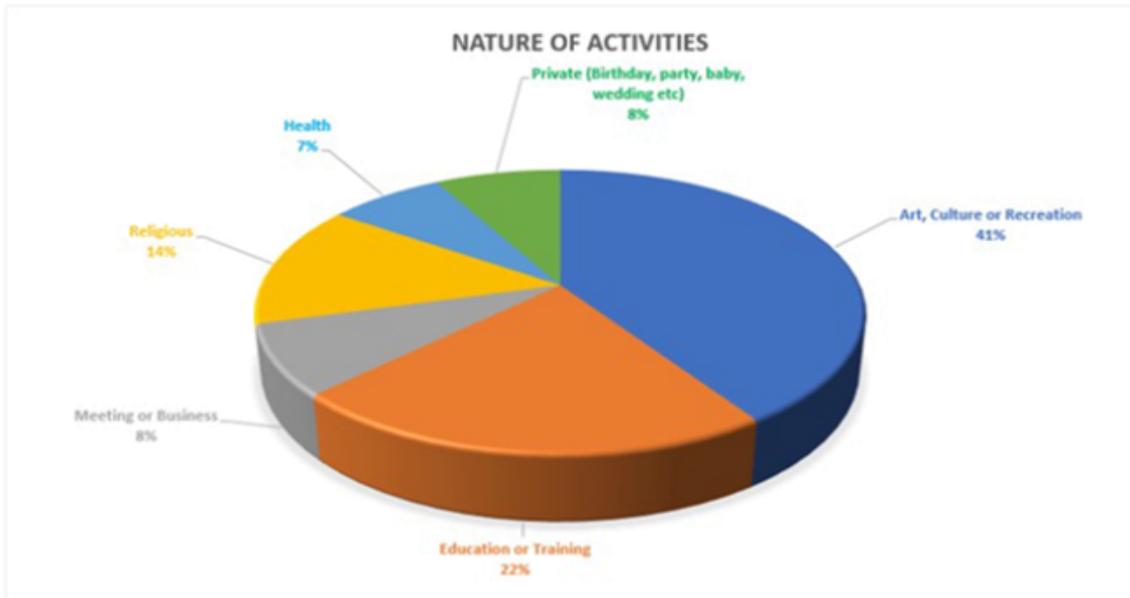
*Visitation at the Moonah Arts Centre and attendance at other Council-run Arts events.*

Over the April to June quarter, 7,771 people attended Moonah Arts Centre:

- April - 2,532
- May - 3,024
- June - 2,209

### Visitation at the Multicultural Hub.

150 bookings were made at the Multicultural Hub in the quarter with 5380 people visiting the Hub.



### Overall estimated attendance at civic events (Citizenship Ceremonies, ANZAC Day Memorial, Community and Volunteer Awards).

Council hosted its second Citizenship Ceremony for 2024 on 16 April, where 56 conferees from 14 countries became Australian Citizens. A total of 120 guests, including new citizens, their friends and family, elected members, and special guests attended the ceremony.

On 25 April, Council delivered its annual ANZAC day service on the Council Forecourt Lawns. Approximately 250 people attended.

On 23 May, the Community and Volunteer Awards ceremony was held in the Derwent Room of MyState Bank Arena. There were 8 major award winners and 29 volunteers recognised for their efforts. 135 guests attended the ceremony.

### Number of Reflect Reconciliation Action Plan actions implemented.

5 Action are now implemented. 9 Actions are now completed, and 7 actions ongoing.

## OPEN FOR BUSINESS

### Number and types of engagement with Glenorchy businesses.

Glenorchy Business Forum was held on 7 May 2024, attended by various business owners and operators.

### Council Customer Service Satisfaction Rating (> 75%) - Contact and Guidance.

Council's Customer Satisfaction (CSAT) Score for the fourth quarter of 2023/24 is 87.9%. This score was calculated from 827 responses received from customers via after-call, e-mail signature and tablet surveys.

### Number of Breaches or formal complaints received.

For this quarter, the Customer Service Centre answered 84% of the 7,604 calls received within 1 minute and completed 95% of the 4,618 enquiries at the front counter, in under 5 minutes. Council has responded to 6 (100%) of the 6 complaints received this quarter, within 10 days.

Unfortunately, according to our data, only 50% of the 831 call-back requests were returned by the end of the next business day. This is an area we can improve upon, however we are somewhat restricted by our core system in both completing the requests and reporting on them, so accuracy of this statistic can vary. Once our new corporate system is live, this figure is expected to become more accurate, and it is predicted to show a higher percentage.

#### *Number of job placements through the Glenorchy Jobs Hub by type (casual, permanent etc.).*

A total of 1322 positions have been filled and 1,775 Job Seekers have registered with the Jobs Hub since August 2021.

#### *Status of structure plans for northern suburbs growth areas.*

Council is awaiting further information/activity from the applicant for the Granton greenfield development (rezoning). No further work can be done until this is received.

#### *Number of actions delivered from the Glenorchy Parking Strategy*

During the quarter, progress on the Glenorchy Parking Strategy is as follows:

- Develop Parking Plan – 75% complete
- Develop Cash -in-lieu Policy – 75% complete

## **LEADING OUR COMMUNITY**

#### *Number of community engagements completed by type.*

There are 1677 people registered on the Let's Talk site (40 new registrations during Q4). Let's Talk, Glenorchy received 3510 visits during Q4:

- 2581 aware participants visited at least one page
- 1059 informed participants viewed a video or photo, downloaded a document, visited multiple project pages, contributed to a tool
- 290 engaged participants participated in surveys or quick polls, contributed to ideas

There were four external engagement projects during Q4:

- GCC Climate Change Mitigation Plan
- Claremont Skatepark/Pumptrack Project
- Mill Lane Precinct Review
- New Planning Controls for Prince of Wales Bay

All four engagements are considered as crossing the "Inform" and "Consult" levels on the Spectrum of Public Participation.

All engagement projects sit at a Level 4 on the Level of Impact Scale (Lower Impact LGA).

There were no internal engagement projects during Q4.

Non-GCC engagements shared via Council's online engagement platform included:

- What's On at the Glenorchy Library
- Local Government Review
- CCYP Program

Ongoing projects include Reconciliation Action Plan, Council Land Disposals, Community Yarns and Pop-Ups and Youth Consultation.

During Q4 a Community Pop Up was held on the 11 April, a Yarn was held on 21 May and Pop Up was held on the 28 June. A budget information session was held on the 12 June.

Youth Consultation Activities:

- Chalk Drawing in Benjafield Park was conducted on the 13 May.
- Anonymous Survey at the Cops vs Youth basketball match on the 29 May.

The first open council workshop 'Looking back to look forward' was delivered by Dr Lisa was promoted on Let's Talk.

Claremont Community Library visitors:

- April - 49 members, 8 visitors
- May - 77 members, 19 visitors
- June - 75 members, 16 visitors

*Number of Council initiatives being undertaken on community safety, access, housing and electronic gaming machines.*

- Council Staff together with PCYC and Mission Beat delivered youth engagement activities every weekday in the CBD.
- Mission Australia (Youth Beat) delivers youth engagement activities on Council Lawn every Monday during school terms and have now added extra days each week.
- 1 x 8-week Full Gear Motorbike Safety program, including marketing campaign for young people delivered at Karadi.
- Access and Inclusion Committee established and held its first meeting.
- Meetings held with Wesley LifeForce have progressed and intervention training for the community is now booked.
- B-Kinder program is now implemented into our Child Care services as well as two local primary schools.

*Number of resolutions made by Council / Proportion of Council decisions made in open meetings*

The Council made 122 decisions this quarter, of which 102 were made in open Council.

*Number of engagements with strategic partners and peak bodies*

Throughout the quarter, the communities area was very active with significant engagement from various partners and organisations. This included Working it Out, Karadi, Glenorchy Library, and Metro Tas, as well as Mates 4 Mates, Reconciliation Tasmania, Youth Beat, Jobs Hub, Eureka Clubhouse, Salvation Army, and many others. In total, over 37 individual partners and organizations were involved during the quarter.

*Metres of fire tracks maintained.*

Approximately 55km of fire trails have been maintained to specification.

*Number of storm water pits installed.*

To the end of Q4, 156 stormwater pits were installed.

*Metres of pipe and drains installed.*

To the end of Q4, 2.35km of pipes and drains were installed including gravity mains, open drains and sub soil drains.

217 property connections have also been installed.

**EMERGENCY MANAGEMENT ORGANISATION PREPAREDNESS.**

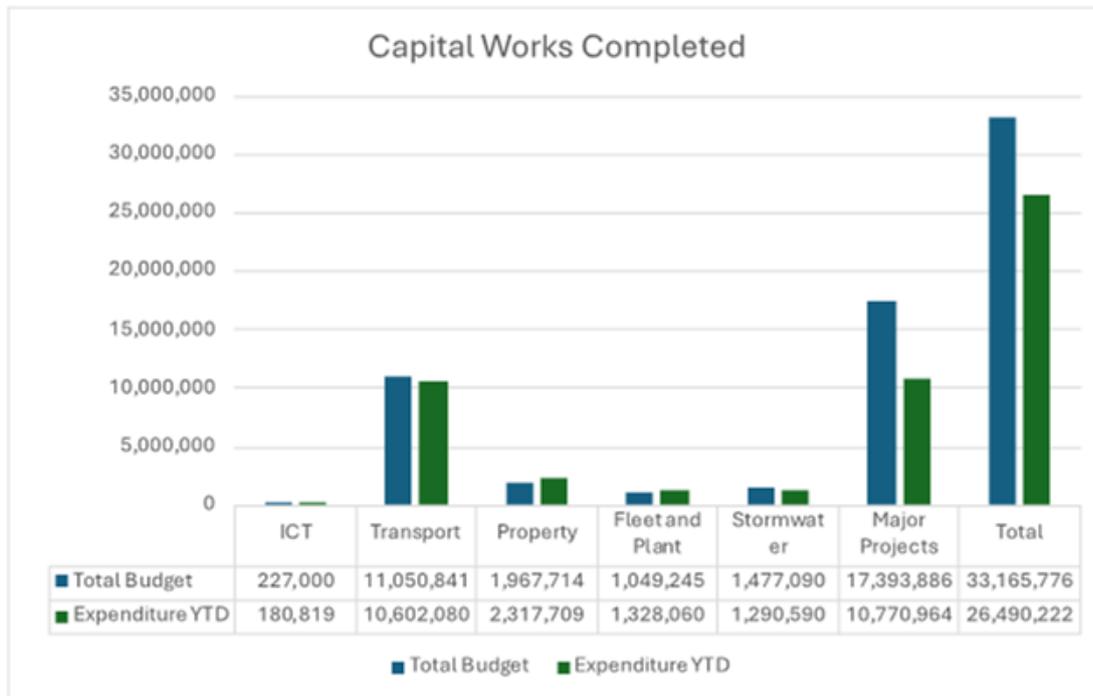
The Council's Flood Response Plan has been reviewed and updated. Both the Municipal Emergency Management Coordinator and Recovery Coordinator have completed their Person Centred Emergency Preparedness Training (P-CEP) and are working with the SES to design workshops assisting persons with a disability prepare for an emergency.

*Percentage of recurrent capital works program delivered against asset management plans.*

Council's Capital Works program has an annual budget for this year of \$33.2 million. At the end of Quarter 4, Council's expenditure on its normal body of capital works was completely expended (100%). There was a minor overspend in the normal capital works program, due to a large amount of property and road works occurring in the month of June which exceed forecasts. The majority of all road, footpath, bridge, stormwater and property renewal works that had been planned for this financial year were completed, as well as a number of additional projects.

Council is undertaking a large program of grant funded major projects, which involves some major sporting facility redevelopments. The scope and size of these projects is a resource intensive process.

Council is continuing to experience delays in the supply of materials and contract services due to market constraints, increases in construction costs and the availability of contractors, due to a buoyant and heated construction market. 62% of expenditure has been spent against original budgets, however it was already forecast that \$6M would not be spent under Major Projects in the 23/24 financial year and the expenditure has been included in the 2024/25 capital program. This includes funding for the North Chigwell Football and Community Facility and KGV Soccer Projects.

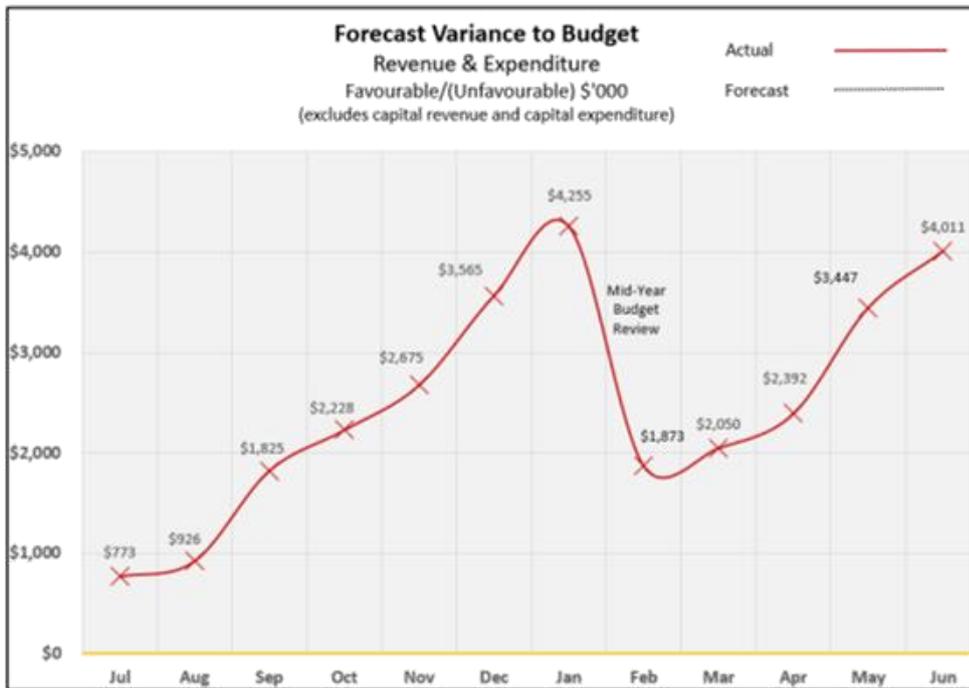


*Number of Improvement Plan actions delivered from Council's Strategic Asset Management Plan.*

Actions due this FY:

1. Develop Condition/revaluation specifications for four major asset classes, ensuring alignment to Council policies and relevant IPWEA practice notes. Condition assessment and asset revaluation will follow 4-year cycle. - 100% complete
2. Promote the awareness of asset management principals across the organisation, including Alderman, and highlight the importance of funding asset renewals - 100% - capital works workshop held in March including education on asset management and the importance of funding asset renewals.

*Financial performance against budget reported monthly, quarterly and annually.*



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

*Cash cover ratio in months.*



Peak Cash Flow Financial Months		
Rate Instalment Due	Fire Levy Instalment Due	Three Pay Periods
August	October	October
November	January	March
February	April	
May	June	

Percentage of strategic risks within agreed risk appetite.

100%

Percentage of internal audit recommendations completed.

78% completed within the agreed timeframes.

Number of staff participating in training.

203 employees attended training sessions this quarter.

### VALUING OUR ENVIRONMENT

Number of natural environment engagement events.

22 care group activities (e.g. Landcare) supported by Council during Q4, equating to 445 volunteer hours.

Number of water samples provided to the Derwent Estuary Program.

The Derwent Estuary Program Stormwater and Rivulet Sampling program commenced in May. Environmental water samples are being collected monthly from five sample points.

138 food premise inspections were conducted in the quarter. Environmental Health also responded to at least 128 customer requests for the period.

Environmental Health’s resource sharing agreement with Southern Midlands Council continued in Q4, with 12 weekly hours worked.

Three public immunisation clinics, eight school clinics, and two staff clinics were held. The EH team also facilitated two additional public clinics operated by TAS Department of Health.



*Percentage of waste diverted from landfill.*

342 tonnes of waste diverted from the Jackson Street Landfill in Q4 through recovery of materials such as metals and recovery shop salvaging. 858 tonnes of kerbside waste diverted through FOGO kerbside collection, and 879 tonnes through recycling kerbside collections in Q4.

*Council's Climate Change Mitigation Action Plan developed.*

Council's Climate Change Mitigation Action Plan was approved at the May Council Meeting. Work has now commenced to implement the plan.

*Windermere Reserve Public Toilet delivered as an action under the Public Toilet Strategy.*

The Windermere Reserve Public Toilet has been largely completed with some minor works continuing on internal fit out.

*Percentage of major recreation projects at KGV, North Chigwell & Giblins Reserve delivered.*

Giblins Reserve Regional Playspace is completed.

KGV pitch and lights upgrade was completed last FY. New changerooms and toilets completed this quarter. Refurbishment of old changerooms and grandstand next FY.

North Chigwell pitches and lighting upgrades completed last FY. The new changerooms and clubhouse is under construction with completion next FY.

*Percentage of Tolosa Park Redevelopment Project Stage A completed.*

The project is nearing completion and handover is scheduled for October to ensure the grass is well established.

*Number of Playspaces upgraded.*

The following list of playspaces have been upgraded/completed this FY:

- Giblins Reserve, Lutana
- Benjafield Reserve, Moonah
- Alroy Court, Rosetta
- International Peace Park, Berriedale
- Chandos Drive Reserve, Berriedale
- Pitcairn Reserve, Montrose
- Barossa Road, Glenorchy
- Battersby Drive, Claremont

In addition, the following playspaces commenced upgrade works during Q4, with completion next FY:

- Roseneath Reserve, Austins Ferry
- Cooina Park, West Moonah

*Percentage of Federal Government Funded Black Spot program delivered.*

Each year Council applies for funding under the Federally Funded Blackspot program which is used for road improvements where there is a potential road incident at risk of occurring. Council was successful in funding the two projects below:

- Butler / Central Ave Intersection -100%
- Collins Cap Road Guardrail Extension - 0% (not yet started – project currently out for tender)

*Percentage of Vulnerable Road Users program delivered.*

The Vulnerable Road User Program is a grant program that aims to improve road safety outcomes in Tasmanian urban areas. Council was successful in funding the projects below:

- Main Road Austins Ferry Crossing - 100%
- Main Road Granton Shared Path - 0% (works to commence in July)
- Intercity Cycleway Sunderland Street Crossing - 50% (pavement rehabilitation still required)
- Main Road 706 Berriedale Footpath Improvement - 100%



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● Draft 
 ● Not started 
 ● Behind 
 ● On Track 
 ● Overdue 
 ● Complete 
 → Direct Alignment 
 ----> Indirect Alignment

## 023/2024 ANNUAL PLAN

Goal	Owner	Start Date	Due Date	Current Completion
1.1.1 Review the Moonah Arts Centre Business Plan	Manager Community	01/07/2023	30/06/2024	100%
1.1.2 Provide quality, sustainable, compliant childcare services : 100 to 100	Manager Community	01/07/2023	30/06/2024	Complete
1.2.1 Coordinate literacy activities including digital skills, employment services, family literacy and volunteering	Manager Community	01/07/2023	30/06/2024	100%
2.1.1 Secure future funding for the Multicultural Hub and deliver the first stage of the commercial kitchen development	Manager Community	01/07/2023	30/06/2024	95%
2.1.2 Deliver grant funded projects that support mental health courses and "Glenorchy on the Go" projects	Manager Community	01/07/2023	30/06/2024	100%
2.2.1 Actively contribute to housing supply in the City through the actions in Council's Statement of Commitment 1 Housing	Manager Community	01/07/2023	30/06/2024	100%
1.1.1 Work in collaboration with government agencies and community organisations to deliver diversional programs that aim to improve youth and community safety, resilience, and engagement	Manager Works	01/07/2023	01/07/2024	100%
1.2.1 Improve the cleanliness of our CBDs by increasing the frequency of cleaning activities including graffiti removal, litter pick up, street sweeping and footpath cleaning	Manager Works	01/07/2023	01/07/2024	100%
1.2.2 Maintain the City's infrastructure within defined service levels so that it is in good condition for our community	Manager Works	01/07/2023	01/07/2024	100%
2.1.1 Plan, promote and present an annual program of arts and cultural exhibitions, workshops, concerts, and	Manager Community	01/07/2023	30/06/2024	100%

Item	Owner	Start Date	End Date	Completion %
2.2.1 Deliver events such as International Day for People with a Disability, Disability Awareness workshops, 3BTQI+ safety and easy English training	Manager Community	01/07/2023	30/06/2024	100%
2.2.2 Implement the Reflect Reconciliation Action Plan - strengthen relationships with respect for and opportunities for Aboriginal and Torres Strait Islander peoples	Manager Community	01/07/2023	30/06/2024	100%
2.3.1 Plan and support the delivery of Civic events and wards programs	Manager Stakeholder Engagement	01/07/2023	01/07/2024	100%
2.3.2 Deliver, partner and support community and cultural development through programs and events	Manager Community	01/07/2023	30/06/2024	100%
1.1.1 Progress Glenorchy's economic development through infrastructure support, job creation, city marketing, and a proactive regulatory approach	Manager Stakeholder Engagement	01/07/2023	01/07/2024	100%
1.2.1 Assess planning permit applications against the Planning Scheme as required, working constructively with parties through the process	Manager Development	01/07/2023	01/07/2024	100%
1.2.2 Assess building and plumbing applications against the National Construction Code, working constructively with parties through the process	Manager Development	01/07/2023	01/07/2024	100%
1.3.1 Review the Customer Service Charter to ensure customer service levels are appropriate and able to meet expectations	Manager Customer Services	01/07/2023	01/07/2024	100%
1.3.2 Update Council's forms and develop a Council wide calendar of activities under the Customer Service Strategy	Manager Customer Services	01/07/2023	01/07/2024	100%
1.3.3 Provide a high standard of customer service by meeting or exceeding other service levels in our Customer Service Charter	Manager Customer Services	01/07/2023	01/07/2024	100%
2.1.1 Facilitate the operation of the Glenorchy Jobs Hub - connect local people with local jobs and assist local industry and business to meet current and future workforce needs	Manager People and Governance	01/07/2023	01/07/2024	100%
2.2.1 Identify and progress amendments required to Glenorchy's planning scheme to facilitate growth including structure plans of future residential land	Manager Development	01/07/2023	01/07/2024	100%
2.2.2 Review the Glenorchy Parking Strategy 2017-2027 - include the development of parking plans and a cash-in-lieu of car parking policy	Manager Infrastructure, Engineering & Design	01/07/2023	01/07/2024	75%
1.1.1 Seek community feedback to guide our decision-making, using the Community Engagement Framework	Manager Stakeholder Engagement	01/07/2023	01/07/2024	100%
1.1.2 Maintain up to date Council policies and easy to access financial hardship assistance	Manager Finance	01/07/2023	01/07/2024	100%
1.2.1 Keep the community up to date with regular and appropriate communication about Council projects, decisions and operations through social media, website and conventional media	Manager Stakeholder Engagement	01/07/2023	01/07/2024	100%
1.3.1 Facilitate and engage with partners to advocate for the reduction of harm caused to individuals, families, and the broader community by gaming machines in our city	Manager Community	01/07/2023	30/06/2024	75%

Item	Owner	Start Date	End Date	Completion
1.3.2 Implement Council's Statement of Commitment on housing and contribute to State Government policy and legislation	Manager Community	01/07/2023	30/06/2024	95%
1.4.1 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	Manager Stakeholder Engagement	01/07/2023	01/07/2024	100%
1.5.1 Participate in the Hobart City Deal, Greater Hobart Committee, Greater Hobart Strategic Partnership, Local Government Association of Tasmania, TasWater Owners representatives' Group and Southern Tasmanian Regional Waste Authority Owners Forum	General Manager	01/07/2023	01/07/2024	100%
1.5.2 Actively participate in the Future of Local Government Review	General Manager	01/07/2023	01/07/2024	100%
1.6.1 Implement the Bushfire Mitigation Program to manage the risk of bushfire to the City and protect natural places	Manager Works	01/07/2023	01/07/2024	100%
1.6.2 Ensure we are prepared for disaster and maintain emergency Management Strategies	Manager People and Governance	01/07/2023	01/07/2024	100%
2.1.1 Maintain and upgrade stormwater infrastructure with a priority on reducing flood risk	Manager Infrastructure, Engineering & Design	01/07/2023	01/07/2024	75%
2.1.2 Manage Council's property, parks and recreation infrastructure and facilities sustainability for the benefit of the community by implementing asset management plans that maintain or replace facilities as they reach the end of their useful lives	Manager Property, Environment & Waste	01/07/2023	01/07/2024	100%
2.2.1 Produce and monitor the Annual budget in line with the long-term financial management plan	Manager Finance	01/07/2023	01/07/2024	100%
2.2.2 Prepare Council's Annual Plan and monitor the progress of actions	Manager Stakeholder Engagement	01/07/2023	01/07/2024	100%
2.2.3 Investigate options and advocate for pool upgrades, redevelopment or alternative options that promote the community's health and wellbeing	Manager Property, Environment & Waste	01/07/2023	01/07/2024	100%
2.2.4 Develop a governance framework to guide monitoring of and status reporting on Council's informing strategies	Manager People and Governance	01/07/2023	01/07/2024	100%
2.3.1 Actively manage Council's strategic risks within their agreed risk appetites and provide regular status reports	Manager People and Governance	01/07/2023	01/07/2024	100%
2.3.2 Manage Council's information assets within statutory requirements	Manager Customer Services	01/07/2023	01/07/2024	100%
2.3.3 Undertake property inspections to ensure residents keep their properties free of fire risks	Manager Customer Services	01/07/2023	01/07/2024	100%
2.3.4 Assist businesses to comply with public health requirements	Manager Development	01/07/2023	01/07/2024	100%
2.3.5 Assist drivers to ensure compliance with parking regulations	Manager Customer Services	01/07/2023	01/07/2024	100%
2.3.6 Assist residents to ensure compliance with animal management regulations	Manager Customer Services	01/07/2023	01/07/2024	100%

Item	Category	Start Date	End Date	Completion
2.4.1 Implement the WHS Development Framework to support staff in delivering services in a safe workplace that complies with workplace health and safety obligations	Manager People and Governance	01/07/2023	01/07/2024	100%
2.4.2 Implement the Workforce Development Framework 2023-2026 to support staff in delivering services and ensure a culture of continuous improvement	Manager People and Governance	01/07/2023	01/07/2024	100%
2.4.3 Upgrade Council's core software technology through the effective delivery of Project Hudson to enhance customer and user experience and productivity	Manager ICT Services	01/07/2023	01/07/2024	100%
1.1.1 Participate in the Derwent Estuary Program by undertaking water quality monitoring and reporting	Manager Development	01/12/2023	30/06/2024	100%
1.2.1 Support stewardship of our natural environment through education programs and volunteer events in natural reserve areas	Manager Property, Environment & Waste	01/07/2023	01/07/2024	100%
1.3.1 Implement and update the Waste Management Strategy	Manager Property, Environment & Waste	01/07/2023	01/07/2024	100%
1.3.2 Reduce waste to landfill to extend the life of our landfill while meeting environmental standards	Manager Property, Environment & Waste	01/07/2023	01/07/2024	100%
1.3.3 Explore options for waste management beyond the landfill life	Manager Property, Environment & Waste	01/07/2023	01/07/2024	100%
1.4.1 To develop a climate change mitigation action plan for reducing Council's greenhouse gas emissions	Manager Property, Environment & Waste	01/07/2023	01/07/2024	100%
2.1.1 Develop a new public toilet at Windemere Reserve 2023/24, under the Public Toilet Strategy 2020-2030	Manager Property, Environment & Waste	01/07/2023	01/07/2024	100%
2.2.1 Deliver the capital works program to renew and upgrade Council Infrastructure	Manager Infrastructure, Engineering & Design	01/07/2023	01/07/2024	100%
2.3.1 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	Manager Property, Environment & Waste	01/07/2023	01/07/2024	100%
2.3.2 Work with TasWater as the lead partner to implement the Tolosa Park Redevelopment Project Stage and seek funding for Stage B to develop it into a major regional recreational destination	Manager Property, Environment & Waste	01/07/2023	01/07/2024	100%
2.3.3 Establish a Public Art Oversight Group to advise on and oversee the development and maintenance of public art in the City's public spaces	Manager Community	01/07/2023	30/06/2024	100%
2.3.4 Seek funding or interested investors to implement the Mountain Bike Masterplan	Manager Property, Environment & Waste	01/07/2023	01/07/2024	100%
2.3.5 Deliver the federally funded sport and recreation projects at KGV Football Park and North Chigwell Junior Soccer Hub	Manager Property, Environment & Waste	01/07/2023	01/07/2024	100%
2.3.6 Investigate the future of the Glenorchy War Memorial Pool, including redevelopment or alternative options that promote the community's health and wellbeing	Director Infrastructure & Works	01/07/2023	01/07/2024	100%
2.4.1 Manage and maintain a road network that meets the transport needs of the community	Manager Works	01/07/2023	01/07/2024	100%
2.4.2 Review Urban Road network to prioritise blackspot	Manager Infrastructure, Engineering & Design	01/07/2023	01/07/2025	75%

Item	Start Date	End Date	Completion
2.4.3 Provide a network of shared paths, footpaths and trails that is safe and provides access to all abilities - including a hierarchy review to improve the network	01/07/2023	01/07/2024	100%

● Draft 
 ● Not started 
 ● Behind 
 ● On Track 
 ● Overdue 
 ● Complete 
 → Direct Alignment 
 → Indirect Alignment

## 023/2024 ANNUAL PLAN

Goal	Owner	Update	Start Date	Due Date	Current Completion
2.2.1 Actively contribute to housing supply in the City through actions in Council's Statement of Commitment on Housing	Manager Community	<p><b>NEW</b></p> <p>Comments: Glenorchy has been sold, pending settlement in August</p> <ul style="list-style-type: none"> <li>- 23A Norman Creek, Glenorchy</li> <li>- 11 and 11a Neilson Drive, Montrose are currently on the market</li> <li>- 84 Sunbush Road and Balfourborough Road, Austins Ferry properties awaiting outcome from Land Titles Office regarding removal of covenants.</li> <li>- 261 Main Road, Austins Ferry ongoing work to prepare property.</li> <li>- 14a Colston Street, Claremont ongoing work to prepare property.</li> </ul> <p>09/07/2024</p>	01/07/2023	30/06/2024	100% 100 / 100
1.1.1 Work in collaboration with government agencies and community organisations to deliver diversional programs that in to improve youth and community safety, resilience, and engagement	Manager Community	<p><b>NEW</b></p> <p>Comments: Safe City Reports continue to be presented to the Elected members monthly. The current Safe City Working Group, which incorporates key stake holders from across the community, will now merge and become part of the new Safe &amp; Clean City Working group. Regards to our youth engagement programs in the CBD daily, Mission Australia have confirmed they will attend Mondays and Fridays now in the GCC CBD to engage with youth. This is a result of them seeing the impact its having in young people. Youth engagement continues every week on Mondays to Fridays and it is a success. 1 x 8 Week Full Gear Motorcycle Safety program, including marketing campaign for young people delivered at Karala June 2024. Access and Inclusion Special Committee convened, and inaugural meeting held. Committee recommended that Council explore becoming a kinder Council.</p> <p>11/07/2024</p>	01/07/2023	30/06/2024	100% 100 / 100
1.2.1 Improve the cleanliness of our CBDs by increasing the frequency of cleaning activities including graffiti removal, litter pick-up, street sweeping and footpath cleaning	Manager Works	<p><b>NEW</b></p> <p>Comments: A focus on CBD cleanliness has been progressed with extra litter collections taking place and numerous graffiti removals being undertaken. A new resin pebble finish will be applied to garden beds outside Northgate so cigarette butts can be cleared off easier.</p> <p>16/10/2023</p>	01/07/2023	01/07/2024	100% 100 / 100
2.2.2 Implement the Perfect Reconciliation Action Plan to strengthen relationships with respect for and opportunities for original and Torres Strait Islander peoples	Manager Community	<p><b>NEW</b></p> <p>Comments: The Reconciliation Action Working Group (RAWG) is on track and meeting as scheduled. The new reporting spreadsheet has been further developed and implemented and is assisting in ensuring our RAP is moving more towards being on track as per the plan. Cultural Awareness training was also delivered in this period.</p> <p>To date 5 Actions Implemented, 9 Actions Completed and 7 Actions Ongoing.</p> <p>11/07/2024</p>	01/07/2023	30/06/2024	100% 100 / 100
1.1.1 Progress Glenorchy's economic development through infrastructure support, job creation, city marketing, and a proactive regulatory approach	Manager Stakeholder Engagement	<p><b>NEW</b></p> <p>Comments: During Q3 economic development within the Municipality continued through the four defined pillars of infrastructure development, job creation through the Glenorchy Jobs Hub, operation of which transferred to GCC in September 2023, city marketing, and a proactive regulatory approach. In addition, GCC continues to engage with local businesses to gauge the support and advice they need.</p> <p>10/04/2024</p>	01/07/2023	01/07/2024	100% 100 / 100

<p>2.1.1 Facilitate the operation of the Glenorchy Jobs Hub to meet local people with local jobs and assist local industry of business to meet current and future workforce needs</p>	<p>Manager People and Governance</p>	<p><b>NEW</b> Comments: 30/06/2024 The Jobs Hub have found over 1300 job seekers employment since commencing in late 2021. Additionally the Jobs Hub has retained a Business Development Officer to liaise with Glenorchy businesses regarding their workforce issues. Funding has been confirmed through to July 2027. 04/07/2024</p>	<p>01/07/2023</p>	<p>01/07/2024</p>	<p>100% 100 / 100</p>
<p>2.2.1 Identify and progress amendments required to Glenorchy's planning scheme to facilitate growth including structure plans of future residential land</p>	<p>Manager Development</p>	<p><b>NEW</b> Comments: Q4 The Mill Lane Precinct specific area plan has undergone formal statutory consultation, with the merits of the representation received being considered at the Glenorchy Planning Authority on Monday 8 July 2024. The amendment proposes to rezone the land within the Mill Lane Precinct to an Urban Mixed Use Zone so existing business can stay while providing opportunities for well designed apartments close to the Glenorchy CBD. A planning scheme amendment has been lodged for the Royal Agricultural Society of Tasmania showgrounds to facilitate redevelopment of the site to accommodate residential development. The application is not yet valid due to owner consent requirements however a letter explaining the additional information required was sent to the applicant on 4 June 2024 and a meeting held with them to discuss the issues raised. Work on the review of the Regional Land Use Strategy continues, with officers participating in workshops and reviewing proposed methodology that will assist in developing growth management strategies (including for residential development) 09/07/2024</p>	<p>01/07/2023</p>	<p>01/07/2024</p>	<p>100% 100 / 100</p>
<p>1.2.1 Keep the community up to date with regular and appropriate communication about Council projects, decisions and operations through social media, website and conventional media</p>	<p>Manager Stakeholder Engagement</p>	<p><b>NEW</b> Comments: During Q3 communicating council activity continued through social media channels, Facebook and Instagram, via the GCC website, and a number of stores broadcast through conventional media including print, radio and television. 10/04/2024</p>	<p>01/07/2023</p>	<p>01/07/2024</p>	<p>100% 100 / 100</p>
<p>2.1.1 Maintain and upgrade stormwater infrastructure with a focus on reducing flood risk</p>	<p>Manager Infrastructure, Engineering &amp; Design</p>	<p><b>NEW</b> Comments: Humphreys Pavlet retaining wall works are now complete. Abbottsfield Park stormwater works have commenced 01/07/2024</p>	<p>01/07/2023</p>	<p>01/07/2024</p>	<p>75% 75 / 100</p>
<p>2.4.3 Upgrade Council's core software technology through the selective delivery of Project Hudson to enhance customer and user experience and productivity</p>	<p>Manager ICT Services</p>	<p><b>NEW</b> Comments: Project Hudson is on Track and is scheduled for 3 key phases. The first Phase involves the transition to the new modules for Property and Rating, Finance, Payroll and HR, with a proposed go live date in April 2024. Phase 2 will commence prior to Phase 1 going live in April 2024 and be running concurrently. Over 90 workshops have been scheduled with staff subject matter experts and the vendors subject matter specialists. The first workshops commenced in October 2023 with Finance specific workshop, which included a new draft Chart of Accounts. Extensive work has been undertaken to ensure the workshop sessions with the vendors are adequately resourced to allow Council to maximise the value of the workshops in configuring the system and in preparing Council for business changes. 15/10/2023</p>	<p>01/07/2023</p>	<p>01/07/2024</p>	<p>100% 100 / 100</p>
<p>1.3.2 Reduce waste to landfill to extend the life of our landfill site meeting environmental standards</p>	<p>Manager Property, Environment &amp; Waste</p>	<p><b>NEW</b> Comments: 342 tonnes of waste diverted from the Jackson Street Landfill in Q4 through recovery of materials such as metals and recovery shop salvaging. 858 tonnes of kerbside waste diverted through FOOD kerbside collection, and 879 tonnes through recycling kerbside collections in Q4. 09/07/2024</p>	<p>01/07/2023</p>	<p>01/07/2024</p>	<p>100% 100 / 100</p>
<p>1.3.3 Explore options for waste management beyond the landfill site</p>	<p>Manager Property, Environment &amp; Waste</p>	<p><b>NEW</b> Comments: Work has been completed on potential expansion areas at the landfill that outline over 20 years of life is still achievable. Further cell extension work has been planned and budgeted for the coming FY. 09/07/2024</p>	<p>01/07/2023</p>	<p>01/07/2024</p>	<p>100% 100 / 100</p>

<p>2.3.1 Complete a new regional Playspace at Gibbins Reserve, a w district Playspace at Benlfield Park and progress the grade of 10 local Playspaces under the Glenorchy Playspace strategy</p>	<p>Manager Property, Environment &amp; Waste</p>	<p><b>NEW</b>                  Comments: Completed December 23/01/2024</p>	<p>01/07/2023</p>	<p>01/07/2024</p>	<p>100% 100 / 100</p>
<p>2.3.2 Work with TasWater as the lead partner to implement the Loss Park Redevelopment Project Stage A and seek funding for Stage B to develop it into a major regional recreational situation</p>	<p>Manager Property, Environment &amp; Waste</p>	<p><b>NEW</b>                  Comments: Project is nearing completion, however hand over will be delayed until October to ensure the grass is well established                  09/07/2024</p>	<p>01/07/2023</p>	<p>01/07/2024</p>	<p>100% 100 / 100</p>
<p>2.3.5 Deliver the federally funded sport and recreation projects at KGV Football Park and North Chigwell Junior Soccer</p>	<p>Manager Property, Environment &amp; Waste</p>	<p><b>NEW</b>                  Comments: KGV - Pitch upgrade and lighting upgrade completed last FY. Fencing completed Q1. New changerooms and toilets have just been completed. Refurbishment of old changerooms and grandstand next FY.                  North Chigwell - Pitch upgrades and lighting upgrade completed last FY. Changerooms/clubhouse contract awarded. Construction has commenced, with completion next FY.                  09/07/2024</p>	<p>01/07/2023</p>	<p>01/07/2024</p>	<p>100% 100 / 100</p>
<p>2.4.1 Manage and maintain a road network that meets the transport needs of the community</p>	<p>Manager Works</p>	<p><b>NEW</b>                  Comments: Road Maintenance programs have been commenced. Council's capital works program for roads was completed last year improving the overall standard of road pavements in Glenorchy.                  09/10/2023</p>	<p>01/07/2023</p>	<p>01/07/2024</p>	<p>100% 100 / 100</p>