

**GLENORCHY CITY COUNCIL
ATTACHMENTS
MONDAY, 26 FEBRUARY 2024**



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Minister for Housing and Construction
Minister for Local Government
Minister for Sport and Recreation
Minister for Stadia and Events

Level 5, 4 Salamanca Place, HOBART TAS 7000 Australia
GPO Box 123 HOBART TAS 7001 Australia
Ph: +61 3 6165 7794
Email: nic.street@dpac.tas.gov.au



16 NOV 2023

Ald Bec Thomas
Mayor
Glenorchy City Council
bec.thomas@gcc.tas.gov.au

Dear Mayor

I am pleased to provide you with the enclosed copy of the *Future of Local Government Review Final Report* provided to me by the Local Government Board.

In accordance with section 214D of the *Local Government Act 1993*, I am forwarding a copy of the report to all Tasmanian councils, inviting submissions on any matter covered by the Report. I am also releasing the Report to the public and inviting comments from any community member.

Given the complexity and significance of this Review, and the forthcoming Christmas period, I am allowing until 29 February 2024 for submissions. Those submissions will help to inform Government's response to the Review, which I am intending to release in the first half of 2024.

The Board's Report states that councils – particularly smaller rural councils – face pressures beyond their control. These pressures are inherently structural and relate to things like growing demand for more (and more costly) services, shrinking rates bases, input cost increases, labour force and skills shortages, and climate change impacts.

The Board finds that the current system of local government limits how councils can respond to these pressures. The Report says that substantial structural reform is needed to create a more robust and capable system of local government. This is not a criticism of individual councils – it is the difficult environment they operate in.

The Final Report includes an integrated package of 37 reforms and an implementation plan for the next few years.

The Report recognises the Government's position that there would be no forced amalgamations resulting from the Review, and that specific boundary changes would only proceed if councils and the community support them. It outlines a process for voluntary council amalgamations linked to regional partnerships with the State Government. Groups of councils who have said they are open to exploring the benefits of amalgamation are recommended as Phase 1 of a voluntary amalgamation program.

The Report also recommends some mandatory service sharing between councils, and makes a range of specific recommendations, including on council revenue, community engagement, monitoring and reporting, asset management and councillor education.

The Report positions local government reform as an ongoing process, with specific reforms, such as improved monitoring and reporting, laying the foundations for continuous improvement and possible future amalgamations.

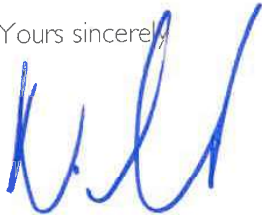
Finally, I would like to thank you for your participation in the Review and invite you to make a submission on the Final Report. The Government gave the Board a challenging task and they've shared that challenge with the sector, putting forward at times provocative suggestions to stimulate a discussion that needed to be had.

All councils have responded in a quite robust but constructive way, and that is to be expected on a subject as important as this. I hope that we can continue this constructive exchange as we now together consider the Board's recommendations and their proposed implementation roadmap.

If you have any specific questions about the Report, I encourage you to contact Mike Mogridge, Acting Director of Local Government (03) 6232 7292 or michael.mogridge@dpac.tas.gov.au

I look forward to receiving and considering your submissions on the Report.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Nic Street', written over the 'Yours sincerely,' text.

Nic Street MP
Minister for Local Government

cc. Tony McMullen – tmcmullen@gcc.tas.gov.au

Attachments:

1. Future of Local Government Review – Final Report

The future of local government review

Final Report


October 2023



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

Department of Premier and Cabinet





All images courtesy of Brand Tasmania

Have your say on the Final Report

The Local Government Board (the Board) has handed the Minister for Local Government, Hon. Nic Street, the Final Report of the Future of Local Government Review.

The Board makes 37 recommendations on how our current system needs to change so that councils can meet the challenges and opportunities our communities will face in the next 20–30 years.

This is an important milestone in almost two years of extensive research, analysis, and engagement into the future role, functions, and design of Tasmania's system of local government. The Minister is now carrying out a final round of consultation with councils and the community. Your feedback will help the Tasmanian Government decide whether to make the changes recommended by this independent Board.

Do you agree with the Board's recommendations, and do you want to see them implemented?

Comments and submissions on the Final Report are due by 29 February 2024. You can make your comments:

- By mail to Local Government Reform, GPO Box 123, Hobart, Australia 7001
- By email to lg.consultation@dpac.tas.gov.au
- Online at www.engage.futurelocal.tas.gov.au

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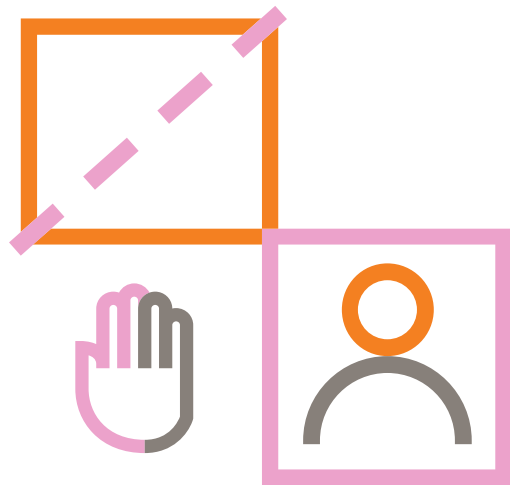
Chair's Letter of Transmittal

Dear Minister,

In this, our Final Report, we lay out our findings and recommendations for reform of the Tasmanian local government sector. We present for your consideration an integrated suite of practical, evidence-based reforms that will deliver outcomes that support both the distinctive needs of local communities and the common aspirations of all Tasmanians.

The reform program we set out includes major changes to council boundaries and service delivery models, as well as a range of specific improvements to the way councils are governed, funded, and managed. It is an ambitious agenda, but one that we think is essential and achievable.

At the heart of all these proposed changes is the overriding objective of working with communities to ensure our councils are in the best possible position to support the future wellbeing,



sustainability, and prosperity of all Tasmanians. We cannot and should not lose sight of that goal as we embark on the challenging task of implementing reform.

We have seen during the Review how hard it is to achieve consensus on the direction for major structural change to the sector, even where the issues and challenges of our current system are universally acknowledged and agreed. The challenges of reforming local government are well known and are not unique to Tasmania.

Structural reform – even where it is voluntary and supported by councils and communities – will need to be coupled with a properly resourced transition plan to smooth impacts for individual ratepayers in a transparent and equitable way. Without this, individual councils will understandably seek to retain the status quo rather than act in the long-term interests of their local communities and the State as a whole. This will lead to reform failure.

Readying the sector for the challenges and opportunities of the coming decades will require strong and courageous political leadership and community buy-in. Successful and lasting change will also take time, patient collaboration, and dedicated focus and resources. But, for the sake of our community, it needs to happen, and we do not have time to waste by putting it off any longer.

While political leadership is essential, it is not enough. To achieve broader, longer-term reform, communities will need to better understand why change is needed, how it can be achieved, and the benefits and costs of reform opportunities. To be successful, the drive for change needs to come from communities themselves.

On behalf of the Board, I would like to take this opportunity to thank all Tasmanians who took the time to engage with the Review since it began in January 2022. It is clear Tasmanians are passionate about the stewardship of their local communities and care deeply about local voice and services. Our goal from the outset of this Review was to promote a genuine community discussion about how we set up our councils for the future. I can confidently say the input of ordinary Tasmanians has played a significant role in shaping the package of reforms we are presenting to you in this Report.

I would also like to extend my appreciation to the sector, and the Local Government Association of Tasmania and LG Professionals Tasmania in particular – for their support for and engagement in the Review process.

Thanks also go to my fellow Board members, Pam Allan, Ric De Santi, Mathew Healey, Kym Goodes, and Paul West for their skill, hard work, support, and insights.

Finally, I would like to extend my sincere thanks to the professional and dedicated members of the Review Secretariat in the Department of Premier and Cabinet – Director of Local Government Reform Mike Mogridge, Assistant Director Luke Murphy-Gregory and Policy Analysts Peter Wright and Cameron Valentine, as well as those who made their own important contributions at various stages – namely Isaac Dalla Fontana, Iona Renwick, and Athena Esmæili.

The Hon Sue Smith AM
Chair



Executive Summary

Tasmania's local councils – like all levels of government – need to ensure they are ready and able to meet the future needs of our community. Tasmanians need a capable and effective local government sector to support their wellbeing. This will inevitably require significant changes in the coming years.

Over the course of our Review, we have undertaken a broad program of research, analysis, and engagement to understand what changes will underpin a more robust and capable system of local government for current and future Tasmanian communities and how those changes can be successfully delivered.

The critical future role for local government

There is compelling evidence that the ability to develop and tailor local solutions to complex policy problems is becoming more, not less, important. This means local government, along with other levels of government, volunteers, community organisations, and local businesses will play an increasingly vital role in shaping and supporting strong and sustainable communities.

We believe the future role of local government is to support and improve the wellbeing of Tasmanian communities by:

- harnessing and building on the unique strengths and capabilities of local communities.
- providing infrastructure and services that, to be effective, require local approaches.
- representing and advocating for the specific needs and interests of local communities in regional, state-wide, and national decision-making.
- promoting the social, economic, and environmental sustainability of local communities, including by planning for and mitigating climate change impacts.

To perform their role well, councils must have the right kinds of capability to provide the high-quality representation, services, and infrastructure that Tasmanians deserve.

The Board is of the view – and this is supported by the sector and communities – that there is nothing manifestly wrong with the range and scope of current services and functions councils are performing. We do not believe there is a convincing case to radically change local government's role from their traditional functions or services, nor to prevent them from providing more 'people-focused' services.

But councils do need a more clearly defined and well-understood mandate so they can strategically build capability to support their communities' wellbeing priorities and focus on their areas of key strength and formal responsibility.

The local government sector needs to be able to effectively partner with the Australian and Tasmanian Governments on wellbeing. A key part of this is ensuring councils are clear on their role and have the capability and resources to deliver on it.

The contemporary role of local government – focused on supporting community wellbeing – should be clearly enshrined in legislation and embedded into council decision making all the way from the high-level strategic level through to day-to-day operational levels.

Improved strategic planning and reporting will allow councils to track and improve their performance and communities to hold councils to account. It should also support prudent regulatory oversight of the sector. The goal should be a culture of continuous improvement across the sector.

Reform is needed now

We know effective and capable councils are a key enabler of community prosperity and wellbeing. Local communities need their councils to succeed. But if councils lack the capability to support their local communities, the State's future prosperity will be compromised.

Our current system means many councils are unable to meet increasingly complex community needs in a way that is equitable and consistent. In part this is because our system of local government still reflects the structure, functional and service requirements, and funding mechanisms established during the last significant reform process 30 years ago. While councils have evolved and adapted to meet emerging and future community needs as best they can, they are structurally constrained by an institutional framework that is no longer fit for purpose.

Increasing subsidies to fund the continued survival of a structurally unsustainable system is not the answer. The goal should be for our councils to be as self-sufficient and sustainable as possible. Councils will of course continue to rely on support from other tiers of government but grants and transfers should be provided in a way that is equitable, transparent, and efficient and delivers the best value to Tasmania as a whole.

There is broad agreement in the sector and the wider community on what councils need to be able to do well, and what it looks like when they are succeeding. Despite the best efforts of individual councils, Tasmanian communities will not be best served by retaining the current local government structure and supporting frameworks. This model needs to adapt and evolve within the next decade to meet current and future community needs and priorities.

There remains broad agreement across the Tasmanian local government sector that structural reform is needed, and that it will require strong and courageous leadership, direction, and support from the Tasmanian Government to make it happen. While views diverge on the exact form that reform should take, there is consensus on three fundamental points:

1. The status quo is neither an optimal nor sustainable model for the sector, given growing demands, complexity, and sustainability challenges.
2. Some form of consolidation is necessary to deliver greater economies of scale and scope, at least for some services.
3. The scale and extent of the consolidation needed to deliver significantly better services will, unfortunately, not occur on a purely voluntary basis within the current framework.

Many councils will struggle to deliver for their communities unless we make significant changes to how our current system of local government is structured and funded, and how it delivers services. For instance:

1. Maintaining 29 councils will continue to have a significant and detrimental impact on the ability of the sector to attract and retain key staff, to uniformly manage assets well, and to deliver important regulatory functions.
2. There are concerning capability gaps across the sector, driven in part by workforce and skills shortages. These gaps and challenges are being felt more acutely in smaller, rural councils and are exacerbated by many councils competing against one other.

3. At a strategic level, the competition, fragmentation, and duplication of effort that naturally occurs across many councils reduces collaboration on regional and state-wide challenges.

Without reform, these issues will become more pronounced. Councils will face increasing demands on their already-strained resources in the years ahead due to complex and growing community needs. Councils will need the capability to support communities through emergencies and unexpected crises, such as the COVID-19 pandemic and natural disasters. These challenges will be felt most acutely in regional and remote communities where capability is already often stretched too thinly or is absent.

The community understands and supports the need for change. Community sentiment research¹ we conducted shows most Tasmanians believe we should have fewer councils, and that they support reforms to enhance the capacity of the sector to deliver better services, in particular greater resource-sharing.

The problem is not with individual councils, but with the broader structure of the local government sector itself. Councils – particularly smaller rural councils – face a range of pressures beyond their control and have only limited options available to them within the current system of local government to respond.

These pressures are inherently structural and relate to things like growing demand for more (and more costly) services, shrinking rates bases, input cost increases, labour force and skills shortages, and climate change impacts. Substantial structural reform is needed if we are to deliver on the objective of this Review – to create a more robust and capable system of local government.



¹ Institute for Regional Futures 2023. The Future of Local Government Review. Community Sentiment Summary Report. University of Newcastle.



We have a clear idea of what Tasmanians need and value most from their councils based on our broad research and engagement. They want affordable and reliable community services that meet their needs, well-maintained roads and other infrastructure, and a strong and effective local voice. They want and need these things to help support them live a 'good life' in their local communities. Councils need to evolve to make sure they can successfully and sustainably deliver these things for their communities in the future.

Tasmania's future councils – an alternative design

There are two main areas where change will support better outcomes for communities.

Firstly, councils need both greater scale and capability achieved through boundary consolidation as well as greater capacity to work together and share resources.

Tasmania's council boundaries should be redrawn to create a new system of larger and more capable councils that better reflects, represents, and serves contemporary Tasmanian communities. We need to build capability and capacity in the local government sector and their communities more broadly, and this includes supporting local jobs and preserving service delivery. The Board understands the importance of local government as a major employer, particularly in small, rural communities, and how this supports local economies – by keeping people living in and contributing to these communities in an era when services and employment is being concentrated in the more urban centres. Larger and more capable councils would also have the resources and systems to systematically engage with and better represent their communities.

Secondly, improvements are needed to how councils are governed, funded, and deliver services. Councils need to operate within systems and frameworks that support them to be as efficient, effective, and accountable to their communities as possible.

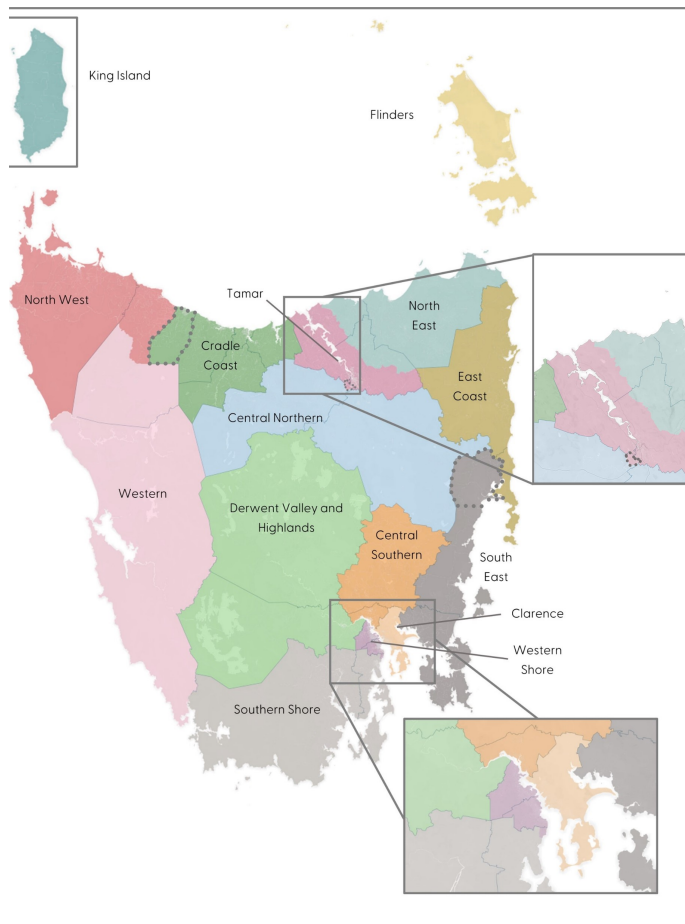
The Tasmanian Government has taken non-voluntary council boundary changes off the table. However, we still believe a system of larger, more capable councils, supported by some mandated service sharing, is the best solution to set the sector up for a successful and sustainable future. Indeed, we believe the design of structural reforms and the outcomes they deliver will benefit from a bipartisan, collaborative, and negotiated approach to implementing local government reform.

We have developed an alternative future structural design for local government in Tasmania based on research, analysis, and engagement.

This new design comprises 15 local government areas. The proposed boundaries represent our best assessment of a preferred future design for the sector based on the information available during the period of the Review. Further detailed assessment of these boundaries would need to be undertaken when finalising amalgamation proposals. Had mandated boundary changes remained a 'live' option for implementing structural reforms, it is likely the Board would have recommended a series of community-focused processes to better define and finalise new council boundaries and supporting arrangements for all 15 areas.

Given the Tasmanian Government's stated position on mandated structural reform – and some councils' opposition to any boundary changes – the Board acknowledges most of these boundaries may not be implemented immediately. However, they should guide councils and the Tasmanian Government as they consider progressing voluntary amalgamation proposals. In the absence of mandated boundary changes, we must accept change will occur incrementally, but it should take place in a way that gets us closer to the future alternative model we have identified through the Review.

Alternative Future Design for Local Government in Tasmania



Proposed Council	Boundaries
Western	West Coast Local Government Area (LGA) extending north to incorporate Waratah and Savage River.
North-West	Circular Head LGA and Waratah-Wynyard LGA, minus Waratah and Savage River.
King Island	King Island LGA (no change).
Cradle Coast	Burnie, Central Coast, Devonport Kentish, and Latrobe LGAs.
Tamar Valley	West Tamar LGA, George Town LGA minus rural areas to the east, Launceston LGA minus rural areas to the north-east, but including Prospect and Blackstone Heights from Meander Valley LGA.
North-East	Dorset LGA plus rural areas to the west from George Town LGA and to the south-west from Launceston LGA.
Flinders	Flinders LGA (no change).
Central Northern	Meander Valley and Northern Midlands LGAs, minus Prospect and Blackstone Heights.
East Coast	Break O'Day LGA plus Bicheno, Freycinet and Coles Bay.
South-East	Sorell LGA, Tasman LGA, Glamorgan Spring Bay LGA minus Bicheno, Freycinet and Coles Bay.
Central Southern	Brighton and Southern Midlands LGAs.
Derwent Valley and Highlands	Derwent Valley and Central Highlands LGAs.
Clarence	Clarence LGA (no change).
Western Shore	Glenorchy and Hobart LGAs plus Tarooma part of Kingborough LGA.
Southern Shore	Huon Valley LGA and Kingborough LGA minus Tarooma.

Reforms to build future-ready councils

Our reform package comprises structural reforms and specific reforms. Below, we provide a high-level summary of the core elements of our proposed agenda. Our full list of recommendations is in the table below.

Our recommendations are targeted at supporting and delivering FIVE core outcomes:

- 1. Support healthy and sustainable local communities**
- 2. Deliver better local services**
- 3. Build and maintain future-ready community assets**
- 4. Ensure local government represents you and your community**
- 5. Enhance local job opportunities in councils**

Voluntary Amalgamations and Mandated Shared Services

The Tasmanian Government has made a commitment that council boundaries will not change unless there is support from individual councils and their communities. Many Tasmanian councils currently oppose forced boundary changes.

In these circumstances, we are recommending a program of voluntary reform. The Tasmanian Government should work with and support, as a priority, councils and communities that have expressed an openness to discussing and considering amalgamations or boundary changes.

Currently, these councils are West Coast, Waratah-Wynyard, Circular Head, Kentish, Latrobe, Break O Day, Glamorgan Spring Bay, Sorell, City of Hobart, Glenorchy, Kingborough, and Huon Valley.

The Board acknowledges council interest in and discussions on boundary changes are less advanced in respect of City of Hobart and Glenorchy, and Kingborough and Huon Valley councils, but nonetheless believes that these councils have expressed clear interest in further exploring opportunities. The Board believes there is substantial merit in ensuring that those councils (and their communities) are afforded the opportunity to genuinely explore structural consolidation proposals in greater detail.

A new Local Government Board should coordinate voluntary amalgamation proposals. The Board would assess viability and prepare formal proposals for councils, the community and Government to consider. Part of the new Board's assessment should be how well amalgamation proposals achieve progress towards our alternative future structural design for local government in Tasmania.

Councils, State agencies, and community leaders should form a Community Working Group (CWG) to work alongside this new Board, developing packages of Tasmanian Government-funded supporting initiatives that maximise the on-ground community benefits of amalgamation proposals.

Communities would need to vote in support of any reform proposals – including Partnership initiatives and funding – before they went ahead.

'Phase 1' voluntary amalgamation proposals would serve as a pilot program aimed at demonstrating to other councils and communities the opportunities and benefits of reform (and allow for lessons from implementation to be applied in later phases).

Alongside voluntary amalgamations, we are recommending the increased – council-designed but ultimately mandated – use of shared services and capability between councils, starting with key technical professions where capability gaps are being felt the most.

The Board is still of the view that shared services alone cannot solve the scale-related challenges facing the sector, but they will inevitably play an important role, and this will become more critical where we do not achieve significant consolidation of councils.

The sector itself should be given a chance to design these arrangements, but once settled they should be able to be mandated by the Tasmanian Government. That is why we are recommending a new legislative power for the Minister for Local Government to require councils' participation in shared services models.

Specific Reform Recommendations

We are recommending a number of non-structural reforms aimed at improving the overall governance, funding, and service performance of councils. Some of the reforms build on and reinforce recommendations from the 2020 Local Government Legislation Review.

The recommendations are the culmination of an extensive program of options development, testing, and refinement we have undertaken throughout the Review, which included broad sectoral and community consultation.

The reforms are directly focused on delivering the five community outcomes above, and include:

- a range of measures to increase the efficiency, equity, transparency, and sustainability of rates and other council revenue.
- the introduction of a new integrated strategic planning and reporting framework for councils that is built on community wellbeing and sustainability goals and underpinned by best practice performance monitoring and reporting.
- improvements to the rigour and consistency of councils' strategic asset management practices and processes, including a proposal to create a new centralised shared asset management capability to serve councils.

- enhanced regulatory oversight and intervention capability based on a risk-based, intelligence driven early intervention approach.
- new mandatory learning and professional development requirements for elected members, commencing from when they first choose to stand for office.
- developing the capacity and skills of the local government workforce.
- specific strategic partnerships between councils and the Tasmanian Government to support more integrated and seamless 'front desk' services to the community, and more effective co-regulation in important areas of council responsibility.

A significant part of the Board's reform agenda focuses on improving the consistency of systems and processes across the sector (and with the Tasmanian Government), as well as the transparency of information available on how well councils perform for their communities. This should facilitate better resource sharing and cooperation between councils, maximise councils' accountability to their communities, ensure any major structural sustainability challenges can be identified as early as possible, and support intervention where necessary.

The reforms will set the foundations for necessary future structural consolidation and should be progressed irrespective of whether any council amalgamations proceed.

Implementing reform

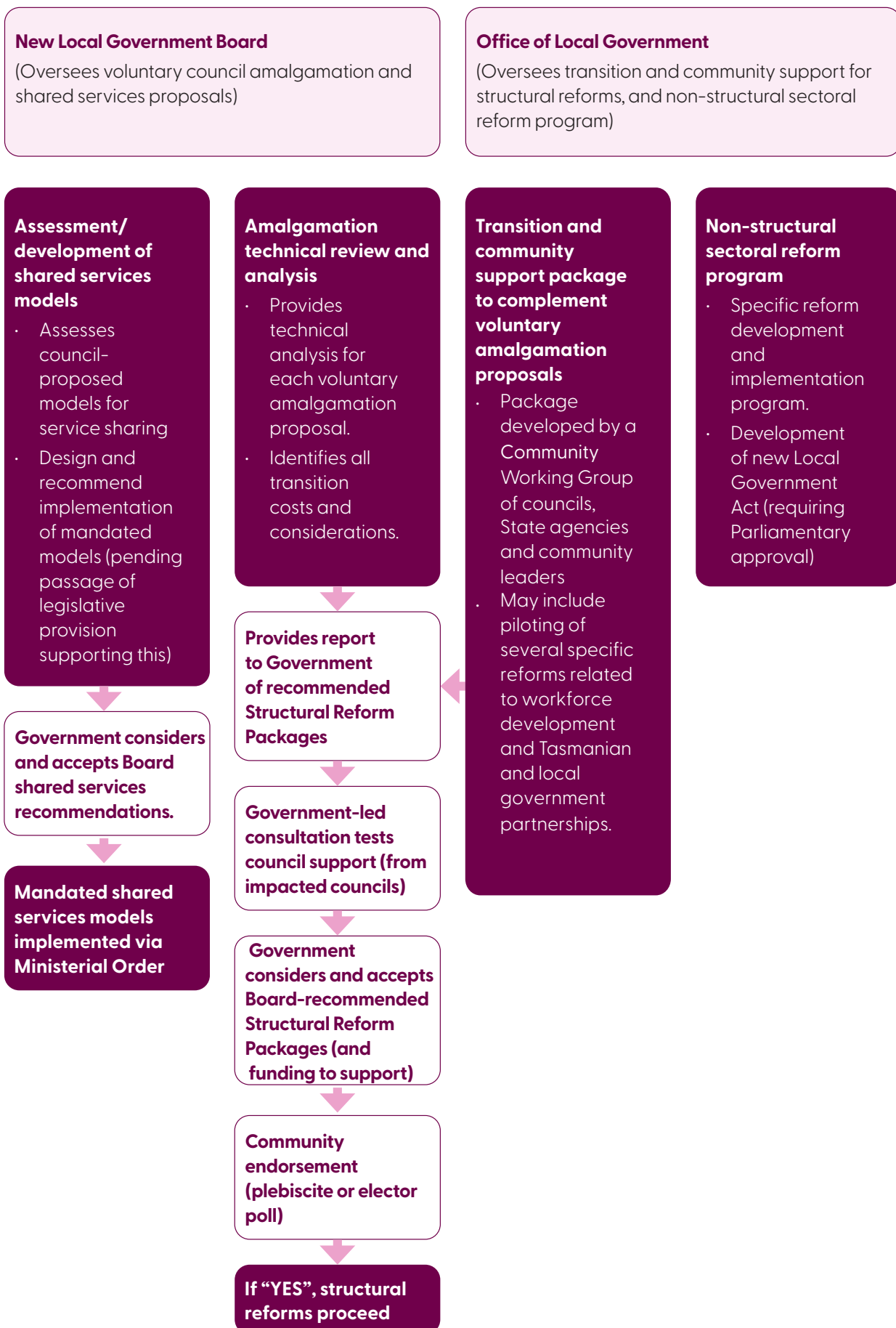
This necessary and achievable reform package will require careful planning and resourcing for successful implementation. We recommend implementing Phase 1 structural reform and supporting specific reforms (including the enactment of a new Local Government Act) over a two-year period, assuming work begins in early 2024.

In summary, we recommend that:

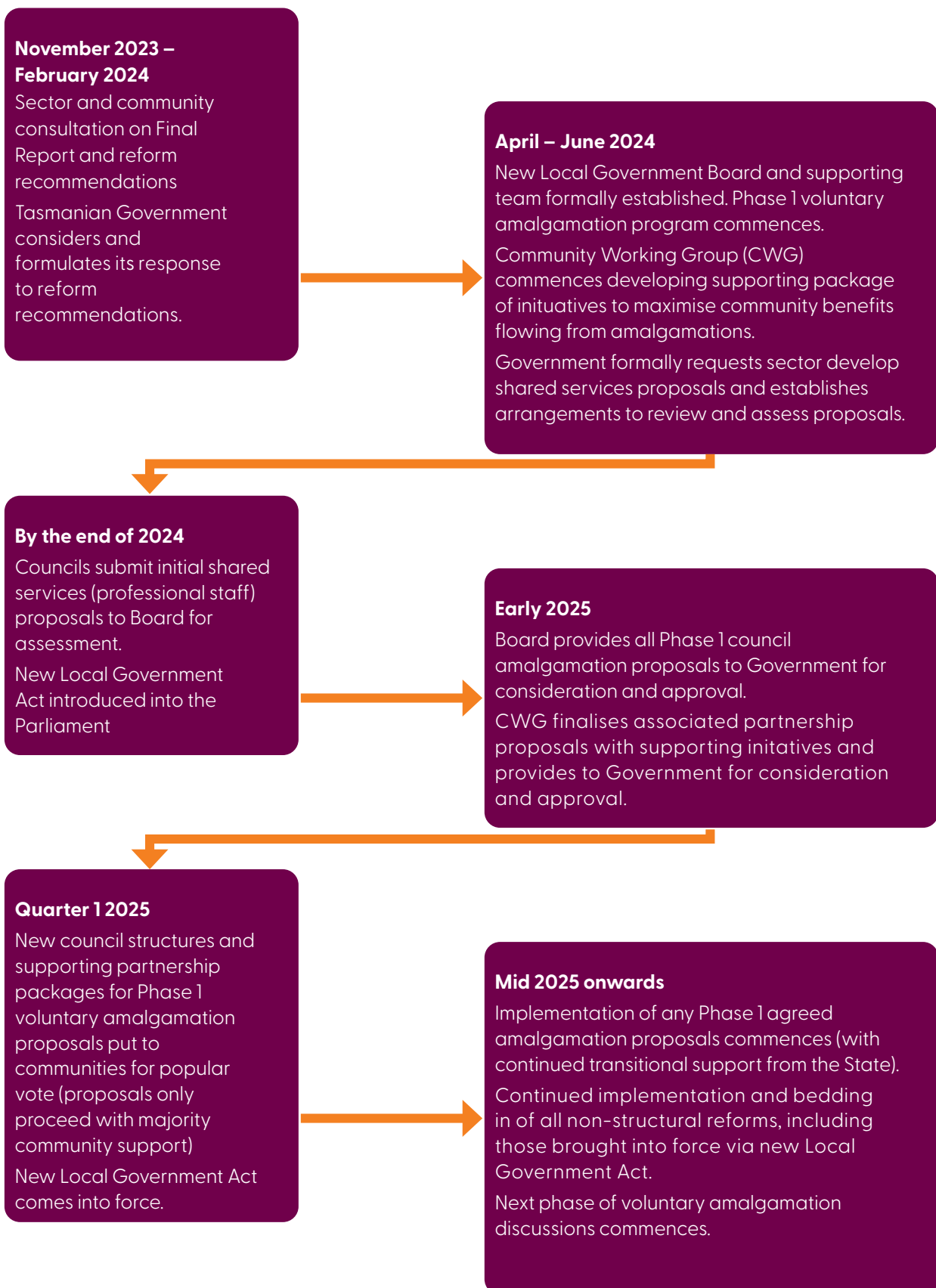
- the technical element of the Phase 1 structural reforms – including refining and implementing proposed new council boundaries and shared services initiatives – be overseen by a new Local Government Board (supported by a range of technical experts as and where necessary).
- the development of packages of targeted transition assistance for new councils via a Community Working Group (CWG) consisting of councils, State agencies and community leaders, supported by dedicated project capability in the Office of Local Government (OLG) or other appropriate agency.
- broader sector-wide reforms – including the implementation of pending agreed reforms from the earlier Local Government Legislation Review via a new Local Government Act – would most logically be managed and overseen by the Office of Local Government.
- subsequent phases of structural reform (including participating councils) would be identified by the Tasmanian Government and pursued following the conclusion of Phase 1.
- The Board's proposed implementation roadmap – including proposed governance arrangements and associated timeframes – is summarised in the diagrams below.



Governance arrangements for implementing reforms



Indicative timeline for implementing reforms



Full List of Recommendations

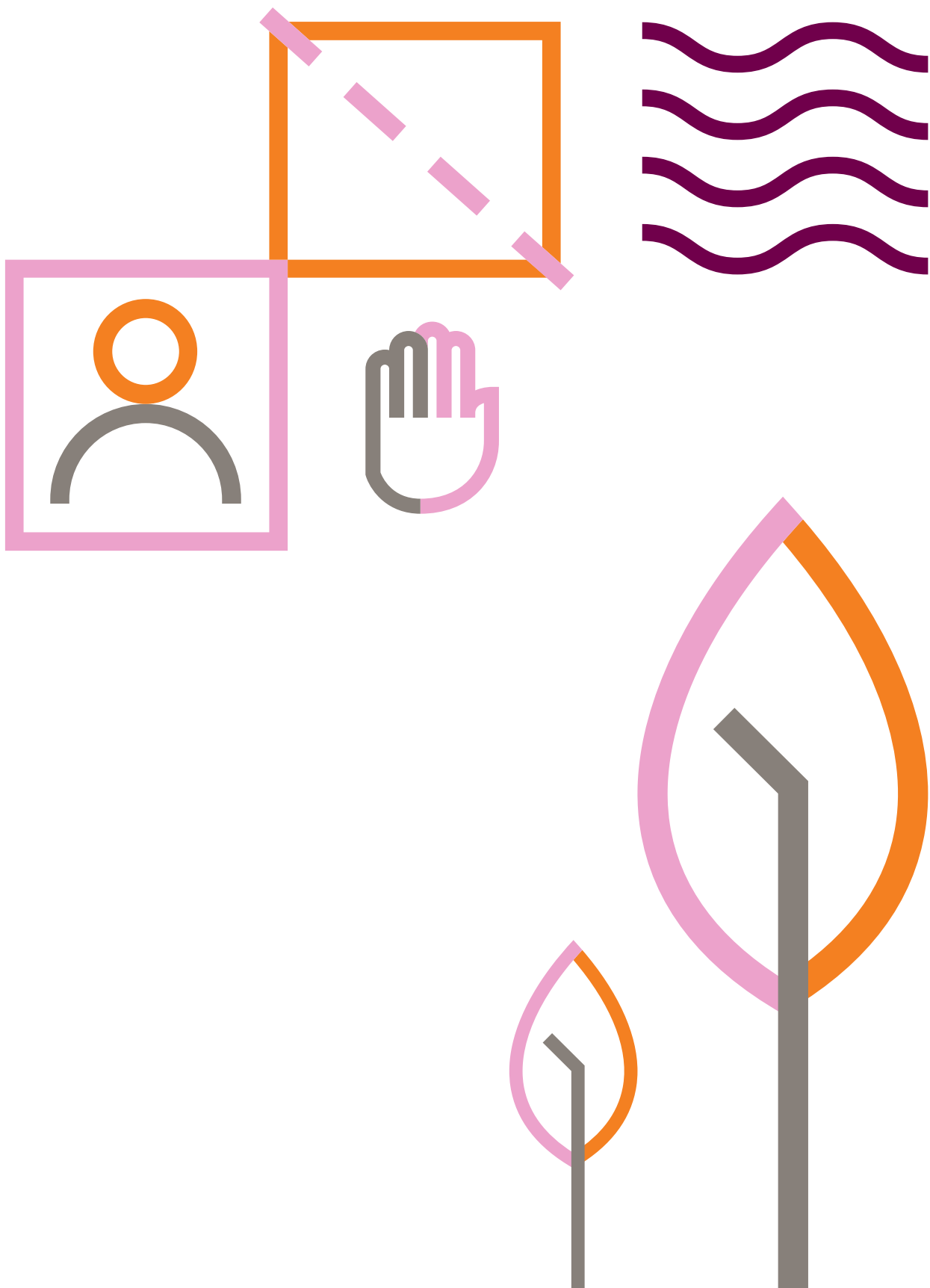
Recommendation #	Recommendation Headline
1	<p>Define in Tasmania's new Local Government Act the role of local government consistent with the statement below:</p> <p>The role of local government is to support and improve the wellbeing of Tasmanian communities by:</p> <ol style="list-style-type: none"> 1. harnessing and building on the unique strengths and capabilities of local communities; 2. providing infrastructure and services that, to be effective, require local approaches; 3. representing and advocating for the specific needs and interests of local communities in regional, state-wide, and national decision-making; and 4. promoting the social, economic, and environmental sustainability of local communities, by mitigating and planning for climate change impacts.
2	<p>The Tasmanian Government – through subordinate legislation – should implement a Local Government Charter to support the new legislated role for local government.</p> <p>The Charter should be developed in close consultation with the sector and clarify and consolidate in a single document councils' core functions, principles, and responsibilities, as well as the obligations of the Tasmanian Government when dealing with the sector as a partner in delivering community services and support.</p>
3	<p>The Tasmanian Government should work with the sector to develop, resource, and implement a renewed Strategic Planning and Reporting Framework that is embedded in a new Local Government Act to support and underpin the role of local government. Under this Framework councils will be required to develop – within the first year of every council election – a four-year strategic plan.</p> <p>The plan would consist of component plans including, at minimum, a:</p> <ul style="list-style-type: none"> • community engagement plan; • workforce development plan; • elected member capability and professional development plan; and • financial and asset sustainability plan.
4	<p>Formal council amalgamation proposals should be developed for the following:</p> <ul style="list-style-type: none"> • West Coast, Waratah-Wynyard and Circular Head Councils (into 2 councils); • Kentish and Latrobe Councils; • Break O'Day, Glamorgan-Spring Bay and Sorell Councils (into 2 councils); • City of Hobart and Glenorchy City Councils; • Kingborough and Huon Valley Councils. <p>The Board acknowledges council interest in and discussions on boundary changes are less advanced in respect of City of Hobart and Glenorchy, and Kingborough and Huon Valley councils, but nonetheless believes that these councils have expressed clear interest in further exploring opportunities. The Board believes there is substantial merit in ensuring that those councils (and their communities) are afforded the opportunity to genuinely explore structural consolidation proposals in greater detail.</p>

Recommendation #	Recommendation Headline
5	A new Local Government Board should be established to undertake detailed assessment of formal council amalgamation proposals and make recommendations to the Tasmanian Government on specific new council structures.
6	A Community Working Group (CWG) should be established in each area where formal amalgamation proposals are being prepared. The CWG would identify specific opportunities the Tasmanian Government could support to improve community outcomes.
7	In those areas where amalgamation proposals are being developed, a community vote should be held before any reform proceeds, to consider an integrated package of reform that involves both a formal council amalgamation proposal and a funded package of opportunities to improve community outcomes.
8	If a successful community-initiated elector poll requests councils to consider amalgamation, the Minister for Local Government should request the Local Government Board to develop a formal amalgamation proposal and put it to a community vote.
9	The new Local Government Act should provide that the Minister for Local Government can require councils to participate in identified shared service or shared staffing arrangements.
10	Give councils the opportunity to design identified shared service arrangements themselves, with a model only being imposed if councils cannot reach consensus.
11	Before endorsing a particular mandatory shared service arrangement, the Minister for Local Government should seek the advice of the Local Government Board.
12	If councils are unable to reach consensus on a mandatory service sharing agreement, the Minister for Local Government should have the power to require councils to participate in a specific model or models the Tasmanian Government has developed.
13	The first priorities for developing mandatory shared service arrangements should be: <ul style="list-style-type: none"> · sharing of key technical staff; · sharing of common digital business systems and ICT infrastructure; and · sharing of asset management expertise through a centralised, council-owned authority.
14	Include a statutory requirement for councils to consult with local communities to identify wellbeing priorities, objectives, and outcomes in a new Local Government Act. Once identified, councils would be required to integrate the priorities into their strategic planning, service delivery and decision-making processes.
15	To be eligible to stand for election to council, all candidates should first undertake – within six months prior to nominating – a prescribed, mandatory education session, to ensure all candidates understand the role of councillor and their responsibilities if elected.

Recommendation #	Recommendation Headline
16	<p>The Tasmanian Government and the local government sector should jointly develop and implement a contemporary, best practice learning and ongoing professional development framework for elected members. As part of this framework, under a new Local Government Act:</p> <ul style="list-style-type: none"> all elected members – including both new and returning councillors – should be required to complete a prescribed ‘core’ learning and development program within the first 12 months of being elected; and councils should be required to prepare, at the beginning of each new term, an elected member learning and capability development plan to support the broader ongoing professional development needs of their elected members.
17	<p>The Tasmanian Government should further investigate and consider introducing an alternative framework for councils to raise revenue from major commercial operations in their local government areas, where rates based on the improved value of land are not an efficient, effective, or equitable form of taxation.</p>
18	<p>The Tasmanian Government should work with the sector and the development industry to further investigate and consider introducing a marginal cost-based integrated developer charging regime.</p>
19	<p>Introduce additional minimum information requirements for council rates notices to improve public transparency, accountability, and confidence in council rating and financial management decisions.</p>
20	<p>Within the context of the national framework, the Tasmanian Government should seek advice from the State Grants Commission on how it will ensure the Financial Assistance Grants methodology:</p> <ul style="list-style-type: none"> is transparent and well understood by councils and the community, that assistance is being targeted efficiently and effectively, and is not acting as a disincentive for councils to pursue structural reform opportunities.
21	<p>The Tasmanian Government should review the total amount of Heavy Vehicle Motor Tax Revenue made available to councils and consider basing this total amount on service usage data.</p>
22	<p>Introduce a framework for council fees and charges in a new Local Government Act, to support the expanded, equitable and transparent utilisation of fees and charges to fund certain council services.</p>
23	<p>The Tasmanian Government should review the current rating system under the Local Government Act to make it simpler, more equitable, and more predictable for landowners. The review should only be undertaken following implementation of the Board’s other rating and revenue recommendations.</p>
24	<p>The Tasmanian Government should work with the sector to develop, resource, and implement a best practice local government performance monitoring system.</p>

Recommendation #	Recommendation Headline
25	The Tasmanian Government should develop a clear and consistent set of guidelines for the collection, recording, and publication of datasets that underpin the new performance reporting system to improve overall data consistency and integrity, and prescribe data methodologies and protocols via a Ministerial Order or similar mechanism.
26	<p>The new Strategic Planning and Reporting Framework should actively inform and drive education, compliance, and regulatory enforcement activities for the sector, and entities with responsibility for compliance monitoring and management – including the Office of Local Government and council audit panels – should be properly empowered and resourced to effectively deliver their roles.</p> <p>As part of this the Tasmanian Government should consider introducing a requirement for councils to have an internal audit function given their responsibilities for managing significant public assets and resources, and whether this requirement needs to be legislated or otherwise mandated. Consideration should also be given to resourcing internal audit via service sharing or pooling arrangements, particularly for smaller councils.</p>
27	The Tasmanian Government should collaborate with the local government sector to support a genuine, co-regulatory approach to councils' regulatory responsibilities, with state agencies providing ongoing professional support to council staff and involving councils in all stages of regulatory design and implementation.
28	The Tasmanian Government should work with the local government sector to pursue opportunities for strengthened partnerships between local government and Service Tasmania.
29	Councils should migrate over time to common digital business systems and ICT infrastructure that meet their needs for digital business services, with support from the Department of Premier and Cabinet's Digital Strategy and Services (DSS).
30	The Tasmanian Government – in consultation with the sector – should review the current legislative requirements on councils for strategic financial and asset management planning documentation to simplify and streamline the requirements and support more consistent and transparent compliance.
31	The Tasmanian Government – in consultation with the sector – should investigate the viability of, and seek to implement wherever possible, standardised useful asset life ranges for all major asset classes.
32	All Tasmanian councils should be required under a new Local Government Act to develop and adopt community engagement strategies – underpinned by clear deliberative engagement principles.

Recommendation #	Recommendation Headline
33	A new Local Government Act should require councils, when developing and adopting their Community Engagement Strategies, to clearly set out how they will consult on, assess, and communicate the community impact of all significant new services or infrastructure.
34	Following the phase 1 voluntary amalgamation program, the Tasmanian Government should commission an independent review into councillor numbers and allowances.
35	The Tasmanian Government should expedite reforms already agreed and/or in train in respect of statutory sanctions available to deal with councillor misconduct or poor performance.
36	<p>The Tasmanian Government should:</p> <ul style="list-style-type: none"> • support the Local Government Association of Tasmania (LGAT) to develop and implement – in consultation with councils and their staff – a workforce development toolkit tailored to the sector and aligned with the Tasmanian Government’s workforce development system; • support councils to update their workforce plans at the time of any consolidation; • support LGAT to lead the development and implementation of a state-wide approach to workforce development for key technical staff, beginning with environmental health officers, planners, engineers and building inspectors; • recognise in statute that workforce development is an ongoing responsibility of council general managers and is included as part of the new Strategic Planning and Reporting Framework; and • include simple indicators of each council’s workforce profile in the proposed council performance dashboard.
37	The Tasmanian Government should partner with, and better support, councils to build capacity and capability to plan for and respond to emergency events and climate change impacts.





Report Outline

The Final Report is divided into six chapters.

Chapter 1 sets out a vision for the **future role** of local government in Tasmania, which has at its heart the goal of supporting the **wellbeing, sustainability, and prosperity** of our local communities. It clarifies the unique and critical contribution councils should play in delivering this goal and lays out the high-level **capabilities and resources** our councils require to meet the future needs of communities successfully and sustainably, given the opportunities and challenges the State will face over the next 20-30 years. We explain how the crucial role of councils needs to be more clearly laid out in legislation, and then put into action through a Local Government Charter and a supporting Strategic Planning and Reporting Framework.

Chapter 2 explains why many local councils – despite their best efforts – are not well-placed to support and deliver their future role given structural constraints of the local government system as it stands. It outlines how **significant and wide-ranging reform is needed** to lift the overall capability of the sector. Drawing on evidence we have gathered throughout the Review, we identify a range of concerning capability deficits in the sector, which – if not addressed – will increasingly inhibit delivery of the infrastructure and services communities need. We also reflect on the structural challenges in our system which make it difficult to garner the political and community support needed to deliver the scope and scale of structural reform that must occur to tackle the limitations in our current model and set the local government sector up for the future.

It also lays out the essential elements of a **proposed reform agenda** for the Tasmanian local government sector. The agenda is focused on delivering the core community outcomes the Board has heard communities value most:

1. **Achieving healthy and sustainable local communities**
2. **Delivering better local services**
3. **Building and maintaining future-ready community assets**
4. **Ensuring local government represents you and your community**
5. **Enhancing local job opportunities in councils**



Chapter 3 lays out our findings and recommendations for **structural reform**. First, we give our views on how Tasmania's future local government boundaries should be drawn to best support communities, based on the research, analysis, and engagement we have undertaken during our Review. Acknowledging the current lack of support for mandated council boundary changes, we set out a proposed model **for encouraging voluntary amalgamations** supported by new arrangements for **mandating shared services arrangements** as a way of moving towards that future reform.

Chapter 4 lays out the Board's findings and recommendations on **specific reforms** which will play an essential role in improving the governance, performance management, and funding of Tasmania's local councils, and which will be most effective if delivered in conjunction with our proposed structural reforms. Our specific reforms are the culmination of an extensive program of options development, testing, and refinement we have undertaken throughout the Review. They have been formulated based on broad sectoral and community consultation.

Chapter 5 sets out the Board's recommendations for **implementing the proposed reform agenda**, including indicative timeframes, governance arrangements, and resourcing requirements.

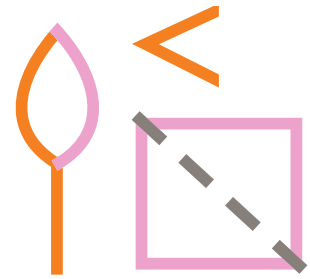
Chapter 6 deals with technical procedural matters under the *Local Government Act 1993* (the Act) in relation to next steps for the Government in consulting on and responding to the Final Report.

The Final Report also includes two supporting **appendices**, which provide further detailed information and analysis in relation to the:

- high-level viability analysis supporting the Board's proposed future local government areas (Appendix 1); and
- process and approach the Board has taken to the Review, with a specific focus on its extensive state-wide community consultation and engagement activities (Appendix 2).



1. A Future Vision for Local Government – Building Strong, Prosperous, and Resilient Local Communities



Key Takeaways

- > Effective and capable local councils will be an essential enabler of Tasmania's future prosperity and wellbeing.
- > The local government sector needs to be able to effectively partner with the Australian and Tasmanian Governments on wellbeing. A key part of this is ensuring councils are clear on their role and have the capability and resources to deliver on it.
- > Councils already support community wellbeing in a range of important ways. There are things local councils can do better than other spheres of government, assuming they have the right capability and resources at their disposal.
- > Our current system means many councils are unable to meet increasingly complex community needs in a way that is equitable and consistent. In part this is because our system of local government still reflects the structure, functional and service requirements, and funding mechanisms established during the last significant reform process thirty years ago. Councils are structurally constrained by an institutional framework that is no longer fit for purpose.
- > The community does not want councils to radically change the range of services and functions they currently provide. But councils do need a more clearly defined and well-understood mandate so they can strategically build their capability to support their communities' wellbeing priorities and focus on their areas of comparative strength and formal responsibility.
- > The contemporary role of local government – focused on supporting community wellbeing, first and foremost – should be enshrined in a new principles-based Local Government Act.
- > A Charter for Local Government should also be instituted to lay out how councils will support the communities they serve, the duties and principles they are bound by, and the standards of conduct, governance, representation, and service delivery they will uphold. It should also set principles for and parameters around a renewed partnership between councils and the Tasmanian Government.
- > The Charter should frame and drive a renewed Strategic Planning and Reporting Framework for councils.
- > This will allow councils to track and improve their performance and communities to hold councils to account. It should also support prudent regulatory oversight of the sector. The goal should be a culture of continuous improvement across the sector.

Local councils, current community challenges, and future wellbeing

During the Review, we have been struck by the value Tasmanians put on their connections to local places, and the strength of local community networks that are integral to those connections. We see time and again how Tasmanian communities rally and support each other in the face of emergencies, disasters, and crises. The future prosperity of Tasmania relies on the strength

and resilience of its local communities and, by extension, its councils.

But we have also heard of the growing list of challenges our communities are facing, and will continue to face, over the next 30 years – from an ageing population, climate change and associated natural disasters, to increased cost of living pressures, growing social inequality, and unexpected global crises such as the COVID-19 pandemic (see Table 1).

Table 1: Tasmania's future needs and challenges – key dimensions

Demographics	<ul style="list-style-type: none"> • The Tasmanian Treasury's updated 2022 medium-term population projection suggests that while Tasmania has been experiencing strong population growth, population is projected to plateau by mid-century and decline in regional Tasmania due to the ageing of the population. • Tasmania has uneven patterns of regional development, and thus demographic development – causing significant, differential population change across Tasmania's LGAs. • 20 LGAs have a median age older than the State's median age of 42.3 years. • 16 of Tasmania's LGAs are experiencing 'hyper-ageing', where more than 20 per cent of the population is aged over 65 years, indicating imminent natural population decline.
Health and wellbeing	<ul style="list-style-type: none"> • Tasmanians have higher rates of a range chronic health conditions compared to the national average and are more likely to be daily smokers and overweight or obese. • Tasmanians are more likely to experience disability or mobility challenges than the national average, and a sizeable proportion require assistance with daily activities. • These challenges are especially acute in regional Tasmania, as many residents with elevated levels of need live a significant distance from vital services.
Housing and workforce	<ul style="list-style-type: none"> • Tasmania's rental market is among the least affordable in the country, and a high proportion of Tasmanians experience housing stress. Tasmanians also have the lowest median weekly incomes in the nation. • Rents and property prices are increasing faster in regional areas than in cities, and income disparity is stark in regional Tasmania.
Geographic scale, climate change	<ul style="list-style-type: none"> • Tasmania has more councils for its land area than any other Australian state or territory (six times the national average), creating coordination and management challenges in emergency or disaster situations. • Tasmanian communities are facing increased risk of extreme weather events. Growing disaster risk in regional areas poses an especially dire threat to people, agriculture and key infrastructure, and to the natural environment.

Communities have increasing expectations that governments at all levels will support them in addressing these challenges. These expectations are best understood and most acutely felt by local government, the sphere of government closest to the people. Councils have told us they need to be properly empowered and resourced to play their vital role shaping communities that are healthy, prosperous, and resilient.

Our current system means many councils are unable to meet increasingly complex community needs in a way that is equitable and consistent. In part this is because our system of local government still reflects the structure, functional and service requirements, and funding mechanisms established during the last significant reform process 30 years ago. While councils have evolved and adapted to meet emerging and future community needs as best they can, they are structurally constrained by an institutional framework that is no longer fit for purpose.

For the sector to build the requisite capability to deliver the services and functions communities need, there must be a reframing of the legislative framework that governs the sector. First and foremost, this must be underpinned by a clear consensus on, and definition of, the role councils play in supporting communities, and how this differs from and supports other spheres of government.

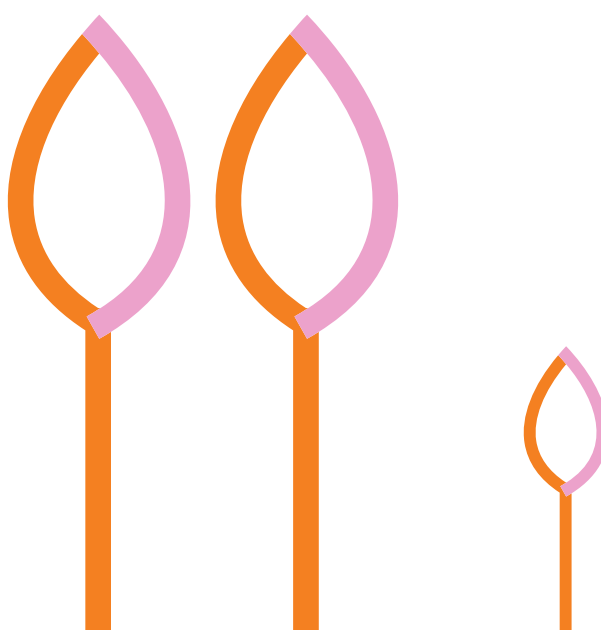
The emergence of 'wellbeing' as a focus for government

In July 2023 the Australian Government released [Australia's first Wellbeing Framework](#), featuring 50 indicators across five key themes – healthy, secure, sustainable, cohesive and prosperous. The Australian Government is currently working to embed these indicators into all facets of its decision making.

The Tasmanian Government is currently developing its own Wellbeing Framework and [Sustainability Strategy](#), both with a focus on how we can best support the wellbeing and sustainability of Tasmanian communities into the future.

The local government sector needs to be able to effectively partner with the Australian and Tasmanian Governments on wellbeing. A key part of this is ensuring councils are clear on their role and have the capability and resources to deliver on it.

Below, we recommend a new legislated role for local government that puts improving wellbeing of communities at the centre of everything councils do.

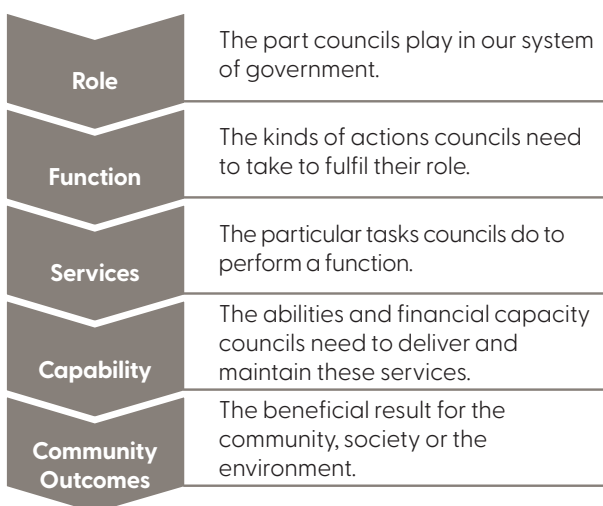


Clarifying local government's role

We said in our Stage 1 Interim Report that reaching a clear community consensus on the future role of local government in Tasmania was the single most important task for the Review.

Clearly defining the future role of local government is necessary to guide the scope of functions and services councils should deliver, the capabilities they need, and the outcomes they can deliver for their communities (see Figure 1).

Figure 1: How defining the role of local government leads to community outcomes.



A strong, clear, and well-accepted expression of the role of local government has three benefits:

- First, it will help limit the ongoing 'scope creep' of council services and functions the Board has heard about.
- Second, it will better clarify the respective functional responsibilities of councils, the Tasmanian Government, and the Australian Government, which will underpin more effective agreement and collaboration between local government and other spheres of government on service delivery, advocacy, and facilitation.
- Third, it will be a foundation for better accountability to the community through more robust, transparent, and comparable reporting.

In this section, we provide our views on the future role of local government in Tasmania based on the research and engagement we have undertaken. We explain how a clearly defined role can be 'given life' and embedded more actively and deliberately into council decision-making.

Local government's role is not well-defined, and this is contributing to a range of issues.

Tasmanian legislation does not clearly define the role for local government. The *Constitution Act 1934* broadly establishes local government and provides that councils will have such powers as "Parliament considers necessary for the welfare and good government of the area in respect of which the municipality is constituted".

Section 20 of the *Local Government Act 1993* sets out the following high-level 'functions and powers' for Tasmanian councils:

- to provide for the health, safety and welfare of the community;
- to represent and promote the interests of the community; and
- to provide for the peace, order and good government of the municipal area.

The Local Government Act further provides that "... in performing its functions, a council is to consult, involve and be accountable to the community".

The current framework is intended to support a 'general powers of competence' approach, with a council given broad latitude to do what it considers necessary to perform its functions (both within and outside its municipal area).

However, throughout the Review, we heard there was confusion and some disagreement about the role local government currently plays and should play in the future. This is being driven by several factors:

- Communities are demanding an expanding range of services from councils – shifting from the traditional role of infrastructure provision and ‘services to property’ towards supporting the wellbeing, resilience, connectedness, identity, and culture of local communities, or ‘services to people’.
- Councils feel the pressure to provide these new services more directly than other spheres of government due to their proximity to the community.
- Councils regularly become a ‘provider of last resort’ where there are market failures or service gaps left by other spheres of government or the non-government sector.
- Councils are required to take on regulatory and service delivery responsibilities that arise from Tasmanian Government policies or programs, sometimes without the adequate funding or support they need to be successful.

Because the role of local government has not been expressly defined, it has evolved organically over time. The role has come to be defined by the functions and services that councils deliver, rather than the other way around.

This is complicated by the fact that community needs and priorities vary around the State – in rural and urban areas, on the main island and on remote islands – and the expectation of councils’ role in these communities varies accordingly. For example, Flinders Council assumes functions not ordinarily performed by councils, including airport management, funeral directorship, and maintenance and emergency works for TasWater and the Department of State Growth.

This has made it difficult to assess whether councils have the right capabilities to serve their communities most effectively. The breadth and ‘fuzziness’ of local government’s role is also undermining effective coordination between councils, the Tasmanian Government, and the Australian Government, which sometimes manifests as ‘burden-shifting’.

We also discovered through our sentiment research that the community mostly does not mind who provides many services so long as they are delivered at an acceptable cost and to a standard that meets their needs. The community simply wants all levels of government to work together more effectively in their interests – and for their interests to be well understood and well represented by a strong local voice.

The role of councils in 21st Century Tasmania

The Board is of the view – and this is supported by the sector and communities – that there is nothing manifestly wrong with the range and scope of current services and functions councils are performing. We do not believe there is a convincing case to radically change local government’s role from their traditional functions or services, nor to prevent them from providing more ‘people-focused’ services.

The core issue lies in the fact that councils are taking on broader responsibilities often without formal recognition or supporting structures or resources. Councils need a clear mandate to build capability to support the wellbeing of their communities and transparent and effective supporting structures which ‘give life’ to the wellbeing objective. This mandate can be created by better articulating councils’ role in legislation via a new overarching role statement supported by a Local Government Charter.

The role statement – A future vision for local government in Tasmania

In its Stage 1 Interim Report, the Board put forward a high-level role statement based on our early research and engagement. The role statement focuses on supporting and improving the wellbeing of Tasmanian communities, consistent with the increasingly important part our councils play in shaping places and communities.

This includes providing high quality and increasingly sophisticated representation, engagement, and community advocacy, as well as facilitating and coordinating programs and projects at a community level. Place-shaping also includes vital social, economic, and community development and environmental management functions, strategic land-use planning, and targeted place-based wellbeing initiatives in response to distinctive community needs or preferences.

During the Review, many respondents highlighted the vital role that councils play in promoting social, economic, and environmental sustainability at the local level, as well as in planning for and mitigating climate change impacts. We felt it was important to acknowledge these explicitly in the role statement.

The Board considered whether the role statement needed to be more detailed, comprehensive, and prescriptive, for example by setting out a specific list of responsibilities for councils and clearly excluding others. However, in response to council and community feedback, the Board decided a highly prescriptive role statement would unhelpfully constrain councils from responding to the needs and priorities expressed by communities.

The role statement establishes an overarching ‘vision’ for the sector, while still giving councils the flexibility to meet the unique needs and priorities of their local communities. The role statement ensures councils are clear on their purpose and embed community-focused wellbeing and sustainability considerations into all their strategic planning and service delivery functions.

Recommendation 1: Define in Tasmania’s new Local Government Act the role of local government consistent with the statement below:

The role of local government is to support and improve the wellbeing of Tasmanian communities by:

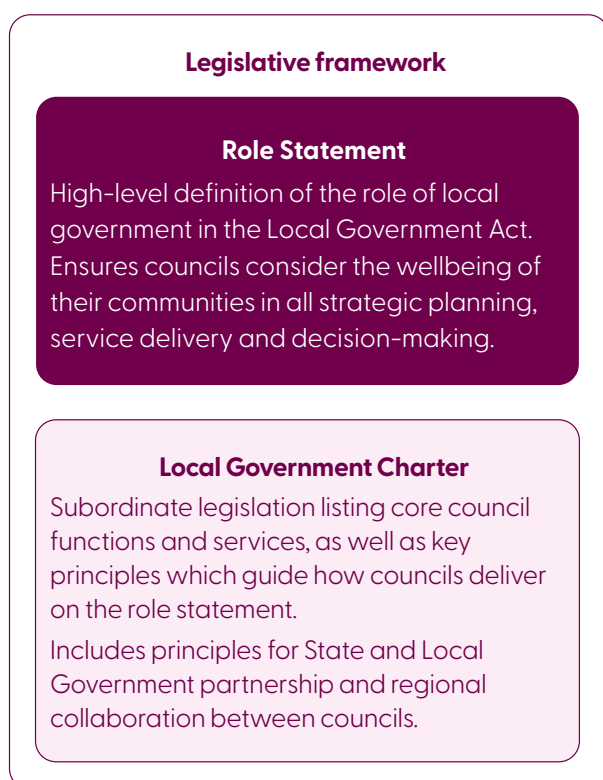
- harnessing and building on the unique strengths and capabilities of local communities;
- providing infrastructure and services that, to be effective, require local approaches;
- representing and advocating for the specific needs and interests of local communities in regional, state-wide, and national decision-making; and
- promoting the social, economic, and environmental sustainability of local communities, including by mitigating and planning for climate change impacts.

Local Government Charter

While the role statement should be high level and fixed in legislation, we believe that a more detailed Charter should be defined in a more flexible instrument like regulations.

The Charter will provide clear guidance for how councils support the communities they serve, the duties and principles they are bound by, and the standards of conduct, governance, representation, and service delivery that underpin council administration. Figure 2 shows how the role statement and the Charter would work together as part of a new legislative framework for the sector.

Figure 2 – Defining council's role in legislation



A Charter will also clarify the core ‘uniform’ functions and services of councils. It will provide guidance on the relationship, roles, and responsibilities of local government in relation to, and in collaboration with, other spheres of government – particularly the Tasmanian Government.

Critically, it will also set out the principles and parameters for where and how councils will work together on strategic issues – such land use and settlement planning, economic development, and emergency preparedness and response – at the regional level and state-wide level. We know councils already work together effectively across a range of regional governance mechanisms and a Charter provides an opportunity to formally recognise, embed, and further strengthen existing collaborative practices.

We have not determined the specific contents of the Charter, noting it needs to be developed in close collaboration with the sector, and must be relevant and fit for purpose for Tasmania’s system of local government. However, as a starting point it should contain the core features set out in Figure 3 core features.

Figure 3: Proposed contents for Local Government Charter

A Local Government Charter – what should be in it?

- > A list of core council functions and services.
- > Principles and practices to guide when and how councils should move into areas outside these core responsibilities.
- > Principles for good governance.
- > Principles for good financial management.
- > Principles for deliberative community engagement.
- > Principles that ensure councils promote the social, economic, and environmental sustainability of local communities, including mitigation and planning for climate change impacts.
- > Clarification and expansion of the council role statement, for example:
 - > Representing and advocating for the specific needs and interests of local communities in regional, state-wide, and national decision-making

“This means local government is an effective local advocate in those areas where it does not have direct service delivery responsibility and works with other levels of government to facilitate and deliver the things their communities need most. Local government becomes a broker and delivery partner in a range of areas, in varying capacities.”
- > Principles for collaboration and coordination between neighbouring councils to address regional challenges and opportunities effectively.

The Charter should also set out how the Tasmanian Government will support the sector deliver on its remit, including clear undertakings in relation to respective service area responsibilities and obligations, and clear processes for consultation where the Tasmanian Government makes decisions impacting on the sector.

This will support closer and more effective collaboration and engagement between the spheres of government. The Charter should set out principles which:

- > provide a means for the Tasmanian Government and local government to genuinely discuss responsibilities and expectations, and develop targeted priority plans to resolve strategic sector-wide issues as they occur; and
- > ensure that when the Tasmanian Government seeks to divest or impose any new regulatory or service responsibilities onto local government, the sector and the community is appropriately consulted and supported to fulfill these responsibilities.

In short, the Charter should establish the core functions and guide the necessary capabilities for Tasmanian councils to successfully deliver on their role.

A legislated role statement and a clarifying Charter in subordinate legislation is consistent with and supports the Government's commitment to develop a new Local Government Act. In response to the Local Government Legislation Review, the Government committed to creating principles-based legislation that sets the principles of good governance, community engagement, and financial management for the governance and operations of local government, with supporting detail in regulations to provide clarity and flexibility.

Recommendation 2: the Tasmanian Government – through subordinate legislation – should implement a Local Government Charter to support the new legislated role for local government.

The Charter should be developed in close consultation with the sector and clarify and consolidate councils' core functions, principles, and responsibilities, as well as the obligations of the Tasmanian Government when dealing with the sector as a partner in delivering community services and support.

Putting the role into practice

To put the role into practice, councils will need a planning and reporting framework that provides a 'clear line of sight' from the high-level strategic vision, through the capabilities they need, and down to operational plans and policies that councils use to manage their services and infrastructure. This framework should also inform how the Tasmanian Government partners with and regulates the sector.

To do this, Tasmania should follow the lead of other Australian jurisdictions by implementing a renewed Strategic Planning and Reporting Framework. The planning component of this Framework should help councils to understand their community's priorities, and to identify the capabilities and resources they need to deliver those priorities. The reporting component will allow councils to be accountable to their communities for delivering those priorities and show how they are performing in comparison to other councils.

The Strategic Planning and Reporting Framework can also facilitate partnerships with the Tasmanian Government, providing a means to deliver on, and be accountable for, legislative responsibilities and funded projects and partnerships.

Legislation would set out the key elements of the Framework. Improved performance monitoring and accountability mechanisms would be aligned to the Framework and guide regulatory oversight entities like the Office of Local Government in its role supporting the sector to improve its own performance.

A critical element is the development of a core suite of agreed performance measures that cover the core roles and functions of councils as well as service quality and cost. Regular, highly transparent reporting of absolute and relative council performance against these metrics would ensure councils are accountable to their communities for delivering on their role, and areas for improvement are readily identified.

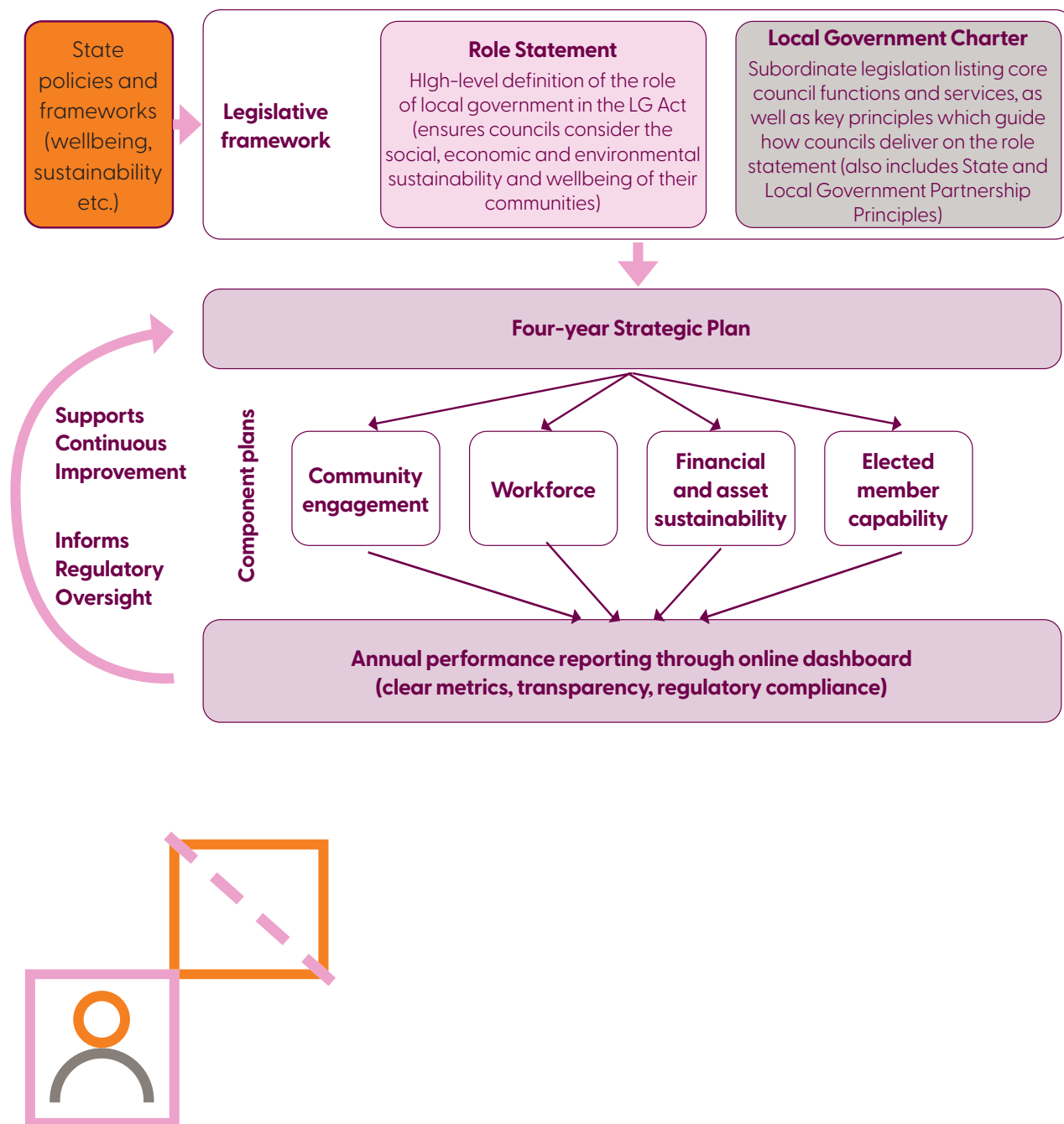
Figure 3 shows how the components of the proposed Framework interact.

Recommendation 3: That the Tasmanian Government work with the sector to develop, resource, and implement a renewed Strategic Planning and Reporting Framework that is embedded in a new Local Government Act to support and underpin the role of local government. Under this Framework councils will be required to develop – within the first year of every council election – a four-year strategic plan.

The plan would consist of component plans including, at minimum:

- a community engagement plan;
- a workforce development plan;
- an elected member capability and professional development plan; and
- a financial and asset sustainability plan.

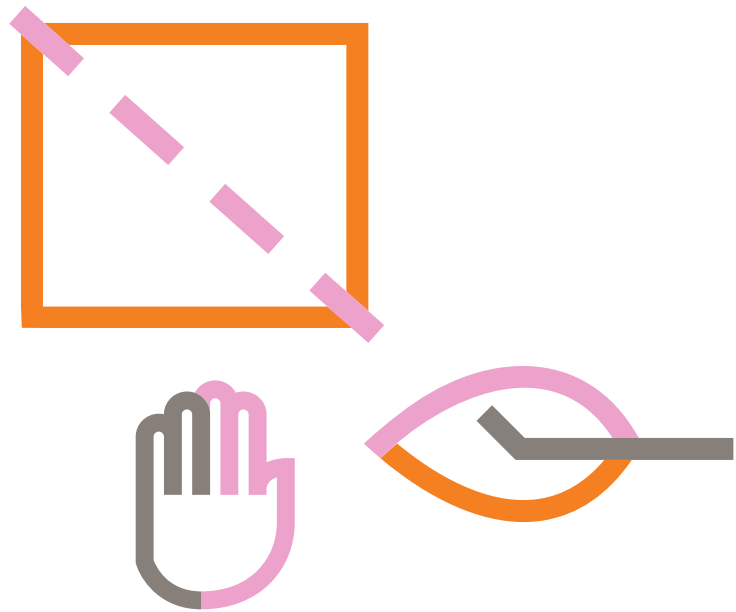
Figure 4: Strategic Planning and Reporting Framework – Implementing the role of local government







2. The Case for Change: Why Major Reform Remains Essential



Key Takeaways

- > Tasmanian communities are not best served by retaining our current local government system. Many councils will struggle to deliver for their communities in the future, unless we make significant changes to how our current system is structured and funded, and how it delivers services.
- > Maintaining 29 councils results in unhelpful competition, fragmentation, and duplication. It also makes it harder to achieve cooperation on important regional and state-wide issues.
- > Smaller rural councils already find it hard to meet regulatory responsibilities in areas like building control and food safety, and to manage critical community infrastructure assets.
- > The 29 council model is well overdue for reform and needs to evolve to meet current and future community needs and priorities.
- > Councils will face increasing demands on their resources in the years ahead due to complex and growing community needs.
- > Councils will need the capability to support communities through emergencies and unexpected crises, such as the COVID-19 pandemic and natural disasters. These challenges will be felt most acutely in regional and remote communities where we know capability is already often stretched too thinly.
- > The problem is not with individual councils, but the broader structure of the local government sector itself.
- > The community understands and supports the need for change. Our research shows most Tasmanians believe we should have fewer councils, and that they support reforms to enhance the capacity of the sector to deliver better services, in particular greater resource-sharing.

The case for change

In Chapter 1, we set out a clear vision for the role of local government in Tasmania in supporting the wellbeing and prosperity of our local communities. We also described how a new planning and reporting framework – and greater clarity about the role of councils – could guide the identification and development of the core capabilities councils need.

We believe there is broad support and agreement in the sector and broader community on what councils need to be able to do well, and what it looks like when they are succeeding.

We have identified – through an extensive program of research, analysis, and engagement – clear evidence that some councils will struggle to be able to deliver for their communities in line with this vision unless we make significant changes to how our current system of local government is structured and funded (see Table 2).

In summary, we found:

- our current system of 29 councils has a significant and detrimental impact on the ability of those councils to attract and retain key staff, to uniformly manage assets well, and to deliver important regulatory functions;
- concerning capability gaps across the sector, driven in part by workforce and skills shortages, leading to sub-standard delivery of important regulatory functions and highly uneven asset management practices. These gaps and challenges are being felt more acutely in smaller, rural councils and are exacerbated by many councils competing for the same staff; and
- at a strategic level, the competition, fragmentation, and duplication of effort which naturally occurs across so many different councils hinders collaborative effort and outcomes when it comes to effectively managing regional and state-wide challenges.

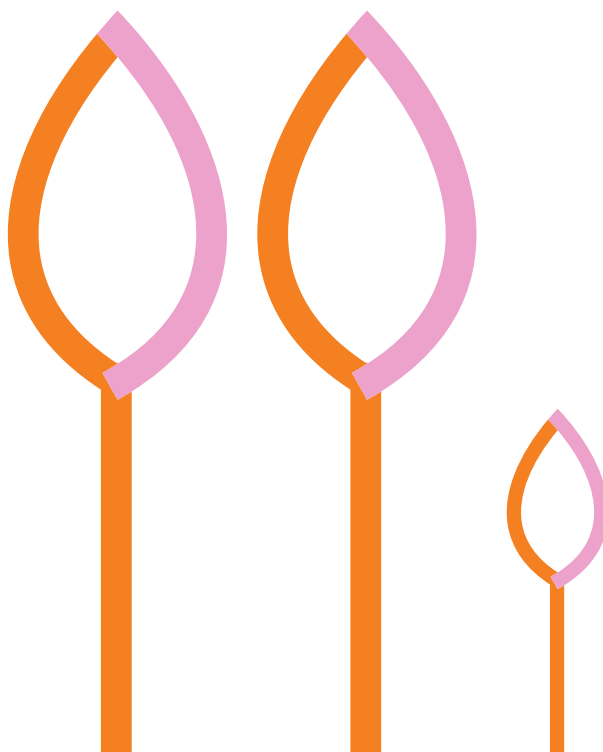


Table 2: Local government capability gaps

Capability gap	Evidence
Workforce shortages	In 2018, 69 per cent of councils were experiencing a skills shortage and 50 per cent were experiencing skills gaps. In 2022 this had worsened, with 86 per cent of Tasmanian councils experiencing a skills shortage. Engineers, town planners, environmental health officers, and building surveyors were in the top five areas of shortages.
Gaps in public health monitoring and reporting	62 per cent of councils are failing to carry out all the food safety inspections recommended to protect the public from dangerous food poisoning risks like Salmonella. 72 per cent of councils are failing some of their responsibilities for monitoring water in pools and outdoor sites for safe swimming. Smaller councils were more likely to be failing in these responsibilities than larger councils.
Uneven enforcement of building and plumbing regulations	69 per cent of councils are failing to perform the plumbing inspections required to ensure public safety and prevent risks like waterborne illness. 31 per cent issued some plumbing permits without site inspections. When building orders were not complied with, councils failed to take follow up action in 79 per cent of cases. On these plumbing and building measures, larger councils were more likely to be fulfilling their responsibilities than smaller councils.
Planning to maintain roads and other council assets	A review of asset management plans ² has found high levels of noncompliance with minimum statutory requirements. Only 42 per cent of rural councils were compliant in 2020–21, compared with 60 per cent of urban councils. Many councils used longer-than-recommended useful lifespans when valuing their assets. There are instances in which major asset classes like stormwater infrastructure have not been accounted for at all.

Our current council boundaries no longer reflect contemporary Tasmanian communities

Tasmanian communities have changed significantly since our local government boundaries were last re-drawn 30 years ago. The ways in which we live, work, and socialise have been transformed over the past generation and we are an increasingly multicultural and diverse society. These social, demographic, and technological changes have implications for the scale and organisation of local government. Patterns of settlement, commuting, and employment have all changed significantly across the State.

Major demographic changes have also taken place: the median age in Tasmania today is 42, eight years older than in 1993, and our population has grown by almost 100,000 people, with the majority settling either in urban areas or in nearby 'lifestyle' locations. Tasmania is also far more multicultural and diverse than in 1993. Thousands of new arrivals from countries like Nepal and India have enriched our cultural life and contributed to shifts in community-level preferences, needs, and aspirations. Major new urban areas have developed, improved roads have reduced travel times, and the internet has revolutionised many aspects of the way people live and work.

² Howard, RJ 2023. Review of Council Strategic Asset Management Plans and Practices. Report for the Future of Local Government Review. (<https://www.futurelocal.tas.gov.au/wp-content/uploads/2023/04/230331-Tas-AM-Review-Update-V4.pdf>)

Research conducted for the Review has highlighted how local government has evolved as the communities it serves have changed. When, in the late 19th Century, towns were isolated and had to be self-sufficient, Tasmania was governed by an estimated 366 local authorities of various kinds. The first Tasmanian Local Government Act was passed in 1906, reducing the number of councils to 50. While a small number of council mergers occurred during the 20th Century, the next major reform was in 1993, with the passage of the current Act and a reduction in councils from 46 to the 29 we have today³.

The increasing mobility and connectedness of contemporary Tasmanians means that the logic that underpinned council boundaries even 30 years ago does not necessarily still apply today. There remains broad agreement across the Tasmanian local government sector that structural reform is needed, and that it will require strong and courageous leadership, direction, and support from the Tasmanian Government to make it happen.

While views diverge on the exact form that reform should take, there is consensus on three fundamental points:

- The status quo is neither an optimal nor sustainable model for the sector, given growing demands, complexity, and sustainability challenges.
- Some form of consolidation is necessary to deliver greater economies of scale and scope, at least for some services.
- The scale and extent of the consolidation needed to deliver significantly better services will, unfortunately, not occur on a purely voluntary basis within the current framework.

The community understands and supports the need for change. Community sentiment research⁴ we have conducted shows most Tasmanians believe we should have fewer councils, and that they support reforms to enhance the capacity of the sector to deliver better services, in particular greater resource sharing. The reasons people give for thinking we have too many councils include that our population is too small, that the current system is too expensive, and fewer councils would be more efficient, and we should have council consolidation or greater resource sharing.

With no change to Tasmania's system of local government, only 14 per cent of Tasmanians feel things will get better, while almost half believe they will get worse. The main reasons for this sentiment included councils and councillors not being appropriately equipped to be 'forward thinking' and manage future issues, including challenges with population growth and ageing.

We also heard from ordinary Tasmanians that there are areas where they feel councils could significantly improve how they serve local communities, particularly when it comes to management of roads and other key infrastructure assets. Tasmanians' overall assessment of how well councils serve their local area showed that 30 per cent had a positive view, 50 per cent were neutral, and 20 per cent had a negative view of performance, with more people in rural and remote communities not feeling as though their council were performing well.

3 Tasmanian Policy Exchange 2022. The History of Local Government in Tasmania. Prepared for the Future of Local Government Review. University of Tasmania.

4 Institute for Regional Futures 2023. The Future of Local Government Review. Community Sentiment Summary Report. University of Newcastle.

Community sentiment on reform – key insights

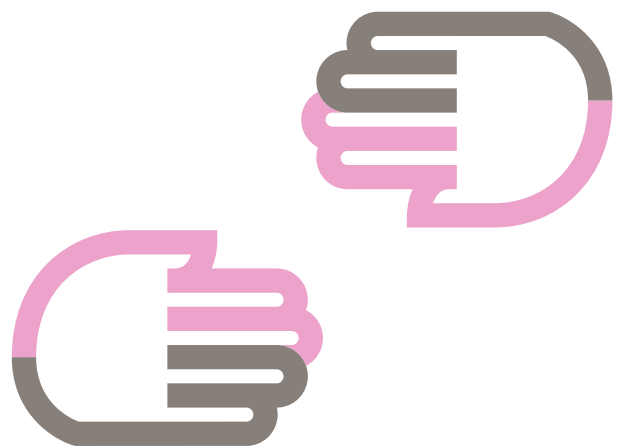
The Board commissioned the University of Newcastle to research Tasmanian community sentiment on local government, including potential reform. The research involved a survey of a representative sample of 1000 Tasmanians (the largest of its type ever undertaken in Tasmania on this topic) and focus group sessions with 148 people across all nine of the Board's 'community catchments'. Overall, there is strong community support for reducing the number of councils in Tasmania and for improving the way councils work together and with other levels of government. However, many community members are cautious about change, and want to better understand the benefits and costs of reform before fully committing to amalgamations in particular.

Key insights from the research included:

- > Boundary adjustment: The majority of Tasmanians support the boundary adjustment of council boundaries in principle, but require more detailed information at a local, granular level for that support to extend to their specific council.
- > Representation and identity: Opposition to boundary adjustment is a view held with significantly higher conviction than those supporting structural reform. This is especially the case in regional areas where loss of representation, local identity, and tailored service delivery remain key concerns.
- > Cost of living: Current cost of living pressures had a high degree of influence on prevailing attitudes toward council reforms, and the impact of reform on rates and charges was the most commonly voiced concern in the focus groups.
- > Shared services: Support for shared services across council boundaries is high and unqualified. However, there is limited consensus as to which specific services (such as waste management, administration, procurement, etc.) could be shared across councils, provided at a regional level, or delivered by a state-wide agency.

The root problem is not with individual councils but the structure of our local government system itself. Councils – particularly smaller rural councils – face a range of pressures beyond their control and have only limited options available to them to respond within the current system of local government.

These pressures are inherently structural and relate to things like growing demand for more (and more costly) services, shrinking rates bases, input cost increases, labour force and skills shortages, and climate change impacts. The Board believes the only appropriate response to structural constraints is structural reform.

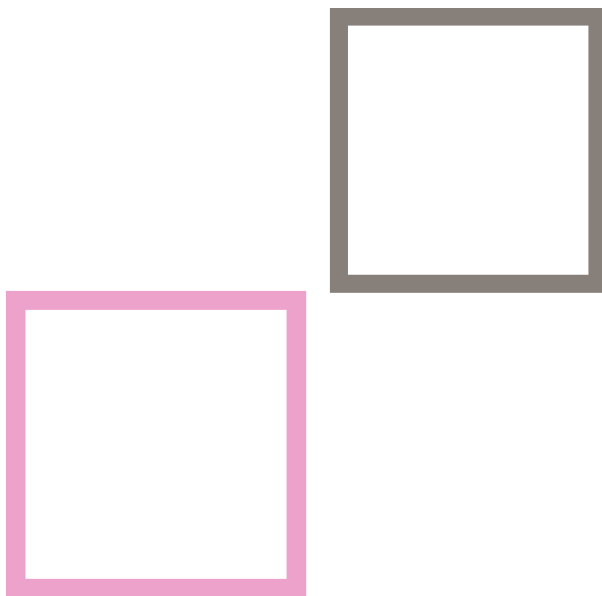


Structural reform is needed if our future councils are to be successful and sustainable

Given these findings, the case for substantive structural reform is strong, if the objective of the Review – to create a more robust and capable system of local government – is to be realised.

If the status quo continues, and there is no meaningful reform of the sector, significant challenges will continue to emerge. Without reform, there will, inevitably, come a ‘tipping point’ where some councils will not be able to function effectively. The opportunity cost of inaction is too great to ignore.

In our Stage 2 Report we advanced the view that structural reform of the sector was an essential component of any effort to lift the overall capacity and capability of the Tasmanian local government sector. We proposed a shift towards a system of fewer, larger councils as a central element of building the scale we believe is needed to underpin the sector’s future capability.



⁵ Local Government Board 2022. The Future of Local Government Review Options Paper. Department of Premier and Cabinet.

⁴² Let's All Shape the Future of Local Government

Why larger councils? The benefits of changing boundaries

In terms of enhancing capability, we have identified⁵ the advantages of moving to a system of larger councils:

- > Redrawing local government boundaries would enable councils to better reflect today’s diverse, connected, and mobile communities.
- > Larger councils should have increased scope to provide a wider range of higher quality services in response to community need, without compromising economies of scope.
- > Larger and more capable councils would have the resources and systems to systematically engage with and represent their communities.
- > Tasmania’s large number of councils creates unnecessary divisions and duplication of service provision in neighbouring regions, especially in metropolitan areas.
- > Adjusting boundaries to better reflect communities of interest would result in more consistent strategic planning, services, and regulation.
- > Larger councils can have greater capability and capacity, can be better at attracting and retaining skilled workforces, and can have a greater diversity and standard of elected representatives.
- > Larger councils have greater capacity to establish strategic partnerships with other levels of government and organisations, allowing them to become more effective and successful advocates for their communities.
- > Larger councils would either fully or partially negate the need for complex shared services arrangements.

If 'scaling up' is well designed, planned, and properly supported by the Tasmanian Government, we think the sector can and will significantly improve the overall quality and range of services provided to Tasmanians. Further, the sector should be able to act as a more effective partner to support a range of important social, economic, and environmental outcomes, and become a more attractive place to work.

However, structural reform is not a panacea and would need to be complemented by both increased and more effective service sharing arrangements at the regional or even state-wide level, and by a range of specific and targeted reform measures aimed at improving councils' governance and funding frameworks.

To advance the structural reform discussion, we released for consultation nine 'community catchment' maps, and a series of scenarios for reorganising Tasmania's local government boundaries to deliver greater scale in a way that also reflects how contemporary Tasmanians live and work⁶. These scenarios prompted some valuable conversations between councils and in the broader community about potential future structural arrangements.

While there is currently limited appetite to pursue non-voluntary council boundary changes, we still believe structural reform to create a system of larger, more capable councils is needed to set up the local government sector for future success.

Overcoming barriers to consensus on structural reform

We have seen firsthand during the Review the significant challenges governments can face in mobilising council and community support for moving to a system of fewer, larger councils.

While it is easy to suggest opposition to council amalgamations is simply because of self interest in the sector or a failure of political leadership to make 'hard decisions', the reality is more complex. We have heard repeatedly throughout our extensive program of engagement that communities place a high value on local democratic representation. Tasmanians and their elected representatives therefore need to be confident that major and complex policy changes to local government will not compromise or diminish these crucial functions.

It is local communities themselves who will need to drive the case for structural reform, at least to some extent. For this to happen, several conditions need to be met.

First, communities need a clear and accurate picture of how well their council is serving them.

Inconsistent and at times unreliable data on council performance currently makes it hard to establish a strong and clear evidence base for absolute and relative council performance. Sourcing reliable, consistent, and timely data has been a challenge throughout the Review, particularly when it comes to understanding councils' relative service cost and quality, and strategic asset management and financial planning practices and outcomes. In part this is because of the inevitable diversity in service offerings across 29 councils. However, better, more consistent data that allows for 'apples and apples' comparisons between councils' service performance is clearly needed, and this is why it is a significant focus of the Board's non-structural specific reform recommendations.

⁶ Local Government Board 2023. The Future of Local Government Review Community Catchment Information Packs (Central and Midlands, Cradle Coast, Eastern Shore, North-East, South-East, Southern Shore, Tamar Valley, Western, Western Shore). Department of Premier and Cabinet.

Second, communities need to better understand the inherent compromises, risks, and potential lost opportunities of ‘doing nothing’.

Currently there is lack of a clear sense of imminent ‘crisis’ or major failure in the current system, notwithstanding widely acknowledged long-run sustainability challenges for many councils. For many in the community, the status quo appears to be a safe short-term option. We do not think this is the case. While most councils are financially sustainable in the short-term, many acknowledge they will have to increase rates significantly and are concerned about their ability to meet their statutory obligations and provide the services their communities need and expect in the future.

If we put off reform, we miss the chance to act strategically and pro-actively to improve the sector’s overall long-run sustainability and capability to deliver high quality services. It becomes more likely councils and communities will face acute sustainability problems and will need to respond in a reactive way.

Again, the type of improved transparency around council financial and service performance we are recommending will help.

The needs and circumstances of individual councils and communities vary significantly across the State – particularly when it comes to urban and rural councils – and the reform discussion can easily become one of ‘winners and losers’ from any change process, rather than focusing on how we can redesign the system to improve services and outcomes for the greatest number of Tasmanians.

Third, communities need good and trusted information about what change looks like, how they stand to benefit, and what it is likely to cost.

There are, of course, a range of legitimate concerns councils and their communities have when it comes to wholesale structural change to the local government sector. We understand smaller, rural communities in particular place significant value on community voice, services and jobs, and fear losing these things. Our recent focus group research⁷ backed up what we heard from councils and communities via our broad-ranging engagement processes: there is in-principle support for structural reform but there are concerns that amalgamations will result in centralisation of jobs, services, and influence into more urban areas. While the Board acknowledges such concerns, they are not insurmountable and can be alleviated as part of the design process of new councils. This means communities need reliable, detailed information on any structural reform proposals, including how they impact local voice, services, and representation.

There are also a range of equity concerns in relation to transition, for example that one community will take on debt and liabilities from another, and that their rates will increase. The latter concern is particularly pressing for many given current cost of living pressures. That is why reform – even where it is pursued on a voluntary basis – must be coupled with a properly resourced transition plan to smooth impacts for individual ratepayers in a transparent and equitable way.

It is for the above reasons that the sector cannot be expected to ‘reform itself’ without appropriate support and explicit policy direction and leadership from the Tasmanian Government.

⁷ Institute for Regional Futures 2023. Local Government Reform Focus Groups. Research Report. University of Newcastle.

Targeting effective reform - core community outcomes

Having clearly identified the challenges and opportunities across the sector, reform of the Tasmanian local government sector needs to be targeted at supporting and delivering FIVE core community outcomes. These outcomes reflect what we heard local communities need and value most from local government.

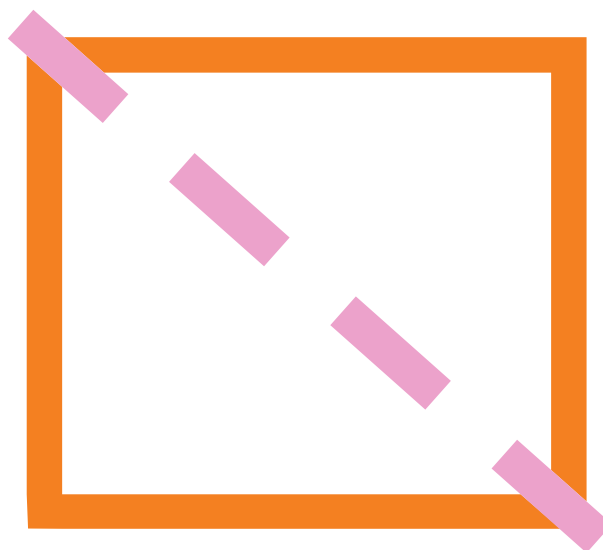
These outcomes should be the primary focus for the Tasmanian Government and councils as they look to address the challenges and constraints we have identified through the Review and build the future capability and capacity they will need to meet the future needs of communities.

Core community outcomes

1. Support healthy and sustainable local communities: by being clear on the role of councils and elected representatives, and ensuring they have the resources and support they need to deliver that role.
2. Deliver better local services: by helping councils build the systems they need to deliver better government services in their communities, including through partnerships with other tiers of government.
3. Build and maintain future-ready community assets: by setting clearer standards for the way councils manage assets and holding them account to deliver to those standards.
4. Ensure local government represents you and your community: by requiring councils to listen to the whole community when setting priorities and be more open and accountable for the decisions they make.
5. Enhance local job opportunities in councils: by developing a local government workforce strategy that provides training and jobs to local people.

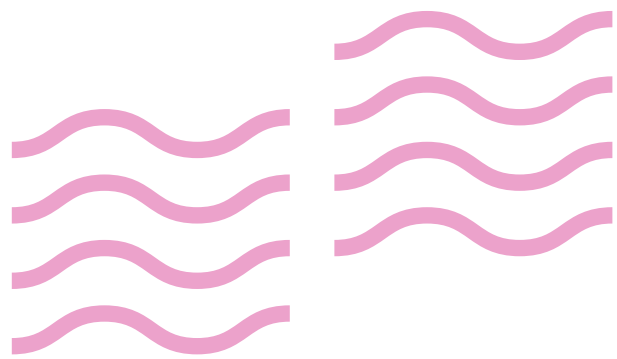
Structural reform must serve as the fundamental platform for building a robust sector that is equipped to support contemporary Tasmanian communities for the next 30 years and beyond. In parallel, specific targeted changes aimed at improving local representation, governance, transparency, performance management, and funding will be crucial to maximising the quality and value of services delivered by councils to their communities.

In the next chapters, we map out a proposed reform agenda for the future of local government in Tasmania.





3. Recommendations: Structural Reform and Mandated Shared Capability



Key Takeaways

- > Tasmania's council boundaries should be redrawn to create a new system of larger and more capable councils that better reflect, represent, and serve contemporary Tasmanian communities.
- > Our alternative future structural design for local government in Tasmania is made up of **15 local government areas**.
- > The proposed boundaries represent our best assessment of an appropriate future design for the sector. Further work would be needed to refine and finalise new council boundaries.
- > A new Local Government Board should coordinate voluntary amalgamation proposals. The Board would assess viability and prepare formal proposals for councils, the community and Government to consider.
- > Councils, State agencies, and community leaders should form a Community Working Group (CWG) to develop packages of Tasmanian Government-funded supporting initiatives that maximise the on the ground community benefits of amalgamation proposals.
- > Communities would need to vote in support of any reform proposals – including supporting initiatives and funding – before they went ahead.
- > Where communities pro-actively move for and then vote in support of an elector poll proposing an amalgamation, the Minister should ask the Local Government Board to develop a formal amalgamation proposal for the community to consider.
- > There should be more structured and widespread use of shared services and capability between councils, starting with key technical professions where capability gaps are being felt the most.
- > The sector itself should be given a chance to design these arrangements, but once settled they should be able to be mandated by the Tasmanian Government. Mandating is necessary to ensure service sharing arrangements are stable and enduring.

A new council structure for Tasmania

A combination of larger, more capable councils and some (targeted) mandated service sharing is the only pathway that achieves required scale, while still having councils which are local and responsive enough to cater to the unique and diverse needs of their communities.

In this section we present our vision for a future structure for Tasmania's councils, and then describe a pathway to achieving it over time.

Consultation on Community Catchment scenarios

In May 2023 the Board released a set of nine Community Catchment Information Packs containing 29 separate council scenarios. These were intended to promote a community discussion about how the current council boundaries could be reshaped to better reflect the demographic, economic, and environmental realities of Tasmania in the 21st Century.

There were some valuable conversations with councils and communities in response to the scenarios. Many communities and some councils supported consolidation of their councils, accepting that there were benefits in creating larger, more capable councils better able to meet their future needs.

The Board conducted boundary scenario surveys across all catchments, receiving 1,611 responses⁸. Across all surveys, the only catchment with a dominant prevailing community sentiment for the 'status quo' was the Central and Midlands. The Board observed that several councils in this Catchment campaigned for their communities to complete surveys supporting the status quo.

The majority of Tasmanians (57%) support reducing the number of councils⁹. Support for council consolidation is higher in urban fringe (65%) and city (62%) councils than in rural, remote, and regional councils (55%). This attitude is reflected not just in communities, but amongst council staff and elected representatives. Our boundary scenario surveys found that it was more likely that urban councillors and

staff preferred a scenario to establish a new amalgamated council, while rural and remote councillors and staff preferred the status quo. However, the Community Sentiment Survey showed that, even though they were in the minority, those councillors and community members who opposed changes to council boundaries held this view with significantly greater conviction than those who held views in support of structural reform. This was especially the case in regional areas where loss of representation, local identity, and tailored service delivery were key concerns. These concerns also featured prominently in the public submissions the Board received during the Stage 3 consultation, although more of those written submissions supported council consolidation (48%) than opposed it (42%).

Current cost of living pressures had a strong influence on prevailing attitudes toward council reforms. The impact on rates and charges was the most voiced concern in the community sentiment focus groups. Notably, some participants were prepared to tolerate a lower standard of council service provided that their rates remained unaffected.

While this consultation was underway, the Government announced it would not change council boundaries unless those changes were supported by local communities. Given this changed context, it now seems likely that this Review will result in a small number of council mergers in the short-term. More substantial structural reform is only likely to occur over a much longer period than the Board had envisaged.

⁸ Local Government Board 2023. Future of Local Government Review. Community Catchment Information Packs Survey Report. (FoLGR-Information-Pack-survey-report.pdf (futurelocal.tas.gov.au)).

⁹ Institute for Regional Futures 2023. The Future of Local Government Review. Community Sentiment Summary Report. University of Newcastle.

The Board has developed an alternative future structural design for local government in Tasmania based on research, analysis, and engagement. This new design comprises 15 local government areas and is shown in Figure 5. A brief rationale for each new council area is provided in Table 5 and **more detailed profiles of each area are presented in Appendix 1.**

The proposed boundaries represent our best assessment of an appropriate future design for the sector based on the information available during the period of the Review. The Board acknowledges (and has always acknowledged) that further detailed assessment of these boundaries, and the issues raised in the detailed profiles, should be undertaken when considering consolidation proposals.

Had mandated boundary changes remained a 'live' option for implementing structural reforms, it is likely the Board would have recommended a series of community-focused processes to better define and finalise new council boundaries and supporting arrangements for all 15 areas. Our suggested approach to refining and finalising boundaries and council structures in a voluntary amalgamation context is described later in this chapter.

The boundaries were developed by applying the two main elements of the 'community-centred consolidation' approach we described in the Stage 2 Interim Report:

- Foundations for structural reform (see Table 3): a core set of policy prescriptions about how to consolidate councils into larger, more capable entities; and
- Criteria for community-centred consolidation proposals (see Table 4) – primary criteria that help to understand the place and community of interest to be served by a council, and secondary criteria that focus on the features and capabilities a future council would need to be able to deliver services to that community.

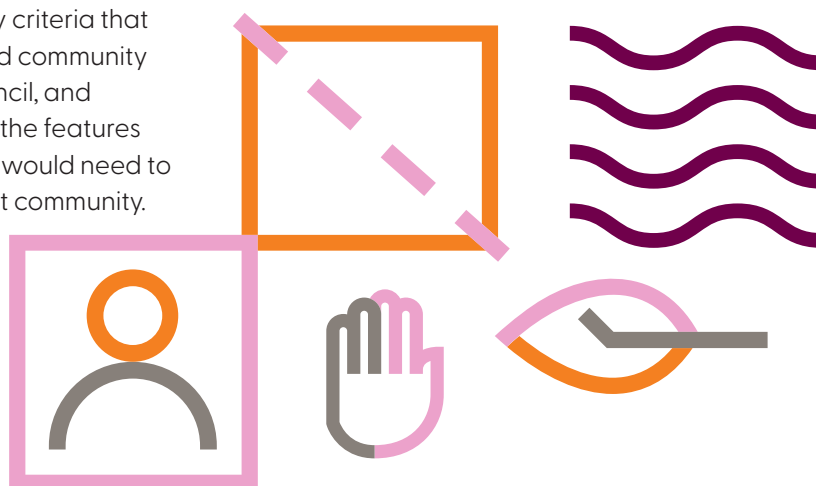


Table 3: Foundations for structural reform

Community	<ul style="list-style-type: none"> Local government areas work best when they are inclusive with strong social connections, and a shared sense of place. Strong community alignment makes local voice, representation, and advocacy more effective and powerful. It also supports the efficient and equitable collection of revenue to fund consistent service types, with fewer cross-subsidies.
Capacity	<ul style="list-style-type: none"> The capacity of councils to deliver a broader range of more sophisticated services increases with urbanisation, the organisational scale of the council, and the capacity of its residents to pay. These factors will typically determine the cost of homogenous services and the extent to which councils can invest in a wider range of community amenities and services (that is, going beyond roads, waste, and community infrastructure/facilities). Differences in service levels between urban and rural councils are an inherent feature of our system of local government and will remain so. These differences are not in themselves undesirable or inefficient, but they should be made transparent. It is critical that small, regional, and other communities with many people experiencing disadvantage can and do receive an adequate and consistent agreed minimum service standard, including around infrastructure. It is more equitable and transparent to do this via deliberate and direct subsidisation (through the grants and transfers system) rather than establishing council boundaries that are intended to create internal cross-subsidisation.
Strategic	<ul style="list-style-type: none"> Our future administrative boundaries should support broader state-wide policy imperatives, including deliberate and efficient management of population growth/decline and settlement patterns, land use planning, and future regional land use strategies. Subject to preserving and supporting communities of interest, council boundaries should maximise the self-sufficiency of councils, limiting the need for subsidisation by other spheres of government. Future administrative boundaries can and should align with existing service demands and growth expectations of places and need not necessarily correspond to existing council areas.
Workforce	<ul style="list-style-type: none"> High-functioning rural local governments can and do operate successfully with regional or dispersed workforces and workforce hubs. Appropriately dispersed regional workforces support an equitable level of localised service delivery, responsiveness, and community wellbeing. The size and distribution of the operational workforce are determined principally by the quantity, quality, and distribution of infrastructure assets, and not the location or scale of the administrative centre. Irrespective of any structural change, as local government services become increasingly complex and professionalised, future workforces should continue to leverage technologies and new work practices to ensure access to scarce professional and technical workers and the services they provide to regional communities.

Table 4: Community-centred consolidation – Criteria to assess proposals

Primary criteria	
Place and representation	<ul style="list-style-type: none"> • Sense of place and alignment with local communities of interest • Established administrative, commercial and service hub/s • Defined natural/geographical region • Community support for consolidation proposal
Future needs and priorities	<ul style="list-style-type: none"> • Demographic trends • Future service, infrastructure and land management needs • Emerging industries and ability to facilitate regional development • Strategic and regional planning • Capacity for whole-of-jurisdiction representation and engagement
Secondary criteria	
Financial sustainability	<ul style="list-style-type: none"> • Sustainability/diversity of revenue base • Operating result/position balance • Net financial liabilities • Working capital • Asset replacement/ renewal
Operational capability	<ul style="list-style-type: none"> • Service provision capacity • Quality and compatibility of administrative systems and infrastructure

Twelve of the proposed 15 councils would be new entities with changed boundaries. Three councils would remain 'as is':

- Both King Island and Flinders Council would remain unchanged. Their isolation as Bass Strait islands, and the unique role they play as governments for those islands, means that consolidating them with any other council is not in the best interests of those communities.
- Clarence City Council is currently one of the largest councils in Tasmania and is considered to already represent a discrete community of interest on the eastern shore of the Derwent River. The Board does not believe there would be benefit in amalgamating it with neighbouring councils to create an even larger entity at this time. However, an ongoing strategic partnership with other councils in Greater Hobart will be essential for managing the growth of the region.

All but four of the 15 councils would have populations above 10,000 (using 2021 ABS figures)¹⁰, which the Board believes gives them sufficient scale to be viable, i.e., with a large enough rate base to be financially self-sustaining, and able to meet the administrative and regulatory requirements that all councils face. In saying this, such councils would benefit from participating in shared service arrangements.

The Board has adopted this threshold after examining the impact of scale on the efficiency and effectiveness of council operations. In its Stage 2 Interim Report, the Board identified concerning capability gaps that were manifesting in sub-standard delivery of important regulatory functions such as building and plumbing inspections and environmental health, and highly uneven asset management practices, particularly in smaller, rural councils. Not only are these smaller councils failing to meet required standards (despite their best efforts), but their per capita operating costs are also significantly higher.

Over the past 10 years, councils with populations under 10,000 have been charging rates that are 34 per cent higher per household than larger councils, and their expenditure has been 61 per cent higher per resident¹¹. Overall, this presents a picture of smaller councils being more likely to face regulatory and sustainability challenges than larger councils.

This threshold of 10,000 is a 'rule of thumb' rather than a prescription, as there are examples of councils on both sides of the threshold that are exceptions. Nevertheless, the Board does consider it a useful guide for designing future council structures.

The councils in this future structure with populations materially below the 10,000 threshold are:

- Flinders
- King Island
- East Coast
- Western

The Board was unable to link these councils to other neighbouring councils that had a common community of interest to meet the threshold, because of the remoteness and isolation of these regions. These councils are likely to need substantial ongoing support from other spheres of government, particularly through the Australian Government Financial Assistance Grant program and regional partnerships. This is not to suggest that other councils should not receive regular external funding through such programs; it is simply that these four councils would be most likely to depend on substantial and ongoing external support in the long term.

¹⁰ ABS 2023. National, state and territory population. (<https://www.abs.gov.au/statistics/people/population/national-state-and-territory-population/latest-release#data-downloads-data-cubes/>)

¹¹ Tasmania Local Government Consolidated Data Collection (CDC). Data Repository for 2000 to 2015, Data Repository for 2015 to 2022. (<https://listdata.thelist.tas.gov.au/opendata/>)

Figure 5: (a) Future structural design for local government showing existing LGA boundaries and 'grey areas' (dotted lines); and (b) 2021 population estimates for the new structure.

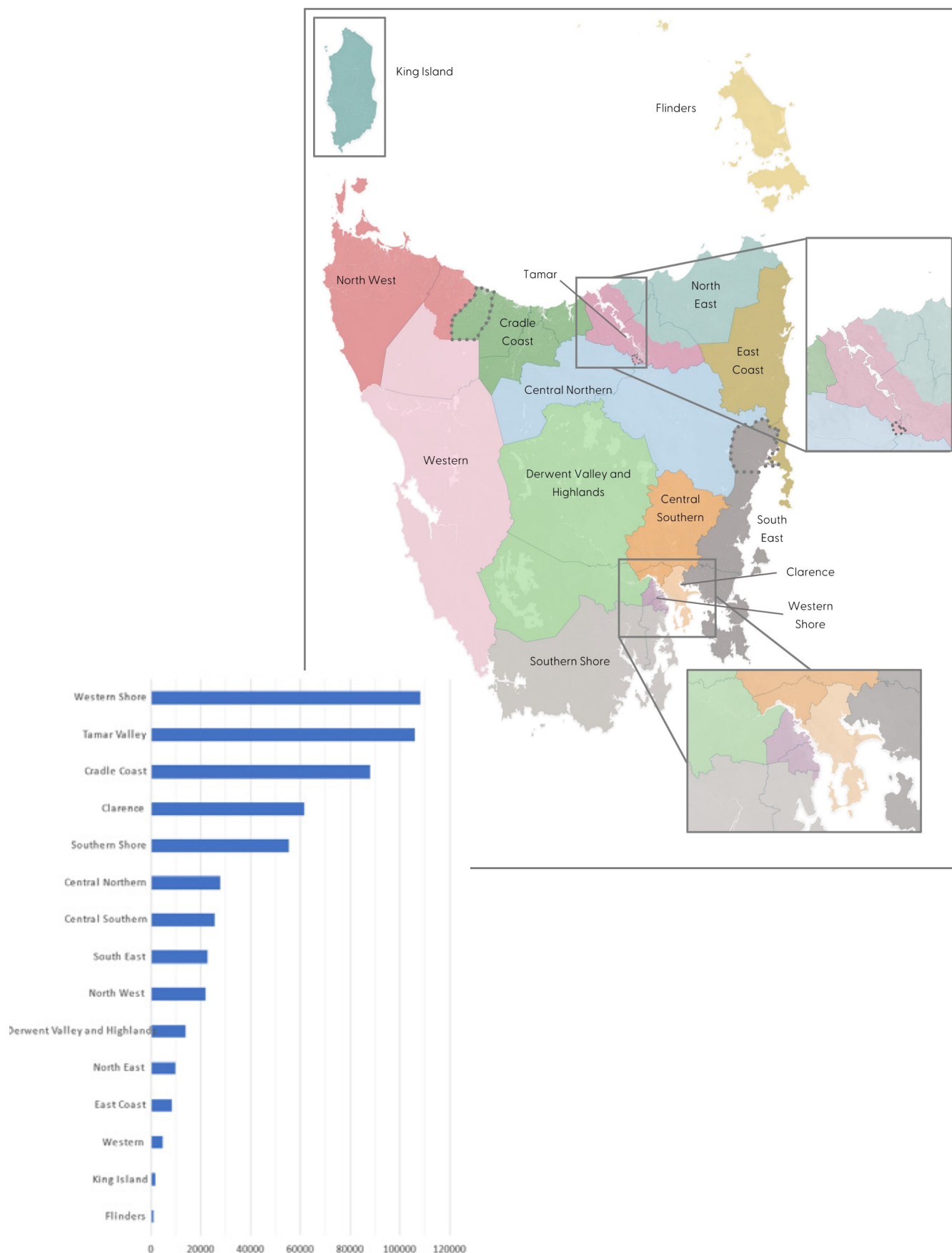


Table 5: Brief rationale for each new council in the future structural design for local government (see Appendix 1 for details).

Proposed Council	Boundaries	Brief Rationale
Western	West Coast Local Government Area (LGA) extending north to incorporate Waratah and Savage River.	<ul style="list-style-type: none"> Common industries of mining, energy, and tourism. Shared challenges of a declining population, a growing drive-in/drive-out workforce, inadequate housing stock, and the service challenges associated with remoteness.
North-West	Circular Head LGA and Waratah-Wynyard LGA, minus Waratah and Savage River.	<ul style="list-style-type: none"> Dominated by agriculture and service towns of Smithton and Wynyard. The two major towns provide a rate base to support services to the rural hinterland.
King Island	King Island LGA (no change).	<ul style="list-style-type: none"> Remote island community. Service links to the Cradle Coast.
Cradle Coast	Burnie, Central Coast, Devonport, Kentish, and Latrobe LGAs.	<ul style="list-style-type: none"> Coastal and hinterland community with high internal commuting and service centre connections. Common demographic patterns, industry profile, and service needs across the entire region.
Tamar Valley	West Tamar LGA, George Town LGA minus rural areas to the east, Launceston LGA minus rural areas to the north-east, but including Prospect and Blackstone Heights from Meander Valley LGA.	<ul style="list-style-type: none"> Urban areas focussed on Launceston and the Tamar Valley with strong commuting and service links. Includes the Launceston suburbs of Prospect Vale and Blackstone Heights which currently fall within Meander/Northern Midlands. Rural areas to the east are allocated to Greater Dorset due to common agricultural industry focus, except for Blessington which has limited connection to the north.
North-East	Dorset LGA plus rural areas to the west from George Town LGA and to the south-west from Launceston LGA.	<ul style="list-style-type: none"> Common agricultural industry and tourism focus. Communities that look to Launceston for major services but are otherwise self-contained.
Flinders	Flinders LGA (no change).	<ul style="list-style-type: none"> Remote island community. Service links to Launceston and Bridport.

Proposed Council	Boundaries	Brief Rationale
Central Northern	Meander Valley and Northern Midlands LGAs, minus Prospect and Blackstone Heights.	<ul style="list-style-type: none"> Service towns surrounded by agricultural land. Common demography and service needs. Prospect and Blackstone Heights become part of Tamar Valley. Launceston commuter suburbs of Longford and the Launceston Airport commercial district remain with this council for financial viability.
East Coast	Break O'Day LGA plus Bicheno, Freycinet and Coles Bay.	<ul style="list-style-type: none"> Coastal community focussed on tourism, agriculture, and lifestyles. Common demographic patterns and service needs. Some challenges from remoteness from major service centres.
South-East	Sorell LGA, Tasman LGA, Glamorgan Spring Bay LGA minus Bicheno, Freycinet and Coles Bay.	<ul style="list-style-type: none"> Growing urban area of Sorell and the smaller rural, tourism and coastal lifestyle settlements to the east that it services. Urban Sorell provides the rate base to support the broader region. Swansea and Dolphin Sands is presented as a 'grey area' on the map, subject to further community consultation and analysis.
Central Southern	Brighton and Southern Midlands LGAs.	<ul style="list-style-type: none"> Large and small regional centres in a rural environment with commuting links to Brighton and Hobart.
Derwent Valley and Highlands	Derwent Valley and Central Highlands LGAs.	<ul style="list-style-type: none"> Remote and dispersed rural communities supported by New Norfolk as a regional service hub. Some challenges due to remoteness from major service centres.
Clarence	Clarence LGA (no change).	<ul style="list-style-type: none"> Community with a mix of commuter employment to Hobart and employment within the LGA. Currently sustainable and large scale.
Western Shore	Glenorchy and Hobart LGAs plus Tarooma part of Kingborough LGA.	<ul style="list-style-type: none"> Continuous urban population area with commercial and industrial districts in a discrete geographic area. Strong employment and commuting connections between all areas. Supports more effective strategic planning for Hobart's western shore.
Southern Shore	Huon Valley LGA and Kingborough LGA minus Tarooma.	<ul style="list-style-type: none"> Urban centre of Kingston servicing smaller towns and rural areas. Strong commuting connections with Hobart in the north.

Two of the proposed new councils – North East and Derwent Valley and Highlands – are within the population range of 10,000 to 20,000. The long-term financial sustainability of both councils bears careful examination should their establishment be considered. Particular attention should be paid to the potential rate base of these regions and the likelihood they would at least partly depend on external funding in the longer term. This may be warranted given the low density of settlement and the significant infrastructure in these regions.

The Board believe the Tasmanian Government and councils should consider the proposed 15-council design for local government in Tasmania when formulating, assessing, and implementing voluntary amalgamation proposals.

The Board's proposed structure includes three 'grey areas'. These are places where the Board has expressed only a weak preference for allocating them to a particular future council. Any future investigation of merging them into a larger council should consider the implications of allocating them instead to the neighbouring council. These 'grey areas' are:

- Current Burnie City Council: This has been allocated to the proposed new Cradle Coast Council because of the strong internal living and working patterns across the whole region. An alternative view is that Burnie belongs with the council to the west because it is an important service centre for residents of the current Waratah-Wynyard and Circular Head LGAs.
- Prospect Vale and Blackstone Heights: These localities are currently in Meander Valley LGA and have been allocated to the proposed new Tamar Valley Council. This has been done because they are part of the continuous urban area of Launceston. An alternative view is that these localities belong with the new Central Northern Council to minimise disruption to these communities, and to maintain the rate base for that new council.

- Swansea and Dolphin Sands: Both Glamorgan Spring Bay Council and Break O'Day Council have acknowledged there should be further analysis and consultation on where the boundary between a new East Coast and South East Council should fall. They acknowledge it could be anywhere in the vicinity of Swansea or Bicheno.

During Stage 3, the Board considered several other novel governance structures which it has determined did not have sufficient merit to proceed with:

- An Unincorporated Area administered by the Tasmanian Government, rather than local government, was considered for the Tasmanian Wilderness World Heritage Area and surrounding natural areas. As councils have very few operational responsibilities and costs in this area, this model (and work required to implement it) was not seen to have any practical advantages.
- A Tasmanian Government appointed Island Commissioner focussed on delivering state-funded services was considered as a complement to local councils on Flinders and King Islands. This is not being advanced as it does not have strong community or council support, and because other reforms, such as mandatory service sharing, are better suited to supporting the island councils.
- A separate governance board funded by a tourist levy was suggested by Kingborough Council for Bruny Island as part of its submission to the Board. The Board was not clear what additional benefits would flow from this new structure, and there was only partial community support for this model. The Board accepts there may be merit in a levy on tourists arriving on Bruny Island notwithstanding governance remaining unchanged and encourages the responsible council and the Tasmanian Government to explore this further in consultation with the community and tourism industry.

Voluntary structural reform

Given the Government's decision not to proceed with any forced council boundary changes, the Board is putting forward a process for supported voluntary reform which we think has the best chance of delivering real, positive, and enduring benefits within these constraints. This approach has five elements:

1. a phased voluntary amalgamation process, starting with councils who have expressed interest in reform;
2. establishment of a new Local Government Board to coordinate each voluntary amalgamation proposal, to assess its viability, and to prepare a formal proposal for councils, the community, and the Tasmanian Government to consider;
3. establishment of Community Working Group (CWG) of councils, State agencies and community leaders –one for each area subject to potential amalgamation – to identify Tasmanian Government-funded initiatives that could improve community outcomes;
4. a community vote on the integrated package of regional reforms prepared by the Local Government Board and CWG which, if successful, would be implemented by the Tasmanian Government; and
5. a mechanism to allow communities themselves to trigger a formal amalgamation proposal.

Phased voluntary amalgamation

During the Board's consultation, five groups of councils indicated their immediate interest in exploring the potential benefits of amalgamation:

- West Coast, Waratah-Wynyard and Circular Head Councils have expressed an interest in a two-council model: a Western council that extends the current West Coast council to include Savage River and Waratah, and a single council incorporating the remainder of the Waratah-Wynyard and Circular Head LGAs;
- Kentish and Latrobe Councils have expressed interest in formalising their current administrative union into a complete merger of the two councils;
- Break O'Day, Glamorgan Spring Bay and Sorell Councils expressed interest in exploring a two-council model with a boundary in the vicinity of Coles Bay;
- City of Hobart and Glenorchy City Councils expressed interest in exploring the benefits of council consolidation in relation to their existing council areas and the Taroona part of Kingborough Council (noting that Kingborough Council would also need to be engaged in this discussion); and
- Kingborough and Huon Valley Councils separately identified boundary changes they see as advantageous and have had initial conversations about those changes. Huon Valley Council has indicated a level of interest in potential regional consolidation, and indicated at public hearings it may be interested in continuing that conversation.

The Board is recommending that these five groups be the first councils to work with a new Local Government Board to explore the potential benefits of amalgamation. If these amalgamations were to go ahead, the Board believes they would represent considerable progress towards the desirable future structure outlined in the previous section, with one exception.

As Kentish and Latrobe Councils are already operating under a merged administration, the Board recognises that the formal amalgamation they are considering is likely to yield a smaller, yet still important additional benefit. While not discouraging this step forward, the Board believes that in the long-term, more substantial benefit could arise if the future Cradle Coast structure were adopted. We encourage councils and communities to consider further moves in this direction, both in greater service sharing and further amalgamations over time.

Recommendation 4: Formal council amalgamation proposals should be developed for the following:

- West Coast, Waratah-Wynyard and Circular Head Councils (into two councils).
- Kentish and Latrobe Councils.
- Break O'Day, Glamorgan-Spring Bay and Sorell Councils (into two councils).
- City of Hobart and Glenorchy City Councils.
- Kingborough and Huon Valley Councils.

The Board acknowledges council interest in and discussions on boundary changes are less advanced in respect of City of Hobart and Glenorchy, and Kingborough and Huon Valley councils, but nonetheless believes that these councils have expressed clear interest in further exploring opportunities. The Board believes there is substantial merit in ensuring that those councils (and their communities) are afforded the opportunity to genuinely explore structural consolidation proposals in greater detail.

Later phases could focus on areas where there appears to be strong community support for amalgamation and some level of council support, where it is clear councils are not meeting their core service delivery obligations or are showing signs of financial difficulty. It may be useful to begin these investigations early with feasibility studies in areas with some interest and high potential.

Acknowledging the Government's position on structural reform, areas with little council or community support for structural reform should be given the lowest priority for immediate reform. It is possible, however, that community interest in reform will change over time as the benefits of structural reform in other areas becomes more widely known, or a council's performance is falling well below its peers.

One area the Board has recognised with potential for a second phase of voluntary amalgamation is the Tamar Valley. There are strong connections between communities around the Tamar estuary and with the urban centre of Launceston. There are also strong connections between councils through shared service arrangements that could form the basis of arrangements for a new council.

While there is some council and community interest in exploring amalgamation (particularly from Launceston City Council), some councils have shown they are relatively resistant to change. Before embarking on a voluntary amalgamation process, it would be prudent to understand what outcomes each of the participating councils would be seeking, and whether these are likely to be possible from an incentivised voluntary reform process. A feasibility study may help to document any council and community concerns and help to plan a practical approach to voluntary amalgamation.

New Local Government Board to prepare formal amalgamation proposals

The Community Sentiment Survey found that many community members who support boundary adjustments 'in principle' want more information about the benefits of amalgamation and the specifics of the transition arrangements including:

- precise information about potential or proposed boundaries;
- analysis and evidence of efficiencies and cost savings from sharing resources;
- assurances that local voice and representation will be maintained;
- implications for staff and service provision, including assurances that current services will not be compromised, and infrastructure will be maintained;
- assurances that rates will not rise or, if they will, the reasons as to why;
- solutions to issues such as how differing levels of debt and cash reserves will be managed if they merge with a solvent council; and
- assurances that more populated areas will not be prioritised at the expense of less populated areas.

There were common responses from councils during our Stage 3 consultation on community catchments, with a number stating that the Board's scenarios did not provide sufficient detail on the benefits of a new council structure and how the transition would be managed.

The Board has always been clear that further detailed analysis is necessary to proceed with reform and foreshadowed in its Stage 2 Interim Report that after providing its final recommendations to the Minister for Local Government there would need to be a technical analysis to inform the detailed design of any boundary changes.

The Board recommends this detailed technical analysis be undertaken by a new Local Government Board, established with the necessary expertise in areas such as council administration and operations, workforce development, and organisational change management. A formal Board structure is necessary because it is an effective mechanism under the *Local Government Act 1993* to allow for changes to council boundaries and re-allocating the staff and finances of existing councils.

A single Board would be established to oversee the development of all council amalgamation proposals. The Local Government Board has broad powers to delegate functions where necessary and to engage other technical experts, stakeholders, and professionals. The new Board's detailed technical analysis should cover the full range of issues involved in establishing and operating a new council, including:

- The precise location of the new council's boundaries (and key administrative centres etc);
- The costs and benefits of changing to the new council structure;
- The implications for the services the council provides the community, including the locations where those services will be delivered;
- The implications for staff;
- The implications for rates;
- The management of current council debts and other liabilities, and cash reserves;

- How elected representation for the new council should be structured;
- How the new council would be expected to engage with its community;
- Any measures necessary to ensure that the more populated areas will not be prioritised at the expense of less populated areas;
- How the transition to the new council structure would be managed, including any temporary arrangements to be put in place to ease the transition; and
- When elections should be held for the new council.

Recommendation 5: A new Local Government Board should be established to undertake detailed assessment of formal council amalgamation proposals and make recommendations to the Tasmanian Government on specific new council structures.

Community Working Group to identify initiatives to improve community outcomes

In addition to further technical analysis of council structures and operations, the Board recommends a detailed analysis of the contribution the Tasmanian Government should make to support the transition to a larger council to ensure it delivers improved services to the community.

The Board recommends a Community Working Group (CWG) of councils, state agencies and community leaders be established in each area where Phase 1 amalgamation proposals are being prepared. The CWG would identify opportunities to improve community outcomes that might be maximised under a newer larger council, guided by the reform principles of maintaining local jobs, local access to services, and local voice. These opportunities could include, for example:

- aligning current Tasmanian and Australian Government investment programs with opportunities arising from a larger consolidated council structure;

- reskilling programs for displaced or unemployed workers;
- traineeships and sponsorships for young people or local people to join council workforces;
- funding to consult and scope local models to ensure Aboriginal Tasmanians are included in roles, sharing of specialised knowledge and/or engagement;
- increased support from state regulatory agencies; and
- improvements to front-desk community facing services via a level of integration with Service Tasmania.

The CWG would identify these opportunities through extensive community consultation and engagement. In addition to identifying new funding needs for the region, the CWG may also identify opportunities to adjust funding sources so the new council can operate on a more sustainable footing. These could include, for example:

- Tasmanian Government taking responsibility for council-run services that would typically be Tasmanian Government responsibilities (e.g., medical services); and
- Establishing pilot programs where appropriate for complex statewide initiatives that may be best aligned with structural reform (e.g., Homes Tasmania development strategies).

The CWG concept should be flexible to local circumstances and look to build on and leverage existing activity in areas where amalgamations are being considered. For example, the Premier's program of Strategic Regional Partnerships is designed to expand and improve collaboration between local government and the Tasmanian Government. The Partnerships have been described as finding practical solutions that address regional needs and growth and bring together key decision makers from all levels of government, business, community, and industry in the region. Partnerships have been announced for the West Coast and the East Coast, and these may provide a suitable existing mechanism for developing proposals to support councils and communities in those areas undertake a voluntary amalgamation.

The package of measures would be costed and prioritised by the CWG. At the conclusion of this consultation and design phase, the package would be presented to the Tasmanian Government along with the recommendations of the new Board. The Tasmanian Government could then identify a package of targeted support it would be willing to commit if the council boundary reform went ahead.

The new Board's detailed recommendations on boundary changes and new council structures would be combined with the funded package of regional opportunities to form an integrated package of regional reforms.

One lesson we have learnt from council amalgamations in other States is that a focus on old council structures can hamper the development of a healthy culture and identity in a new council. Council staff and residents may continue to identify with their old council, even though it no longer exists. The Board has been impressed by the way Brand Tasmania has worked with communities to develop regional brands that reflect that community's unique identity. Brand Tasmania could play a helpful role in the formation of a new community-oriented council by engaging with council staff and community members to choose a name and brand identity for the new council. This new identity could be included in the integrated package of regional reforms developed by the CWG.

Recommendation 6: A Community Working Group (CWG) should be established in each area where formal amalgamation proposals are being prepared. The CWG would identify specific opportunities the Tasmanian Government could support to improve community outcomes.

Community vote on integrated package of regional reforms

Consistent with the Tasmanian Government's policy position that proposed amalgamations should only proceed with community support, the Board recommends that the integrated package for regional reform should be presented to the community for a vote.

The package would provide the community with a comprehensive picture of the costs, benefits, and other implications of structural reform in the region. A public communication program should precede any vote so the community is aware of the change proposed and can consider how it might impact them.

This poll would be run in all the areas affected by the reform proposal. If the vote were successfully carried, the Tasmanian Government would then implement the Board's structural reform recommendations to establish the new council and would begin implementing the funded supporting initiatives.

Recommendation 7: In those areas where amalgamation proposals are being developed, a community vote should be held before any reform proceeds to consider an integrated package of reform that involves both a formal council amalgamation proposal and a funded package of opportunities to improve community outcomes.

Community trigger for formal amalgamation proposal

During the Review, the Board has become aware that, in some cases, the community can be more supportive of structural reform of councils than the elected members and senior council staff. The Board believes it is important that communities can trigger the development of a formal amalgamation proposal for their councils, regardless of whether their councils support it.

The *Local Government Act 1993* allows electors in a municipal area to lodge a petition requiring a council to hold a public meeting on a particular subject. Within 30 days of that public meeting, a second petition can call for an elector poll on the same subject, which the council must undertake. Currently the petition must be signed by the lesser of either 5 per cent or 1,000 electors.

The Board considers this an appropriate mechanism to allow the community to trigger the development of a formal amalgamation proposal. While the result of an elector poll is not binding on a council, a successful poll requesting a council to consider amalgamation could signal to the Minister the matter should be referred to the Local Government Board to develop a formal amalgamation proposal. This would then follow the voluntary amalgamation and community vote process outlined above. The formal support of the councils for the amalgamation proposal would not be necessary.

Recommendation 8: If a successful community-initiated elector poll requests councils to consider amalgamation, the Minister for Local Government should request the Local Government Board to develop a formal amalgamation proposal and put it to a community vote.

The pathway to mandated shared services

What we have learnt about shared services

Many Tasmanian councils have promoted service sharing as an alternative to council amalgamations. The Board has examined the spectrum of shared service models operating in Tasmania and other jurisdictions, ranging from informal agreements that meet specific local needs through to more formal arrangements, such as jointly owned service delivery entities (e.g., Dulverton Waste Management) and fully integrated council models (e.g., Kentish and Latrobe councils).



Not all council services are suitable for shared arrangements, but for some, sharing has the potential to achieve economies of scale and efficiencies in delivery. This is particularly the case for services delivered in a uniform way (e.g., paying rates), that are capital-intensive (e.g., waste management) or that require high levels of technical expertise (e.g., environmental health services).

Community support for shared services

There are relatively high levels of support in the community for councils sharing services. The 2023 Community Sentiment Survey undertaken by the Institute for Regional Futures (at the University of Newcastle) found more than four out of five (82%) people surveyed agreed that local councils in Tasmania should share more services across regions and state-wide, particularly when thinking about the needs of their family and community over the next 20 to 30 years. The main advantages they saw were in sharing and reducing costs, in improving regional unity, more efficient management of resources, and greater consistency of services.

While there have been many attempts by councils to share services, not all have been enduring or successful. The Board heard that the implementation of shared service is more likely to be successful when the following principles are met¹²:

Address an agreed problem

Identify and agree on the problem to be solved and the desired outcome (e.g., efficiency, effectiveness, expanded service offerings, more sustainable staffing systems, etc). Robust and reliable baseline data are essential to determine the most suitable model of service sharing and evaluate its performance over time.

Engage authentically and try to build consensus

Arrangements built on trust and mutual goodwill are likely to present a more attractive reform proposition than forced or compulsory ones. While differences of opinion are inevitable, genuine engagement with the sector is more conducive to progress than unilateral or antagonistic approaches. While mandating shared services might be necessary to ensure arrangements are enduring, they should still be designed in collaboration with the sector wherever possible.

Focus on areas of common interest and need

At least initially, focus on areas where there are common interests and mutual benefits and value from sharing.

Aim to build scale and scope incrementally

Many shared services arrangements gradually evolve and 'snowball' over time into more comprehensive, enduring partnerships. Supporting evolution towards a more systematic shared services framework not only pays dividends, but also helps to build the compatibility and complementarity that prepare councils for more involved or far-reaching shared services reforms.

Ensure local accountability and responsiveness to local need

Arrangements in which councils lose too much autonomy or feel disempowered, can threaten local governments' ability to represent local preferences. Agree on longer-term outcome targets and report progress and benefits (or otherwise) over time.

Share risks and rewards

Arrangements in which one council shoulders more risk than others – or, alternatively, reaps greater rewards – are more likely to end in conflict than ones in which equitable sharing is a guiding and intentional design feature.

Incentivise and support the transition

Shared service arrangements inevitably involve at least some degree of realignment of council priorities or resources. Sensitive and equitable transition arrangements are vital to ensure that councillors, staff, and communities are kept on side.

¹² Tasmanian Policy Exchange 2022. Options for sharing services in in Tasmanian Local Government. Prepared for the Future of Local Government Review. University of Tasmania.

¹³ Let's All Share the Future of Local Government

Discuss and agree upon the best governance model

This should be done while noting there will be trade-offs and compromises. Even the most successful shared service arrangements can succumb to self-interest or internal disagreement unless robust, independent governance structures are in place.

Even when these principles are met, however, service sharing is not guaranteed to succeed. Past attempts at service sharing have been foiled by bureaucratic inertia, self-interest, and mutual mistrust. For example, in 2016 and 2017 the Tasmanian Government and councils funded a suite of voluntary amalgamation and shared services studies which demonstrated the potential for substantial financial and strategic benefits to councils and communities. Despite this, there was only limited progress in taking up the opportunities identified.

The Board also heard of many cases where sharing arrangements were fragile and short-lived. In the main, this was because they relied on temporary relationships between key management personnel and were pursued in an opportunistic and ad hoc manner. To be robust, shared service arrangements need strong and transparent governance to which all parties are firmly committed.

Despite the patchy record of shared service arrangements, many smaller or more isolated councils still told us they wanted access to shared services to help them address the challenges they face. For most, this was a preferred pathway to achieving scale.

There were a range of views on whether service sharing arrangements should be mandated. Some councils told us they wanted the freedom to opt in or out of shared service arrangements. However, many councils told us that some mechanism for mandating the arrangement was necessary to provide stability and certainty to all the participants. While the Review has generated a renewed interest and willingness by some councils to engage in voluntary shared services, the Board agrees that a purely voluntary approach would simply repeat past patterns of failure.

Implementing mandatory shared services

The Board is still of the view that shared services alone cannot solve the scale-related challenges facing the sector, but they will inevitably play an important role, and this will become more critical where we do not achieve significant consolidation of councils.

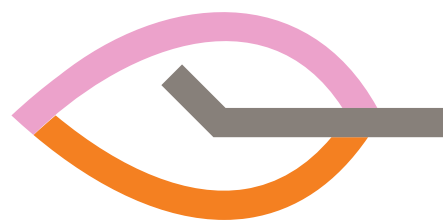
To give service sharing the greatest chance of success, we are recommending an approach that draws on the key lessons of the previous attempts – both successful and unsuccessful.

We recommend a mechanism for mandating service sharing must be established. The new Local Government Act should give the Minister for Local Government the power to require councils to participate identified shared service arrangements. This is the essential reform necessary to give shared service arrangements the durability they need.

The mandating of shared services would only be expected for a narrow range of services or functions. However, this would not preclude further voluntary collaboration and service sharing between councils in other areas of mutual interest or benefit.

We identify several early priorities for mandated shared services later in this chapter. As performance reporting of councils improves, and as conditions change, it is likely that other services that could benefit from being delivered through shared arrangements will be identified.

Recommendation 9: The new Local Government Act should provide that the Minister for Local Government can require councils to participate in identified shared service or shared staffing arrangements.



Why is mandating shared services necessary?

Mandating is necessary to ensure service sharing arrangements are stable and enduring, unlike the opt-in/opt-out experience of the past. We see this approach as not only necessary, but also having benefits for the whole sector, not just the smaller councils that are more likely to be service purchasers than service providers.

Mandatory sector-wide involvement will drive more consistent and higher quality services for all communities. A mandatory approach will also create better career development opportunities for the staff involved, who will be able to gain experience working for multiple councils and on a wider range of projects.

A shared arrangement will ensure that councils are not competing against each other for a limited pool of qualified staff. A whole-of-sector approach to recruiting qualified staff, and giving them opportunities to work in multiple councils, will strengthen the capacity of the sector overall. This is discussed further in Chapter 4 regarding whole of sector workforce development.

This must be an arrangement where the sector works together in a process of mutual support to share the sometimes-limited pool of resources it has available to it.

The mechanism for mandating shared services must give councils the opportunity to design shared service arrangements themselves. Together, the sector should have the discretion to find the appropriate scale solution that meets the needs of all communities and all councils. This could include purchasing services from one or more larger, more capable councils, or working across regions or the State to create regional or state-wide solutions, which may include a specific service/s hub or centralised delivery mechanism.

There is evidence of durable and effective service sharing arrangements having arisen from the sector itself, drawing on its practical knowledge of council operations and its understanding of the community's need for that service. The sector should be given the time, support, and leadership it needs to build consensus on the right model for each service.

To gain that consensus, the model will need to meet the needs of all councils, share the risks and rewards equitably, and be governed in a way that ensures accountability to the community through the participating councils. Councils may benefit from having an independent third party to support them in developing and agreeing on a preferred model. Early in each service sharing model discussion, it would be important for councils to agree on a common minimum standard of service that meets all relevant requirements. This would form the basis of the agreement but could also allow for higher standards to be achieved by councils where they desired (and were willing to pay any additional cost).

Other potential design elements that the sector should consider when developing service sharing agreements are:

- Performance monitoring and reporting: Regular monitoring and reporting of service performance can help ensure service providers are meeting their obligations. This could include regular reports, as well as independent audits or inspections. Review triggers, including regular periodic progress reviews, would need to be built in.
- Governance structures: Establishing joint governance structures can help give all councils a say in how services are provided. This could include joint committees or boards that include representatives from both larger and smaller councils.

- Dispute resolution mechanisms: It is important to have mechanisms in place to resolve disputes between councils. This could include mediation or arbitration processes, or recourse to an independent body.
- Transition support: Providing support to councils during the transition to the new arrangements can help mitigate risks. This could include financial support, training, and technical assistance.
- Communication and engagement: Regular communication and engagement with all stakeholders, including staff, elected officials, and the community, is crucial during service design. This can help address concerns, build support for the reforms, and ensure that the process is transparent and inclusive.
- Protecting local Jobs: Opportunities to build and maintain local employment should be built into any agreement. This could include establishing cloud-based business systems accessible from any location, making best use of local and regional council infrastructure, and using regional training and development programs to create pathways for recruiting local staff.

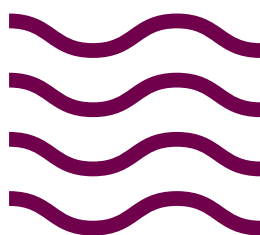
Recommendation 10: Give councils the opportunity to design identified shared service arrangements themselves, with a model only being imposed if councils cannot reach consensus.

There must also be a quality assurance mechanism to ensure that the service sharing agreement is robust and effective. The Board recommends that, before being finalised, the service sharing arrangement should be referred to the new Local Government Board for review. The Board would include (or have access to) experts in council service delivery. The Board's review of the model would provide a degree of quality control over the councils' model and give the Minister comfort the arrangement is likely to be effective and should be endorsed. After considering the Board's advice, the Minister would then issue a Ministerial Order under the new mandated power to direct councils to participate in the arrangement.

Recommendation 11: Before endorsing a particular mandatory shared service arrangement, the Minister for Local Government should seek the advice of the Local Government Board.

The Minister should also be empowered to compel council participation if consensus cannot be reached. In most circumstances, councils would be expected to develop a consensus agreement for service sharing. However, if after a reasonable time, councils had not been able to reach consensus, the Minister should have the power to direct them to adopt a model of the Minister's choosing. The Minister would need to seek advice on the design of this model from the Local Government Board before directing councils to participate in it.

Amendments will be needed to the Act to enable the Minister to endorse and lock in a service sharing agreement for councils, or failing that, to require councils to participate in a sharing model developed by the Government. Creating this statutory power is an important precursor to commencing any new service sharing agreements.



Recommendation 12: If councils are unable to reach consensus on a mandatory service sharing agreement, the Minister for Local Government should require councils to participate in a specific model or models the Tasmanian Government has developed.

Early priorities for mandated shared services

The Board has identified three early priorities for new mandatory shared service arrangements it believes would deliver strong benefits to the community and the sector, while helping to test and embed this approach. These priorities are:

- sharing of key technical staff performing regulatory functions (e.g. Environmental Health Officers);
- sharing of common digital business systems and ICT infrastructure; and
- sharing of asset management expertise.

Over time, there are likely to be other services that would benefit from becoming mandatory shared services, and these may extend to areas such as stormwater management, roads, and other infrastructure. Some procurement is already being managed on a common basis by several councils through LGAT Procurement. While it may not be advantageous for larger councils to use a shared procurement arrangement, it would seem to make good business sense for all smaller councils to be buying collectively.

Another mandatory sharing arrangement that is worthy of further exploration over time is full cycle waste management. There are already several regional waste arrangements in place, and further consolidation and broadening of the services offered could be explored over time.

Sharing of key technical staff

Most councils have told us they are having difficulty recruiting and retaining key technical staff, particularly environmental health officers (EHOs), planners, and engineers. While these professions are experiencing shortages nationally, they are felt acutely in Tasmania, particularly in rural councils. There are already a range of one-off service sharing arrangements in place for these services, however these are not addressing the needs of councils. To fill this gap, the Board believes there are benefits in a whole-of-sector mandatory arrangement.

As well as making better use of the available pool of resources, a shared service arrangement for key technical staff would enable a cooperative approach to workforce development, including training, recruitment, and retention. Recommendation 36 provides more detail on workforce development for key technical staff more generally.

In the first instance, the Board believes the focus should be on the provision of environmental health services by EHOs. EHOs are the front-line workforce of the health protection and environmental management system, particularly at a local community level. They have delegated responsibilities to enforce elements of a number of legislative instruments, notably the *Public Health Act 1997*, the *Food Act 2003* and the *Environmental Management and Pollution Control Act 1994*. As noted above, we have also seen a number of regulatory compliance deficiencies in environmental health services that need to be addressed as a priority.

While it would be up to councils to produce the best design for sharing EHO services, it might operate best at a regional scale, given the need for on-site visits. These regional scale arrangements could be supported by a state-wide network, however, given the diverse range of specialist skills and knowledge EHOs need to draw on from time to time. The Tasmanian Department of Health should be an important contributor to the design of a shared service arrangement for EHOs.

Once the EHO arrangements have been bedded down, the Board recommends that similar arrangements for planners, engineers, and other areas of agreed acute need, be considered.

A shared digital business system

Recommendation 29 involves the establishment of common digital business systems and ICT infrastructure for all councils. The 2017 KPMG Northern Tasmanian Councils Shared Services Study found that adopting common IT platforms provides the greatest gains of any of the shared services considered, primarily because it provides a foundation for other shared service initiatives.

Most of the potential benefit in shared platforms is in the ability to consolidate and drive synergies in processes across all operations of the councils, regardless of their physical location, size and complexity. This includes the standardisation of all corporate applications (finance, procurement, human resources etc.) as well as specialist technology platforms used for engineering and GIS, planning and design, asset management and risk management.

Standardisation also allows for the consolidation of community facing obligations through effective customer relationship management (CRM) capability and the potential sharing of information across council boundaries to facilitate better outcomes through strategic planning occurring at a regional rather than council level. This also requires all councils to commit to consistent business processes and training methods in order that staff in one council can operate those business processes on behalf of other councils.

The Board shares this view and believes that common digital business systems should be mandatory for all Tasmanian councils. It is acknowledged the Tasmanian Government is now also working towards a similar strategic objective.

A necessary precursor to all councils using the same system would be for councils to standardise their business processes. Given the complexity of migrating all councils to new common systems, and existing contractual commitments, a reasonable transition period of five to eight years would be needed. While this kind of digital transformation is challenging, it is entirely feasible and can yield significant benefits (see the Devonport case study below).

Case Study: Digital transformation in Devonport City Council

Since 2018, Devonport City Council has gone through a digital transformation that has seen many of its business services being moved onto an online, cloud-based platform. This has yielded improved service delivery and operational efficiencies as well as greater productivity for staff and reduced frustration.

Council has undertaken more than 40 discrete projects to achieve this digital transformation, including cloud records migration, complete Microsoft 365 implementation, TechnologyOne cloud transition, asset management system implementation, Business Intelligence, 600+ process automations, seven new Council websites, 100+ self-service electronic forms for the community, 70+ internal electronic forms for employees, online service booking systems for planning, plumbing, environmental health, cloud-hosted telephony and a chatbot on Council's website offering 24/7 personalised service and quick responses to enquiries.

The digital improvements implemented before the COVID-19 pandemic ensured that the Council was well positioned to respond to the disruption of the pandemic. They enabled Council to maintain employee productivity through remote working and to continue to deliver services to the community with very little interruption.

Initially, the mandated arrangement would apply to the design, procurement, and establishment of a common digital business system. The Department of Premier and Cabinet's Digital Strategy and Services (DSS) should support councils in terms of design and procurement, establishing a vendor panel that would be made available to councils enabling streamlined procurement and ensuring trust in the security of systems. DSS currently brokers vendor panels across government for data networks and digital communications. Councils would need to work together to agree on governance of the operating and financial models as well as a technology roadmap. That will provide a foundation on which to extend other resource sharing arrangements.

One important design consideration would be integration with customer-facing online systems of Service Tasmania. Service Tasmania will soon be launching a digital services portal (myServiceTas), providing Tasmanians with a secure and easy-to-use access point for Government services, accessed through a single login. Stage 1 will allow Tasmanians to create a secure account to access their digital services, initially focused on common transport transactions. Service Tasmania is currently working to secure ongoing funding to maintain and grow myServiceTas. Over time, and subject to this further funding, it will provide foundational tools that could potentially assist councils to enhance the range of services that can be offered online. Examples of these tools include e-forms, a central customer relationship management platform and a systems integration capability.

Once the common digital business systems are put in place, councils should consider how the system can best support the delivery of online services to council clients and how councils can best work together, through the sharing of resources to maximise the effectiveness and efficiencies the system will deliver.

Rather than leading to centralisation of jobs, the opposite would be enabled. A council officer in any part of Tasmania with good internet access would be able to carry out work for any other council elsewhere in the State.

There may be some reluctance from the largest councils to participate in common digital business systems. While they may have the capability to operate an independent system themselves, this would not be in the best interests of the community, council staff and the sector at large, as it would limit the ability of those councils to collaborate with the rest of the sector and would deny their staff transferrable skills that lead to enhanced job opportunities across the sector.

Asset management

The Board heard from councils throughout the Review that there is a critical need for more consistent and transparent asset management to ensure the financial sustainability of councils and their assets into the future. Asset management is currently undertaken by councils in-house. The Board identified major anomalies in the way different councils value and assess the condition of otherwise similar assets. We have been concerned to hear from the sector, and explore further through our inquiries, that the useful lives of assets may be being improperly extended, including through overly favourable condition assessments. Inaccurate asset assessments would make councils' operating results and balance sheets look better than they should, thereby jeopardising councils' long-term financial sustainability.

To improve the robustness of asset assessments, the Board is recommending that the asset management function be established as a mandatory shared service. This service would undertake asset valuations, and condition assessments and support councils to develop whole-of-life costings for major assets and infrastructure. It would assess and cost assets according to a set of agreed, objective standards, independent of the influence of individual councils. In the future, it could also provide support to councils in formulating and updating their long-term strategic asset management plans. However, it is important that strategic asset management decisions remain with councils.

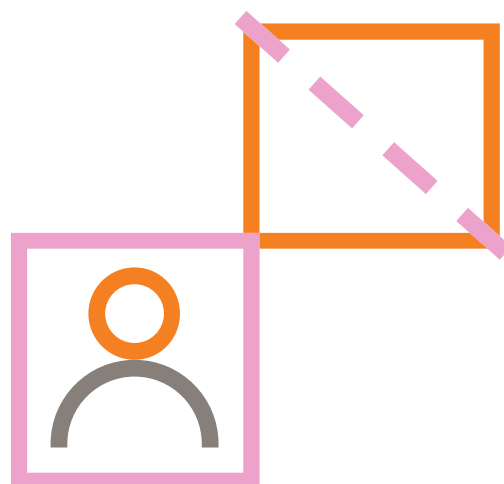
With asset management expertise consolidated in this shared service, the new council-owned body would be well placed to coordinate councils' bids for asset funding from the Australian and Tasmanian Governments. A shared approach would reduce the risk of unhealthy competition for funding between councils, and of 'pork-barrelling' leading to councils receiving capital grants that do not meet their community's highest needs.

For the new entity to be effective in this role, however, it would need to be recognised by both Australian Government and State funding bodies, and its advice on priorities accepted by them. While councils should be given the opportunity to design this service themselves, the Board believes that a single state-wide body should be carefully considered. A single body would be more influential with other spheres of government and could marshal the expertise needed to give weight to its assessments.

This initiative to establish an independent shared asset management capability complements reforms to standardise useful life ranges for assets (Recommendation 31) and to streamline asset management documentation and improve council compliance (Recommendation 30).

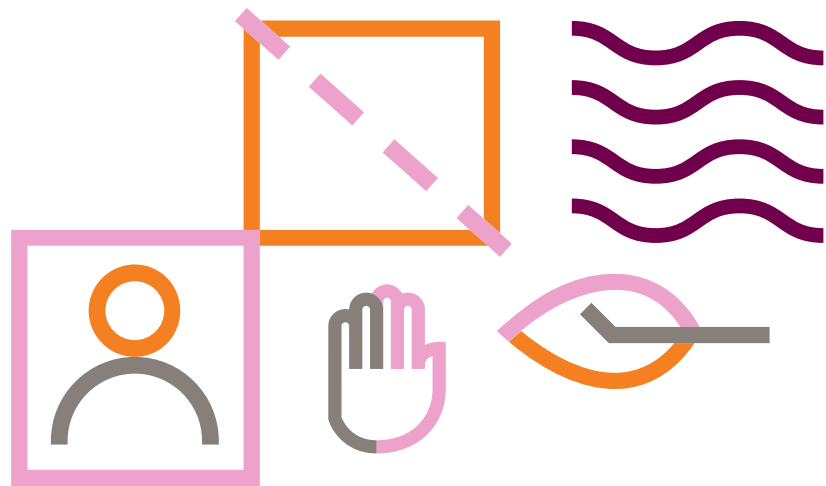
Recommendation 13: The first priorities for developing mandatory shared service arrangements should be:

- sharing of key technical staff;
- sharing of common digital business systems and ICT infrastructure; and
- sharing of asset management expertise through a centralised, council-owned authority.





4. Specific Reform Recommendations



Key Takeaways

- > Our Specific Reform recommendations are aimed at improving the overall governance, funding, and service performance of councils and at delivering on the five Core Community Outcomes.
- > Specific reforms will deliver better outcomes where they are accompanied by substantive structural reform. However, they should be progressed irrespective of whether any council amalgamations proceed.
- > Key reforms include:
 - o a range of measures to increase the simplicity, equity, and transparency of council rating and other sources of revenue.
 - o improvements to the rigour and consistency of councils' strategic asset management practices and processes.
 - o new learning and professional development requirements for elected members, commencing from when they first choose to stand for office.
 - o the introduction of a new Strategic Planning and Reporting Framework for councils, which is linked to councils' overall delivery against their community wellbeing and sustainability goals.
 - o enhanced regulatory oversight and intervention capability based on a risk-based, intelligence driven early intervention approach.
 - o the development of a comprehensive local government workforce strategy.
 - o strategic partnerships between councils and the Tasmanian Government to support more integrated and seamless 'front desk' services to the community, and more effective co-regulation in important areas of council responsibility.

Community Outcome 1: Support healthy and sustainable local communities:

By being clear on the role of councils' and elected representatives, and ensuring they have the resources and support they need to deliver that role.

Reform recommendations under this Community Outcome focus on:

- clarifying the contemporary future role of local government – with an emphasis on supporting community wellbeing and sustainability – and having this form the basis for a new Strategic Planning and Reporting Framework to guide the future direction and continuous improvement of councils;
- building the knowledge, skills and capability of our elected representatives, so that they provide high quality representation and leadership to their communities; and
- ensuring fairer and more transparent funding mechanisms which enable councils to sustainably fund and deliver the services their communities need.

A clearer wellbeing role for local government, guiding strategic decision-making and continuous performance improvement

Tasmania is facing growing set of issues which are impacting the wellbeing of our communities and will continue to do so. These include climate change and increasing natural disasters, access to housing, population ageing, safety and social inclusion, and access to employment and essential services. Our engagement revealed these issues are major concerns for our younger generations, who will be significantly impacted by them in the future.

There is broad acceptance that councils should continue to play a key role in supporting the wellbeing of their communities. Councils have a range of local knowledge, resources, and policy levers available to them which can impact and support the wellbeing of their communities. This includes how they plan and manage their built and natural environments, fund or facilitate services, or advocate to the Tasmanian and Australian Governments to support action for pressing community issues.

However, several structural and policy issues are presenting a barrier to councils being able to maximise wellbeing outcomes in their communities, such as:

- there is no definitive definition of wellbeing that is relevant to local (and State) government;
- there is no clear policy or legislative framework that acknowledges councils' role in supporting community wellbeing;
- there are different understandings and expectations across the sector of what councils should and should not be doing;
- due to a lack of role clarity, there is uneven capacity and capability across the sector when it comes to strategic wellbeing planning and service delivery; and

- there is an absence of data or insights (at a State or local level) into the wellbeing of Tasmanians to inform strategic planning and local service delivery.

An increased focus on community wellbeing and sustainability reflects an ongoing shift in governance and policy making across all spheres of Government – both nationally and overseas. The examples below demonstrate work in this space that has emerged since the beginning of the Review. These provide our sector with the opportunity to be a key partner with Australian and Tasmanian Governments to deliver the best possible local wellbeing outcomes, but the councils need a solid foundation to build their capacity and capability across these areas.

- In July 2023 the Australian Government released [Australia's first Wellbeing Framework](#), featuring 50 indicators across five key themes – healthy, secure, sustainable, cohesive and prosperous. The Australian Government is currently working to embed these indicators into all facets of its decision making.
- The Tasmanian Government is currently developing its own [Wellbeing Framework](#) and [Sustainability Strategy](#), both with a focus on how we can best support the wellbeing and sustainability of Tasmanian communities into the future.

Recommendation 14: Include a statutory requirement for councils to consult with local communities to identify wellbeing priorities, objectives, and outcomes in a new Local Government Act. Once identified, councils would be required to integrate the priorities into their strategic planning, service delivery and decision-making processes.

In setting their key wellbeing priorities, councils should engage with their communities, in a deliberative manner, to develop a clear understanding of the key issues they face. This approach recognises that councils must have flexibility to determine their own wellbeing objectives and outcomes in accordance with the specific needs and circumstances of their communities.

The Tasmanian Government should work with the sector to ensure councils can also support and directly contribute to any state-wide wellbeing and sustainability targets where these are established in the future.

All strategic planning and performance monitoring requirements mandated under the proposed Strategic Planning and Reporting Framework (see Recommendation 3) should be done through a lens that considers the social, economic, and environmental impact of decisions and the wellbeing of local communities.

Clarifying the role of councils through the role statement and Charter (see Recommendations 1 and 2) will provide clarity on where the sector can and should be influencing community wellbeing, versus where there may be a role for the Tasmanian Government or the community or private sector.

This should also help councils understand where they should either be providing a service or instead taking on a role as advocate or facilitator for an alternative service provider (such as the operation of primary healthcare services).

Councils should be required to report publicly on progress against their sustainability and wellbeing priorities in their annual reports to provide transparency on how they are considering and working towards these priorities.

Better pre-election education for candidates

Consultation and engagement undertaken as part of this review and the previous 2020 Local Government Legislation Review found that some candidates nominate for election to council with little knowledge of the formal functions, responsibilities, and obligations of elected members.

This can result in some newly elected members entering the role with unrealistic expectations or even incorrect beliefs and assumptions about their decision-making remit and statutory responsibilities. This can be the case especially when it comes to the distinct and complex role of councils as planning authorities.

Several other jurisdictions including – Victoria, Queensland, Western Australia, and the Northern Territory – have in recent years instituted basic, mandated pre-nomination candidate training. These courses are delivered via online platforms and can typically be completed in around an hour.

Sector and community feedback during the Review indicated a strong level of support for this type of initiative. There is broad acceptance that those seeking to represent their community on council need at least a good basic understanding of the role and what will be expected of them. However, it was also noted that any pre-nomination training should be concise, targeted, and meaningful, and not so onerous to become a barrier to prospective candidates.

Recommendation 15: To be eligible to stand for election to council, all candidates must first undertake – within six months prior to nominating – a prescribed, mandatory education session, to ensure all candidates understand the role of councillor and their responsibilities if elected.

To give effect to this recommendation, a new legislative provision should be introduced in either the new Act or in a new Local Government Elections Act, Candidates should have to include evidence they have completed the session as part of the formal candidate nomination process.

Good practice and precedent – mandatory pre-election training

Victoria, Queensland, and Western Australia have all instituted mandated pre-nomination candidate training courses. In all instances, courses are designed to be delivered principally online, and have a strong education and information focus – there are no ‘tests’ or ‘exams’ and the training does not confer any kind of qualification. However, candidates must be able to validate their completion of the courses.

Course content typically involves a range of information on councillor responsibilities, governance and decision-making, and available support and resources, for example:

- the basics of local government and its place in Australia’s political system;
- who is eligible to run for council;
- what councils are responsible for;
- the role and obligations of being a councillor;
- the role of the CEO/General manager and council staff;
- time commitment involved;
- councillor Code of Conduct and the Oath of Office; and
- confidentiality requirements

The requirement should apply equally to first time candidates, candidates who have run previously, and current elected members running for re-election. The course should have an education focus and cover the basics of Tasmania's system of local government and the key roles, functions, and responsibilities of elected members. It should also cover essential information about the conduct of election campaigns, including expenditure and the declaration of interests and other requirements.

The course should be developed and managed by the Office of Local Government in consultation with LGAT and the Tasmanian Electoral Commission.

The course should exist as an online module, with ongoing accessibility support for prospective candidates with a disability, literacy, financial, technology, language or issues which present a barrier to completing the course.

The course should be offered free of charge for participants, but the sector should fund the cost of its design and ongoing delivery.

Minimum prescribed learning and development modules for elected members

We heard throughout the Review about the variable capabilities and competencies of elected members both within and across councils around the State. The sector and the community strongly support reforms to improve the overall capability and professionalism of elected members.

Good governance and stewardship can only be supported by well-informed councillors who understand their role and responsibilities, as well as those of others. Prompt action is needed to lift standards overall and promote a stronger ongoing professional development culture in the sector.

While recognising their needs will be different, learning and development is important for all councillors, whether they are new or returned. A positive culture for councillors should embrace and elevate the importance of ongoing learning and professional development.

The Board strongly supports work already underway by the Office of Local Government and LGAT to develop and roll out a renewed learning and development framework for elected members. This work builds on the findings of the 2020 Local Government Legislation Review and is part of a broader set of reforms being progressed to improve the workplace culture of local government for councillors.

The Legislation Review proposed the establishment of a 'core capability framework' but stopped short of recommending mandated minimum learning and development for elected members (except for training on the specific role of councils as a planning authorities).

Recommendation 16: The Tasmanian Government and the local government sector should jointly develop and implement a contemporary, best practice learning and ongoing professional development framework for elected members. As part of this framework, under a new Local Government Act:

- all elected members – including both new and returning councillors – should be required to complete a prescribed 'core' learning and development program within the first 12 months of being elected; and
- councils should be required to prepare, at the beginning of each new term, an elected member learning and capability development plan to support the broader ongoing professional development needs of their elected members.

The Board's view is that – in hindsight – these recommendations of the Legislation Review should be bolstered. Supporting improvements in overall elected member capability and competency should be 'baked in' to the legislative framework for the sector for it be given the priority and focus it deserves. Presently, the Local Government Act is entirely silent on the professional capability and competency of elected members.

Again, the requirement should apply to both new and returning councillors, as courses will be updated every electoral cycle to reflect legislative changes and other developments relevant to the sector. This is consistent with the approach taken in other jurisdictions which have introduced mandatory training and education.

The content of the mandated learning program would be developed in further consultation with the sector and prescribed by way a Ministerial Order or similar instrument. However, we think it should cover the following topics:

- introduction to local government (post-election induction);
- good governance and professional conduct;
- legal responsibilities;
- council and committee meeting procedures;
- council as a planning authority;
- financial management and reporting;
- strategic asset management; and
- community engagement, representation, and advocacy.

Good practice and precedent – Compulsory elected member development

Several Australian jurisdictions have recently introduced compulsory minimum training and education requirements for elected members, in recognition of the unique, diverse, and challenging roles councillors are expected to undertake, and the different and varying backgrounds of the people who stand for office.

- In 2019 Western Australia brought in a requirement for all council members to undertake a 'council member essentials' course within the first 12 months of being elected, unless they have a specific existing qualification in local government administration (i.e. a Diploma of Local Government). The course must be completed by first time and returning councillors alike. The course is offered by TAFE and the local government association. Councils are also required to prepare and adopt a 'continuing professional development' policy, reviewed after each election cycle, which considers the development needs of councillors.
- In 2022, South Australia introduced a legislative requirement for mandatory minimum training for councillors, which also provides for suspension of councillors who fail to complete the training. Again, the training must be completed by new and returning councillors within 12 months of the councillor's election. It may be delivered internally by councils or by external providers. Guidelines are also provided around additional areas for professional development outside the mandatory requirements.

The mandated learning program should be regularly reviewed and refreshed – at a minimum once every council electoral cycle – to ensure it remains contemporary. The ongoing cost of the program should be met by the sector.

Councils should be required to record and publicly report – in their annual report – their compliance of councillors with the minimum learning and development obligations. Failure by elected members without good reason to comply could form the basis for issuing a Performance Improvement Direction to an individual councillor or council.

Beyond having councillors complete the minimum prescribed requirements, councils would develop their own individual learning and development plans after every election to support additional, specific needs of their elected members against the professional development framework. Councils would need to make reasonable provision in their budgets to support participation of councillors in learning and development opportunities consistent with those plans.

This approach will ensure councils have the requisite flexibility to tailor learning and development needs to their councils and councillors but will give the community confidence that all elected officials share a common, solid platform of basic core competencies which enables them to represent the community with diligence and professionalism.

Opportunities to leverage courses offered by the Tasmanian Training Consortium, the University of Tasmania, and other providers to deliver scale efficiency in the cost of delivery should be explored wherever possible.

Improving rating outcomes for electricity generation and mining

The Board has noted the advocacy of regional Tasmanian councils for improved outcomes from the rating system for land uses including hydroelectric dams, wind farms, and carbon-abatement schemes.

Under the current system, some councils apply their discretionary rating powers to impose rates that are, in effect, a form of revenue or output taxation. For example, the West Coast Council imposes rates on wind farm, mining, and aquaculture operations that are more than the annual assessed value (rental value) issued by the Valuer-General.

Using rates based on improved land values to tax the economic rents generated by mining, energy or commercial operations is not desirable or efficient because rates are unrelated to output or profitability and can therefore distort investment decisions. Councils are using rates in this way because they cannot access alternative funding sources or other efficient means to tax these operations.

It would be preferable that these kinds of major commercial operations – where land is not a major input cost or means of production – were subject to a simple and efficient output, revenue, or profit taxation model, with revenue distributed directly to councils and communities where these businesses operate. These uses would then logically become exempt from council rates.

The Board believes options for a revenue-sharing model between state and local governments should be considered for certain large commercial operations to ensure that local communities benefit from hosting these businesses and councils can provide the infrastructure they need without needing to resort to ‘punitive’ rating.

This type of approach would minimise the risk that council rating decisions become a barrier to much-needed renewable energy development in particular, while providing appropriate support for services and infrastructure development to communities.

Recommendation 17: The Tasmanian Government should further investigate and consider introducing an alternative framework for councils to raise revenue from major commercial operations in their local government areas, where rates based on the improved value of land are not an efficient, effective, or equitable form of taxation.

The Board recommends Tasmanian Government agencies, LGAT and key industry stakeholders work together to investigate potential models and approaches (including those that have been implemented in other jurisdictions) and make recommendations on the best way forward.

Good practice and precedent – Victoria's Payment in Lieu of Rates Scheme

Under the [Electricity Industry Act 2000](#), Victorian energy generators can elect to pay a negotiated sum in place of council rates (this is known as Payment in Lieu of Rates – PiLoR).

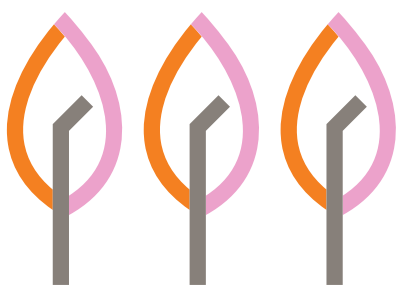
Solar and wind generators can pay a rate based upon their electricity generation, or a set amount (whichever is greater). Alternatively, if they are a large electricity generator or do not produce solar or wind, they are able to pay a fixed rate with a variable charge based upon their electricity generation.

This approach recognises that electricity generation is extremely capital investment intensive and councils imposing rates on improved land values may lead to adverse outcomes. See the [PiLoR factsheet](#) for more details.

More consistent and efficient infrastructure charging

There is a clear and compelling strategic context to improve our system of infrastructure charging. Councils and governments face increasing costs as the Tasmanian population grows and changes, and its service and infrastructure needs become more complex (and expensive) to meet.

Well-designed infrastructure charging can support housing supply and enhance the sustainability of local governments and communities. The Productivity Commission and New South Wales Productivity Commission, alongside the Henry Tax Review, have articulated the principles and benefits associated with infrastructure charging and the public and private savings associated with efficient land use.



Tasmania currently has a limited and piecemeal system of infrastructure or developer charging. Beyond open space contributions and contributed works in greenfields subdivisions, councils rely on discretionary mechanisms such as planning permit conditions and Part 5 agreements under the *Land Use Planning and Approvals Act 1993*. These mechanisms are viewed by the sector as limited and vulnerable to challenge.

Tasmania raises the least of any Australian jurisdiction per lot from developer contributions. It also levies charges for only a limited scope of infrastructure and services compared to other states, which in some cases capture broad social infrastructure and service costs.

Infrastructure charges promote efficiency and encourage the development of well-located land to its highest value. Lower density, greenfields housing development imposes high infrastructure costs per dwelling relative to infill development, and in rural communities, dispersed development imposes higher costs than township development, including on service provision.

Recommendation 18: The Tasmanian Government should work with the sector and the development industry to further investigate and consider introducing a marginal cost-based integrated developer charging regime.

The Board recommends the Tasmanian Government works with the sector and key stakeholders to undertake a significant policy review to consider a legislated, state-wide, and consistent infrastructure charging regime.

The review should include consideration of the range of social infrastructure which might be appropriately supported by revenue raised through such a scheme.

The review should focus on establishing a consistent, state-wide system to ensure best practice can be achieved and that councils do not undermine the efficiency of land use decisions by undercutting each other on infrastructure charges. LGAT has called for a system of “general charging” for infrastructure charging¹³, integrated with infrastructure planning. The Board is broadly in support of this concept, provided reform is oriented towards efficient, marginal cost pricing and supported by legislated guidelines.

Increased transparency of rates information to the community

Reforms to the rating tools and powers afforded to councils should be accompanied by measures to enhance public confidence in councils’ financial management.

Councils set a tax rate—or many tax rates—in their annual budget process. Because these are imposed upon the shifting target of statutory valuations, which may be adjusted or reissued by the Valuer-General in a given year, it is very difficult for members of the public to understand what underpins their annual rates notice.

Councils currently adopt a variety of approaches for communicating information about rates and rating changes to their communities. Some already councils issue information on how rates are applied in respect of various functions and community services in the community.

However, there is no consistency in current approaches, which makes it hard for community members in different local government areas to have access to a common set of simple and comparable information on rating changes.

¹³ LGAT 2022. Infrastructure Contributions Discussion Paper. (www.lgat.tas.gov.au/__data/assets/pdf_file/0030/1139691/LGAT-Infrastructure-Contributions-Discussion-Paper-II-April-2022.pdf)

The Local Government Act only requires councils to provide the following information in rates notices.

- the land in respect of which the rates are payable;
- the rates payable by that ratepayer;
- the basis on which the rates payable are calculated;
- any factor by which the rates are varied;
- the period for which the rates are payable;
- the date by which the rates are due to be paid;
- the place or places where the rates may be paid;
- the date on which the notice is issued;
- whether the rates may be paid in one sum or by instalments;
- the date or dates on which instalments are to be paid;
- any rebate payable for early payment;
- if interest is payable on unpaid rates, the rate at which it is payable;
- if a penalty is payable if rates are not paid by the due date, the percentage rate applicable to such a penalty;
- if a minimum amount is payable, that minimum amount.

Providing, additional, standardised, easy to understand information in rates notices will help communities understand their council's rating practices and financial management decisions and should increase community engagement and council accountability.

Recommendation 19: Introduce additional minimum information requirements for council rates notices to improve public transparency, accountability, and confidence in council rating and financial management decisions.

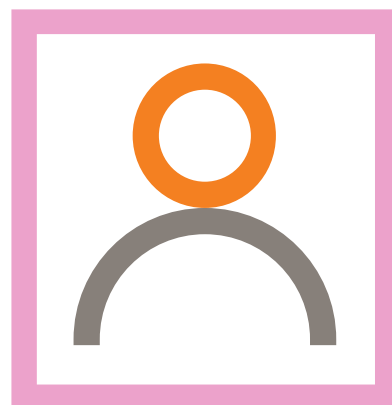
New mandatory 'plain english' information requirements for council rates notices should be prescribed through a Ministerial Order or comparable instrument.

These requirements should be developed in consultation with the sector to ensure they are useful to the community and fit for purpose, but they might include for example:

- an explanation of the landowner's year-on-year change in general rates payable, and what component of this is attributable to:
 - any rating policy change of the council (such as the imposition of a varied or progressive rate);
 - change in the property's valuation; and
 - changes in the general rate component fixed by the council each year;
- the average year-on-year general rate change for a property in the municipality, expressed as relative change; and
- a simple break-down of how a council has rates have been applied to categories of functions and services provided to the community.

The Office of Local Government should also review its Consolidated Data Collection Process to significantly enhance the granularity, quality, and reliability of rating and revenue information collected from councils, including the reporting of councils' rates resolutions in a comparable format.

This information would underpin a continuing and enhanced performance dashboard as part of the proposed integrated Strategic Planning and Reporting Framework (see recommendation 3).



Efficient and effective distribution of Australian Government Financial Assistance Grants

The general purpose and roads financial assistance grants paid by the Australian Government and distributed by the Tasmanian State Grants Commission (the Commission) are an important source of revenue support for smaller councils. For councils such as the islands, Central Highlands, and Southern Midlands, these grants represent comparable or greater revenue per rateable property than rates.

The total financial assistance grant pool of almost \$98 million in 2023-24 is split between \$51 million in roads grants and \$47 million in general purpose assistance, of which more than \$14 million is allocated purely on a per-capita basis. Importantly, these funds once received by councils are entirely untied, increasing their importance as a source of recurrent and flexible operational revenue.

The grants are distributed by the Commission in accordance with principles contained within or set under the *Local Government (Financial Assistance) Act 1995* of the Commonwealth, including a general horizontal equalisation principle.

Within that framework, the Commission uses an assessment of road preservation requirements, along with an assessment of revenue capacity (based on relative property valuations) and various “cost adjusters” to apportion grants using a balanced budget approach. Importantly, the available pool of funding is only sufficient to meet a small part of the funding that would be required to allow councils to achieve a comparable standard.

While the Commission must operate within principles set at the national level, there is significant scope for the distribution of grants to be reconsidered to ensure assistance from the limited pool of funding is directed to those councils least able to meet the needs of their communities from their own resources.

UTAS research commissioned by the Board¹⁴ suggests there may be several options – available within the constraints of the national framework – to adjust the grants allocation methodology

which could deliver more equitable outcomes for communities by better targeting relative fiscal disadvantage. These include:

- Allocating the entire base grant on a relative-need basis;
- Weighting the allocation of relative need-basis grant to reflect fiscal gaps as a share of councils’ assessed expenditure needs (‘proportional scaling’); and
- Reviewing expenditure cost adjusters to address anomalies and better reflect community need.

The technical aspects of these options are explained in more detail in the UTAS local government funding research paper¹⁵.

Separately to the methodology applied by the Commission is the broader matter of transparency and awareness around grants distribution. The Board has frequently heard from councils during the Review process that the current allocation methodology – in terms of both its underlying objectives and its technical application – is not well understood, and efforts should be made to improve overall awareness and understanding among elected members given the grants pool represents such a significant proportion of overall revenue for smaller regional councils in particular.

Recommendation 20: Within the context of the national framework, the Tasmanian Government should seek advice from the State Grants Commission on how it will ensure the Financial Assistance Grants methodology:

- is transparent and well understood by councils and the community,
- assistance is being targeted efficiently, and effectively, and
- is not acting as a disincentive for councils to pursue structural reform opportunities.

¹⁴ Tasmanian Policy Exchange 2023. Funding Tasmanian local government in the future: Key issues and reform options. Background Paper for the Future of Local Government Review. University of Tasmania.

¹⁵ Tasmanian Policy Exchange 2023. Funding Tasmanian local government in the future: Key issues and reform options. Background Paper for the Future of Local Government Review. University of Tasmania.

The Board notes the Commission has consulted with councils regarding an alternative approach to administering the ‘minimum grant’ principle, which would see it considered as a ‘floor’ rather than an initial allocation. Modelling indicates this would have a modest, positive outcome on the extent of fiscal disadvantage faced by Tasmanian councils.

While acknowledging the Commission’s independence, the Board endorses this approach and recommends the Commission proceed with its proposal.

Subsequently, the Board recommends consideration be given to further review of the Commission’s methodology, considering:

- approaches of other jurisdictions, including the weighted balanced budget approach used in Queensland, rather than meeting a fixed proportion of all councils assessed deficits as at present;
- whether fewer, simpler, and more transparent cost adjusters can achieve comparable or superior equalisation outcomes; and
- the utility of caps and collars.



Clear and equitable road funding

Establishing and maintaining roads is the largest individual cost item most councils face. Councils have access to capital grants for road construction, largely from the Australian Government, as well as access to some State funding sources for road maintenance.

One Tasmanian Government funding source is Heavy Vehicle Motor Tax Revenue, which the Tasmanian Government raises from heavy vehicle users through a road use charge designed to recover the costs of road wear and tear. The State Grants Commission recommends to the Tasmanian Treasurer the distribution of Heavy Vehicle Motor Tax Revenue amongst Tasmanian local government authorities. The Commission bases its recommendations on the results of the most recent Tasmanian Freight Survey, which is typically conducted by the Department of State Growth every three years.

The local government sector is critical of the total amount of this revenue passed on by the Tasmanian Government. It is concerned that the sector has received the same amount of \$1.5 million for 25 years. During this time, it estimates that the usage of local roads has steadily increased by 4 per cent per year, and the revenue collected by the state has increased by more than 200 per cent. As a result, councils argue that they have had to raise rates and subsidise heavy vehicle road access while the Tasmanian Government is reserving revenue that is meant to provide cost recovery.

The Board believes this issue warrants further examination by the Tasmanian Government.

Recommendation 21: The Tasmanian Government should review the total amount of Heavy Vehicle Motor Tax revenue made available to councils and consider basing this total amount on service usage data.

Better and more consistent user fees and charges

User charging, either through fees or beneficiary taxation, for goods or services which are not public goods is efficient and equitable. Generally, a price helps reveal how much of a service or good should be provided and prevents members of a community funding a service or good, which they gain no benefit from, through general taxation.

Where a service is identifiably private in nature, councils fully cost recover for that service. Where services provide a mixture of private and public benefit (as is the case, for instance, with some regulatory services), councils apply a mixture of user fees and general revenue. Councils should be required to transparently account for the additional subsidisation of a service subject to user charging in their financial reports.

Tasmanian councils raise less in revenue from fees and charges than councils nationally, though there are large variations between states on this measure. The Board has seen anecdotal evidence of councils using their fee setting powers, including for planning and development permits, to realise general revenues out of proportion with the service rendered for very large developments.

Conversely, it is understood that councils generally do not recover the cost of their regulatory services, even where these services benefit only an individual or group, and not the broader community.

Recommendation 22: Introduce a framework for council fees and charges in a new Local Government Act, to support the expanded, equitable and transparent utilisation of fees and charges to fund certain council services.

The Board's recommendation builds on the reform commitment arising from the 2020 Local Government Legislation Review that fee principles or guidelines be legislated, and that "[f]ees and charges should be reflective of the cost of the service being delivered as they are not a tax to raise general revenue."

The framework should provide:

- that user fees should not exceed the cost of providing a service (as councils have access to a more efficient and equitable source of general revenue, in council rates);
- that goods and services of a private nature must be fully cost recovered; and
- the basis on which councils should assess and transparently account for the partial or full subsidisation of services and goods with both public and private benefits.

Potential future improvements to our broader rating system

The Board believes the current rating model as implemented in Tasmania could be significantly improved to increase its overall efficiency, equity, and transparency.

A well-designed and appropriate legislative framework for council rates will underpin the sector's potential to meet its own fiscal needs well into the future, without relying unduly on transfers from other spheres of government (which are typically funded from less efficient taxes).

Council rates are among the most efficient of all forms of taxation, and more efficient than many of the other taxes available to the Tasmanian or Australian Government. Rates cause little distortion to people's decision-making and little loss to the economy overall. Council rates, calculated on the improved value of landholdings, are also a progressive source of revenue, which is broadly consistent with the benefit principle.

Despite the autonomy offered to Tasmanian councils in the setting of rates, over the last decade councils have grown their own-source revenues less than the local government sector of any other state. Similarly, Tasmanian council rates have not kept pace with other sources of taxation at any level of the Australian federation.

Councils enjoy broad flexibility in the setting of rates and service rates and charges under the existing statutory framework. Given the efficiency of rates as a form of taxation there are clear benefits in councils retaining a significant degree of rating autonomy and flexibility. For this reason, the Board would not support any move to introduce rate caps adopted in other jurisdictions. Rate caps can be complex, they have been shown to result in unintended adverse outcomes, and they do not properly consider whether councils, at the outset, are raising appropriate and adequate revenues.

However, the multiple and overlapping rating tools afforded to councils under the Local Government Act create the risk that council rates as implemented are a far less efficient and equitable than they should be.

UTAS research commissioned by the Board identified a range of issues with the current rating system which warrant potential reform attention. UTAS notes “The complexity and diversity of approaches to rating, and of its interactions with valuation and equalisation processes, creates a range of challenges that limit councils’ ability to levy rates in accordance with the principles of good tax design¹⁶”.

¹⁶ Tasmanian Policy Exchange 2023. Funding Tasmanian local government in the future: Key issues and reform options. Background Paper for the Future of Local Government Review. University of Tasmania.

The major issues include that:

1. the rating process is complicated, difficult for residents to understand, and highly variable, not just between but also within council areas and property classes;
2. the valuations used by councils to set their rates are not always fit for purpose and nor are they always consistent with market conditions. When valuations are inaccurate, the legitimacy and equity of the rating system as a whole may be compromised;
3. for some large commercial operations where land is not a major factor of production (such as mines and windfarms, for example), improved land value can be an inefficient tax base which often doesn’t reflect a business’s use of infrastructure nor its ability to pay. Under the current regime Tasmanian rates can vary significantly over the operating life of a project potentially deterring investment;
4. the highly variable effort applied by different councils in raising rates indirectly compromises the ability of the existing Financial Assistance Grant pool to be distributed in a way that maximises its potential for fuller equalisation and greater equity;
5. councils are subject to growing and unevenly distributed gaps in their rate bases created by partially and fully exempt property; and
6. rates are a tax on wealth and not income although the two are related. The growing numbers of asset-rich but cash-poor ratepayers – such as retirees and pensioners – limit the scope and prospects of systemic reform and more efficient use of the desirable tax base to which councils have access.

UTAS notes that “Together, these challenges undermine the fairness, efficiency, and sustainability not only of council rating but of the wider funding and equalisation system on which Tasmanian councils depend. This funding reform can’t be addressed by local governments alone but requires a cooperative approach.”

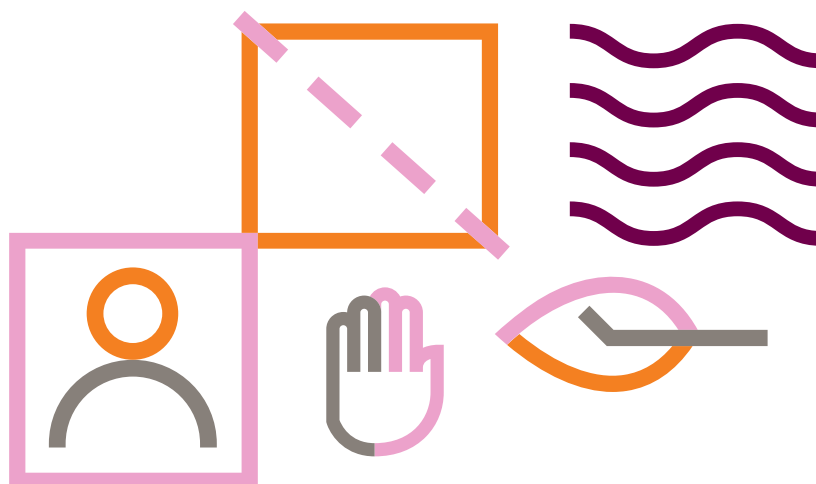
Recommendation 23: The Tasmanian Government should review the current rating system under the Local Government Act to make it simpler, more equitable, and more predictable for landowners. The review should only be undertaken following implementation of the Board's other rating and revenue recommendations.

Following consideration of all the measures proposed previously in this Report to improve and broaden non-rate sources of council revenue, a review of the current rating model in Tasmania should be done to identify options to address issues flagged with the Board, and improve its overall efficiency, effectiveness, and transparency.

The review should be done in close consultation with the sector – potentially under the auspices of the Premier's Local Government Council.

The review should focus on ensuring council rating tools and provisions under the Act form a complementary and integrated system that balances appropriately the interests of councils, communities, and landowners.

The Review should focus on addressing the six key issues identified above.



Community Outcome 2: Deliver better services locally

By helping councils build the systems they need to deliver better government services in their community, including through partnerships with other tiers of government.

Reform recommendations under this Community Outcome focus on:

- giving councils the right tools and frameworks to help them strategically engage on, plan, and deliver services that meet community wellbeing needs and expectations in an efficient, effective, and sustainable way;
- enhancing accountability by improving the quality, consistency, and transparency of councils' performance information so communities and the sector can understand clearly how well councils are performing and can continuously improve; and
- building and strengthening partnerships between local and Tasmanian Government that leverage shared systems, processes, and resources to unlock capability and improve local service delivery with a specific focus on collaboration in relation to important regulatory activities and customer facing front desk services.

Enhanced performance monitoring that supports the continuous improvement of councils

As we explained in Chapter 1, the strategic planning practices of councils should be clearly aligned with the role statement and Charter. This will ensure councils are considering their legislative requirements and responsibilities through their planning all the way through to practical service delivery.

A key feature in any democratic government is the responsibility of elected officials to answer to their constituents on decisions made on their behalf, and to be clear about what factors or considerations influenced those decisions. There is substantial literature on the transparency value of consistent performance monitoring for local government, particularly in driving practical performance improvements at the individual council and sector-wide level, as well as supporting greater self-regulation and good governance.

In recent years, most other jurisdictions have undergone processes to improve transparency and accessibility of local government performance information. In many cases, this has involved the development of user-friendly websites that allow the community to quickly understand how their council is performing against a range of clear, consistent, and easy to understand performance measures. The Board developed a 'pilot' version of its own performance dashboard as part of the Review process. This has been well received by the community and the sector.

The Tasmanian local government performance monitoring system is due for a substantive review and renewal. There is broad consensus that the existing suite of local government financial, asset management, and service metrics are inadequate and inhibit genuine scrutiny of the absolute and relative performance of councils. This has stymied the Review's inquiry in several areas and made it difficult to glean a clear and consistent picture of absolute and relative historical performance of councils.

The 2020 Local Government Legislation Review recommended the introduction of an improved performance reporting system. Little progress has been made since then, and this needs to be remedied as a priority.

The need for a renewed system drawing on the substantial work that has been done in other jurisdictions has received almost universal support during consultation (noting that this support is on the assumption that any new reporting arrangements must replace, and not simply be built on top of, existing obligations).

The development and prompt and effective implementation and oversight of a renewed performance reporting system is a critical centrepiece of our reform package to support continuous improvement in the sector. It is essential to improve current reporting and monitoring deficits (particularly around service levels and quality), but also to allow for tracking of individual council and whole of sector performance over time to support robust, evidence-based decision-making on future structural or other reform in the sector.

Recommendation 24: The Tasmanian Government should work with the sector to develop, resource, and implement a best practice local government performance monitoring system.

A key feature of the system should be regular public reporting against a consistent and meaningful set of performance metrics covering councils' financial (including rating), regulatory, statutory compliance, and service level, cost, and quality performance.

The Minister for Local Government should have the power to prescribe specific metrics and approaches to collecting and presenting data to support transparent reporting on those metrics.

This reporting should be presented in an accessible and interactive format via a public online dashboard or portal, providing for the standalone and relative assessment of council performance on both a single year and longitudinal basis.

The dashboard should provide a 'one stop shop' for all data on council performance, including the delivery of functions performed under all relevant Tasmanian Government legislative frameworks – for example, building and plumbing, environmental health, and planning approvals.

Current data collection processes – particularly the annual Consolidated Data Collection – should be reviewed and streamlined wherever possible, with consideration given to developing a 'back end' digital reporting interface as part of the performance dashboard to eliminate current manual collection exercises and allow councils to upload their data directly.

As part of this process, all existing performance reporting obligations – including those under Ministerial Order – should be reviewed in consultation with the Tasmanian Audit Office, the sector, and all key end users of data to ensure they are useful and fit for purpose.

Recommendation 25: The Tasmanian Government should develop clear and consistent set of guidelines for the collection, recording, and publication of datasets that underpin the new performance reporting system to improve overall data consistency and integrity, and prescribe data methodologies and protocols via a Ministerial Order or similar mechanism.

The system will enable councils to transparently benchmark and track performance, setting targets for improvement in their strategic planning processes.

The development and implementation of this system should be led by the Office of Local Government, and ideally supported with specific, dedicated project funding.

Enhancing regulatory oversight and support for the sector

Improved transparency in performance reporting, monitoring, and management will only deliver tangible improvements if it is supported by a well-resourced regulatory oversight capability with the requisite 'teeth' to intervene and address poor performance as and where it emerges.

Throughout the Review, the Board observed concerning statutory compliance failures by councils. For example, we found extensive non-compliance with statutory requirements to maintain and publish critical strategic planning documentation, and failures to undertake activities which pose genuine risks to public health and safety. While we believe many of these failures are in large part due to capability challenges facing councils (often linked to a lack of scale and skills gaps), a lack of effective regulatory oversight in some areas by responsible entities also plays a role.

The Board believes the Office of Local Government should, wherever possible, adopt a regulatory approach that is risk-based and pro-active and that allows for proportionate, early intervention.

The Board notes and supports the approved reforms from the 2020 Local Government Legislation Review which would see the Director of Local Government given the power to appoint 'advisors' and 'financial supervisors' to enter a council to review its operations, request information from the council administration (and the audit panel), provide guidance to elected members and senior staff, and make recommendations to the council on a range of matters.

The effective utilisation of these kinds of tools, however, necessarily depends on good intelligence and robust and reliable data on the performance of councils, and a capability within regulatory entities to analyse and interpret it.

Resourcing constraints are a challenge for the Office of Local Government, and the natural consequence of this is that limited resources tend to be deployed reactively in response to issues that have already escalated to a point where a more acute or serious intervention may be required. Investment in data-driven intelligence-gathering systems and a more structured, routine pro-active compliance monitoring program are likely to be required to extract maximum value from the Board's proposed performance monitoring system for the sector.

The Tasmanian Government should review the current resourcing and structure of the Office of Local Government to ensure it has the necessary capability to develop and manage an appropriate proactive, risk-based compliance monitoring and intervention program for the sector. Consideration should be given to sector contributions to fund the regulatory oversight functions of the Office of Local Government.

The role, function, and resourcing of council audit panels is another area that needs attention. An audit panel acts as an advisory committee to a council, and its broad functions are to 1) rigorously review and assess council performance; and 2) make recommendations to a council on strategic and operational matters that may require attention.

The scope of audit panels' statutory remit is broad and includes the review of a council's performance in relation to its financial system, financial governance and risk management arrangements, financial management, all strategic, financial and asset management plans of the council, and all policies, systems and controls the council has in place to safeguard its long-term financial position.

The Board's view is audit panels are currently under resourced, and do not meet frequently enough to provide effective assurance consistent with their broad-ranging responsibilities under the Local Government Act. Non-compliance by some councils with core statutory requirements for statutory plans in particular shows audit panels are not always able to pick up key risks and issues, or where they do there is insufficient accountability on councils for addressing compliance failures that are identified.

The current role, functions, powers, obligations, and resourcing of council audit panels should therefore be reviewed as a priority to ensure they have the capability to not only meet their current objectives, but also effectively support councils meet the requirements of the new Strategic Planning and Reporting Framework. Options for regional audit panels serving multiple councils should be actively explored.

The Board also believes this to a large part because audit panels lack support from a dedicated and well-resourced internal audit capability. Bolstering this capability should be a priority.

Tasmanian Government agencies are required under Treasurer's Instructions to have an internal audit function because of the importance of the function in providing objective assurance and advice on a range of risk and compliance matters. Consideration should be given to introducing a similar requirement for councils given their responsibilities for managing significant public assets and resources, and whether this requirement needs to be legislated or otherwise mandated. Consideration should also be given to resourcing internal audit via service sharing or pooling arrangements, particularly for smaller councils. LGAT may be well placed to provide support for joint procurement for these councils of a shared capability.

Recommendation 26: The new Strategic Planning and Reporting Framework should actively inform and drive education, compliance, and regulatory enforcement activities for the sector, and entities with responsibility for compliance monitoring and management – including the Office of Local Government and council audit panels – should be properly empowered and resourced to effectively deliver their roles.

As part of this the Tasmanian Government should consider introducing a requirement for councils to have an internal audit function given their responsibilities for managing significant public assets and resources, and whether this requirement needs to be legislated or otherwise mandated. Consideration should also be given to resourcing internal audit via service sharing or pooling arrangements, particularly for smaller councils.

Building on the agreed reforms of the 2020 Local Government Legislation Review and utilising a bolstered internal audit function, the Director of Local Government should be given the power to not only request audit panel reports, but to request internal audits be undertaken, with reports provided to the relevant council and the Director. Failure by a council to act on the recommendations of its audit panel – without sound justification – should be grounds for formal regulatory intervention, including the issuing of performance improvement directions under the Act.

The Office of Local Government, the Tasmanian Audit Office, and other State regulatory agencies should collaborate to improve the integration, efficiency, and effectiveness of performance oversight and compliance activities, including specific performance audits. Consideration should be given to staff secondments between regulatory entities to build capability.

Co-regulation for better outcomes

Councils have a range of regulatory responsibilities under Tasmanian legislation. State agencies can share some of these regulatory responsibilities with councils or may have their own separate but related responsibilities.

Key regulations (and relevant state agencies) include:

- *Land Use Planning and Approvals Act 1993* (State Planning Office, Tasmanian Planning Commission, Parks and Wildlife Service)
- *Building Act 2016* (Consumer, Building and Occupational Services)
- *Environmental Management and Pollution Control Act 1994* (Environment Protection Authority)
- *Food Act 2003* (Department of Health)
- *Public Health Act 1997* (Department of Health)
- *Local Government Act 1993* (Office of Local Government).

There has at times been limited communication and coordination between councils and State agencies in the way they implement these responsibilities. Each works in isolation from the other. The respective responsibilities are not clearly documented and, as a result, risk being poorly understood by all parties. There is little shared understanding of the performance expectations of each party – both have historically perceived the other as under-performing.

For the community, this has caused confusion and frustration. They have often found it hard to know who to approach for advice. This poor communication can even be a problem within councils. An example that arose through the 2022 Tasmanian Agritourism Regulatory Mapping and Reform Project was agritourism businesses not realising they needed to talk to both a council planner and environmental health officer about holding events and providing a food service. For the broader community, the result has been poor regulatory outcomes, leading to public health and safety risks being poorly managed.

Recommendation 27: The Tasmanian Government should collaborate with the local government sector to support a genuine, co-regulatory approach to councils' regulatory responsibilities, with State agencies providing ongoing professional support to council staff and involving councils in all stages of regulatory design and implementation.

State agencies with legislative responsibility for regulatory functions delivered by councils need to collaborate with the local government sector to develop and implement a co-regulatory strategy. The aim of the strategy must be to ensure regulatory objectives are being achieved in the most cost-effective way, and without undue burden on the community.

The strategy should document the current regulatory responsibilities of councils and agencies and activities and identify priority actions that will improve the operation of the regulatory system. Priority actions could include, for example:

- the creation or sharing of guidance material, templates and decision-making tools;
- collaboration on education and compliance programs;
- coordination on regulatory campaigns to achieve improved regulatory outcomes or address regulatory backlogs;
- agreements to review or redesign regulations to be more effective in achieving regulatory outcomes; and
- collaboration on shared workforce strategies to improve the regulatory capacity and capability of the public sector in Tasmania.

Good practice and precedent - Victoria's Better Regulatory Practice Framework.

In Victoria, local government has a statutory responsibility to perform certain functions (such as registering food premises) on behalf of government. The Victorian Department of Health and Human Services sets overall policy and also works directly with local government and other co-regulators.

In 2018 the department published a Better Regulatory Practice Framework. It states that the department will tailor how it works with local government based on the nature of the risk, the range of non-regulatory tools available (for example, funding arrangements and capability building), and the powers provided in the relevant legislative frameworks. As the framework notes: "Where department regulators work with local government, as with any co-regulators, the department's regulators understand that the community has expectations about the outcomes that they expect 'government' to achieve (for example, 'providing all Victorians with equal access to health and human services' or 'ensuring safe drinking water'). These expectations are rarely guided by the jurisdictional roles, functions or operating models selected by 'government' – such as differentiating between 'local government' and 'Tasmanian Government'. Therefore, the department's regulators work with co-regulators and other stakeholders to achieve community outcomes."

Where appropriate, consultation with the community would inform the setting of priorities.

As part of its contribution to the strategy, each state agency should ensure there is a dedicated support point where council regulators can access advice and information.

The development of new co-regulatory strategies could logically be piloted through partnerships in regions where new, larger councils are being created through voluntary amalgamation. This would assist participating councils at a time when they are already bringing together their regulatory systems and establishing new ways of operating.

It would be prudent to focus the pilot on a particular area of regulatory responsibility, such as plumbing permitting, and then applying the lessons learned more broadly over time to other regulations including building permits and development approvals.

Undertakings in relation to ongoing Tasmanian Government regulatory support for the whole sector could form part of the Tasmanian Government and Local Government Agreement within the proposed Charter for Local Government (see Recommendation 2).

Strengthening partnerships for better customer-facing services

Integrating Tasmanian Government and local government customer-facing services provides opportunities to make life simpler for Tasmanians and unlock economies of scale.

During life's key events, information that people need is often distributed across layers of government, as well as non-government sources. Collaboration and service alignment around the individual, rather than government silos, means people can find support more easily and do not need to tell their story repeatedly. An example would be someone moving home, who requires information from both local government and multiple state entities.

To deliver these outcomes, both the Tasmanian Government and councils need to maintain common service delivery capability, such as face-to-face, phone and digital services. Sharing the costs of these capability not only helps optimise the customer experience but also helps make them more sustainable and comprehensive.

Our engagement revealed that Service Tasmania (ST) currently provides council services for six of Tasmania's 29 councils, meaning residents can enter any ST location to undertake a range of local government transactions. Council services provided include:

- rates payment/enquiry
- general invoice/statement payments
- council enquiries – general
- parking Infringement payment/enquiry
- dog registration – establish/renew
- dog health and kennel licencing
- pensioner parking permit
- pensioner rates remission application
- planning/building/ venue/miscellaneous item hire applications
- dog nuisance complaints
- general application receipt/payment
- event RSVP
- make council officer appointment
- receipt documents
- service delivery complaint

Three ST service centres are currently physically co-located alongside council staff in their premises (Beaconsfield, Oatlands, Currie). One council arrangement (Devonport City Council) is more developed, where ST now acts as the first point of contact for the majority of council customers physically visiting co-located premises. Many of these transactions can be resolved at this first point of contact. ST charges councils for services provided on a per transaction basis. Additionally, ST also provides services for the Australian Government, particularly Services Australia.

Co-location offers convenience for the public in accessing multiple government services, and in many instances furthers the ‘no wrong door’ principle where people need not know which layers of government they should be interacting with. It is often financially advantageous to share rent and other costs with a partner organisation. Staff from the various organisations can share knowledge and ideas, and in some instances share certain tasks and activities.

Based on experience with Devonport City Council, the approach of service integration offers the most comprehensive advantages of any current co-location model. Under this approach ST can utilise existing systems to process basic transactions on behalf of councils (under a negotiated financial agreement).

Where councils have service agreements in place with ST, residents benefit from being able to access local services at any of ST’s 27 service locations around the State, as well as by phone and online. Analysis has shown that a considerable number of these rate payers transact outside of their LGA, indicating people find the option of multiple payment points to be convenient.

The Government Contact Centre (GCC) currently handles a wide variety of service enquiries, and opportunities also exist for local government to leverage this capability. This could contribute to decreased community costs and smooth financial impacts across the State.

Integrating local government enquiries into a shared contact centre capability would provide access to efficient and effective operating practices, best in class technology and support, along with economies of scale. Councils often experience surges in demand such as around rates notice periods and emergencies, and so leveraging a more scalable capability can assist at these times.

Recommendation 28: The Tasmanian Government should work with the local government sector to pursue opportunities for strengthened partnerships between local government and Service Tasmania.

Opportunities should therefore be pursued wherever possible to co-locate ST and council face-to-face service and contact centres, effectively establishing ‘one stop’ government service hubs.

These partnership opportunities could logically be identified and piloted in councils participating in voluntary amalgamations.

Common systems for council digital business systems

Councils broadly accept that moving to common digital business systems would have a range of benefits, and cloud-based digital systems are making these transitions easier. Benefits include:

- reduced capital costs for procurement;
- reduced cost of ongoing technical support;
- portability of staff skills, allowing for professional development opportunities;
- allowing closer collaboration between councils in sharing staff, services and other resources;
- opportunities for staff to work from regional locations, maintaining regional employment;
- simpler integration with Tasmanian Government systems, further broadening both customer service offerings and staff professional development opportunities; and
- reduced barriers to voluntary structural reform.

There is a wide range of systems currently in place in councils. Misalignment of digital systems is widely accepted as an obstacle to closer collaboration between councils.

There are examples of councils moving to common systems. For example, Devonport City Council is now using the TechnologyOne 'One Council' software, as are their neighbours in the combined administration of Kentish and Latrobe Councils.

Business continuity and financial and commercial risks would need to be carefully managed in the procurement process, but these are routinely managed in other sectors. DSS has procurement experience it should be able to share. There are a number of major providers of such systems, and the collective bargaining power of the sector should be able to be leveraged in any negotiations and re-negotiations of systems and service offerings.

In late 2023/early 2024, ST will launch a digital services portal, myServiceTas, providing Tasmanians with a secure and easy-to-use access point for government services, accessed through a single login. The portal will provide foundational tools that could potentially assist councils to enhance the range of services that can be offered online. Examples of these tools include e-forms, a central customer relationship management platform and a systems integration capability.

Stage 1 will allow Tasmanians to create a secure account to access their digital services and digitise many common transport transactions. Subject to further funding, future stages will grow the portal to support a wide range of services based on the foundations that are already established.

Benefits of councils leveraging myServiceTas would include:

- ability to leverage a central, robust model for complex, resource intensive and higher risk activities such as cyber security;
- potential to link into existing infrastructure where councils have already made investments in systems and tools;
- significantly reduced need to invest in other foundational requirements to hold and secure information such as digital identity through investing in a common platform and solutions; and

- reduced public confusion by offering a common entry point to state and local government services, allowing many services to be presented side-by side (e.g., care registration and rates notices).

Recommendation 29: Councils should migrate over time to common digital business systems and ICT infrastructure that meet their needs for digital business services, with support from the Department of Premier and Cabinet's Digital Strategy and Services (DSS).

All Tasmanian councils should collaborate on developing and implementing a strategy for migrating council business systems to a common, cloud-based system. DSS should support councils to design and procure and agreed set of services and appropriate operating and financial models. This would result in a vendor panel being established that streamlines adoption and manages security. The strategy and systems should be owned and implemented by the sector with governance and oversight provided by a technology roadmap and service relationships with cloud suppliers and DSS.

Migration to the common system would pragmatically occur over a significant period to allow existing contractual commitments and broader challenges to be resolved and to gain the returns expected from existing investments. While it is essential that the sector is supported and has a comprehensive opportunity to collaborate and agree on the service provider and other critical design elements, migration to the agreed platform should be a state-wide council requirement within a defined period of five to eight years.

The sector should determine the appropriate design, structure, and governance for such a system, which could be under the auspices of LGAT, another entity, or with one or more councils playing the leading service-provider role.

The scope of this strategy should cover both customer-facing and internal council business systems, including the following:

- integrated planning and performance reporting
- financial management
- property and rates management
- procurement and supplies management
- human resource management
- GIS spatial management
- records management
- customer management
- regulatory and compliance management
- strategic asset management
- asset management
- project management
- cyber security.

Council staff should be supported during the transition with dedicated training programs.

The design of the system must enable staff working for one council to easily use their knowledge and skill in the system to support other councils.

The system must also be designed to maximise opportunities for staff to work from regional locations in local communities, and to provide enhanced council service offerings to regional communities. Where necessary, this may require enhancements to digital coverage to ensure all necessary locations have the network access they need to use the systems.

As far as possible, the system should be integrated with Tasmanian Government business systems, particularly for customer-facing ST applications. Integrating council and State online digital services portals would provide Tasmanians with a secure and easy-to-use access point for (state and local) government services, accessed through a single login.



Community Outcome 3: Build and maintain future-ready community assets:

By setting clearer standards for the way councils manage assets and holding them to those standards.

Reform recommendations under this Community Outcome focus on:

- delivering greater confidence that community assets are being managed to a high standard in a transparent, consistent, and equitable manner that reflects current and future community needs;
- understanding and continuously improving the overall maturity of asset management practices across the sector and minimising the risk of infrastructure renewal backlogs resulting from poor practices; and
- ensuring legislative requirements for strategic financial and asset management plans are fit for purpose and support good practice and compliance by councils.

Recommendations under this outcome complement and support the asset management shared services proposal. However, while a new asset management shared services entity would be well placed to support the implementation of reforms outlined below, we believe they should be progressed even where such an entity is not established.

Simplifying and streamlining statutory requirements for strategic financial and asset management planning

Councils manage more than \$11 billion worth of vital infrastructure across the State. It is essential councils adopt and maintain sound strategic asset management practices. Effective long-term strategic asset management requires informed decision-making based on reliable data – that is subject to regular testing and review – about asset life, condition, depreciation, and replacement costs.

However, we know councils have varying capabilities when it comes to the maturity of their strategic asset management processes and practices, and a lack of high quality and consistent systems and data across the sector can make it difficult to get a clear and true picture of existing and emerging asset renewal backlogs.

Despite being introduced over eight years ago, the Review found there are many instances where councils are still not complying with their statutory requirements relating to key strategic financial and asset management planning documents.

For instance, only 21 per cent of councils were found to be complying with their statutory obligations to prepare a Long-Term Strategic Asset Management Plan (LTSAMP) and Long-Term Financial Management Plan (LTFMP) in accordance with the Local Government (Content of Plans and Strategies) Order 2014.

The Review has found that some councils have adopted their own approaches to meeting the statutory requirements for asset management plans that are not technically compliant despite templates and resources being made available to assist with these tasks. This results in a loss of consistency and comparability across the local government sector in Tasmania.

This is not simply a technical compliance or consistency issue. Collectively, this suite of documents is intended to provide critical information to assist councils make decisions about services from infrastructure that are needed, affordable, and financially sustainable. The plans should also play an important part in supporting performance oversight, monitoring, and management.

For example, a lack of compliance with the formal statutory requirements has limited the Review's capacity to undertake further and deeper analysis of the extent to which councils are aligning their LTSAMPs with their LTFMPs.

Having a current LTSAMP that is aligned and balanced with an LTFMP is crucial, because it will assist councils to improve financial sustainability and minimise any unexpected financial shocks. Integrating asset management and financial management activities can result in enhanced information for those in the stewardship role and can therefore lead to better decisions and improved community outcomes.

The Board believes the current situation with respect to strategic planning documentation could be a result of several factors, including uneven capability and capacity limitations in some councils regarding strategic asset management, and a lack of investment in the internal audit function supporting audit panels.

An absence of reliable, ongoing, and consistent compliance oversight on statutory plans has also potentially signalled to councils that maintaining this suite of documents is not considered a regulatory priority.

The Board has made recommendations elsewhere in the Report it believes will help address these aspects of the problem – specifically, recommendations relating to a resourcing and capability review of the Office of Local Government, and a bolstering of the internal audit function in councils.

Ultimately, however, councils should see inherent value in developing and maintaining strategic financial and asset management plans because they help them make sound decisions on behalf of their communities, rather than treating them as a compliance or 'box ticking' exercise. It may be, therefore, that there are opportunities to improve the current framework itself, including by simplifying and streamlining the overall suite of documents councils must prepare and maintain.

Given it has been almost 10 years since the current statutory requirements around strategic planning documents were first introduced, the Board believes the current situation merits a specific and targeted review to ensure they remain fit for purpose, serves the needs of councils needs and, therefore, incentivises active and consistent compliance.

However, it is also important to understand in more precise terms the level of variance across the sector in terms of asset management maturity and capability, so this can be used to as a 'benchmark' to target efforts to deliver improvements and monitor ongoing performance.

Recommendation 30: The Tasmanian Government – in consultation with the sector – should review the current legislative requirements on councils for strategic financial and asset management planning documentation to simplify and streamline the requirements and support more consistent and transparent compliance.

Councils should be supported to implement any changes emanating from the review as a priority, and ongoing compliance with the revised framework should be subject to close monitoring and transparent public reporting.

Informed by the findings of that review, all councils should implement a continuous improvement program for asset management maturity and capability so that they can demonstrate they achieve and can maintain a minimum 'core' level of maturity under that framework.

The proposed new asset management shared service entity (Recommendation 13) would support individual councils to adopt any changes to the framework by developing and delivering revised guidelines and templates for the preparation of key strategic planning documents.

Ongoing compliance should be routinely monitored by the Office of Local Government, and publicly reported via the interactive, online dashboard as part of the proposed new performance monitoring (see Recommendation 24 above).

Improving consistency and transparency of asset lives

'Useful life' is the period over which an asset is expected to be available for use by a council. It is the estimated or expected time between placing the asset into service and removing it from service either by renewal/replacement or disposal.

The Review found evidence of significant variations across councils in the useful lives of assets in the major asset classes, and instances where councils had extended useful lives with no apparent supporting engineering or other evidence.

Anecdotally, we heard across the sector that many councils are arbitrarily extending the useful lives as a budget management tool, as it reduces the depreciation cost incurred. The Australian Local Government Association's 2021 'State of the Assets' report¹⁷ found that Tasmanian councils have the lowest rate of depreciation.

Extending asset lives without justification reduces the capacity of councils to complete required asset renewal programs identified in their LTFMP and can result in lower service levels for the community.

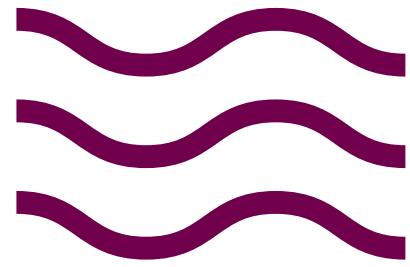
In its Report the Board recommends certain asset management functions be centralised and established as a mandatory shared service (see Recommendation 13). This should include asset valuations, condition assessments and support for councils to develop whole-of-life costings for major assets and infrastructure. It would assess and cost assets according to a set of agreed, objective standards, independent of the influence of individual councils.

Recommendation 31: The Tasmanian Government – in consultation with the sector – should investigate the viability of, and seek to implement wherever possible, standardised useful asset life ranges for all major asset classes.

Standardised asset life ranges should be implemented and rolled out under the auspices of a centralised asset management entity (see Recommendation 13).

The new asset management entity could also review current lives and condition assessment practices for major asset classes across councils. The aim of this review would be to understand where councils have been extending useful lives without justification and 'reset' remaining useful lives in accordance with agreed standardised useful asset life ranges.

¹⁷ Australian Local Government Association 2021. 2021 National State of the Assets Report. (https://alga.com.au/app/uploads/ALGA_NSotA_SummaryReport2021.pdf)



Community Outcome 4: Ensure local government represents you and your community

By requiring councils to listen to the whole community when setting priorities and be more open and accountable for the decisions they make.

Reform recommendations under this Community Outcome focus on:

- increasing community engagement and participation in local decision-making generally;
- improving the capability of councils to reach, reflect, and represent the broad diversity of ideas, priorities, and perspectives of the people in their communities, particularly those who are not heard as often, such as younger people and Aboriginal Tasmanians;
- ensuring standing for election to councils is an attractive proposition for a broad range of community members who want to represent their communities; and
- improving the overall standard of elected member conduct across the sector and increasing community confidence that serious poor behaviour will not be tolerated.



Strengthening councils' community engagement obligations and practices

During the Review we have identified an increasing acknowledgement, both in Australia and Internationally, of local government's key role in 'place shaping'. This is a trend which has seen councils move toward a more active role in developing and preserving local identity and promoting community wellbeing.

This is the case in Tasmania too. Research by the University of Tasmania¹⁸ has identified that effective place shaping requires that councils support and contribute to community networks and are prepared to engage with or devolve decision making responsibilities to their residents.

Tasmanians have an increasing expectation that their councils will continually engage with them and will listen and respond to the issues and challenges they face. Establishing frameworks that enable and empower councils to do this will create better outcomes for the whole state.

Councils should plan and engage with their communities in a way which is genuine, informative, and representative. This does not mean that councils need to undertake long, deliberative engagement processes (such as citizen's juries) for every decision they make, but they should ensure people impacted by a decision are genuinely consulted about those impacts.

¹⁸ Tasmanian Policy Exchange 2022. National and international trends in local government and their relevance to Tasmania. Background Research Paper No. 2 for the Future of Local Government Review. University of Tasmania.

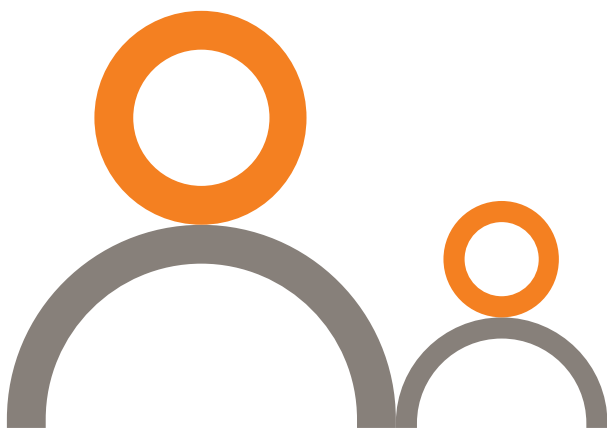
As evidenced through our research, where deliberative community engagement is deployed at a local government level, outcomes for communities are better – council decisions reflect local values more closely and are more widely accepted and supported. Additionally, citizens who are given the opportunity to participate in deliberative engagement processes feel stronger connections to their communities, and with their representatives. This will also enhance the capability of our councillors, by elevating the importance of their role in decision making to a more strategic level – to genuinely consider and represent all relevant community voices.

While there are many positive examples of community engagement in local government in Tasmania, engagement planning and approaches are patchy in their application, and this is reflected in community dissatisfaction with how their councils go about engagement. This is reflected in our state-wide survey of Tasmanians, which found that councils rated poorly on how well their decisions represented the whole of the community.

Good practice and precedent – Council community engagement in NSW

In New South Wales, councils are required to engage with their communities through a structured framework outlined in the *Local Government Act 1993*. The Act emphasises community engagement and participation as integral components of local governance. The key components of this are:

1. Community strategic planning: Councils are mandated to develop 10-year Community Strategic Plans (CSP) that outline the long-term vision, goals, and strategies for their LGA. The CSP is developed through extensive community engagement, ensuring that the priorities and aspirations of the community are integrated into the plan.
2. Integrated planning and reporting framework: The Integrated Planning and Reporting (IP&R) framework requires councils to develop a suite of plans, including the CSP, Delivery Program, Operational Plan, and Resourcing Strategy. These plans must align with each other and reflect community priorities and preferences.
3. Public exhibition of documents: Councils must publicly exhibit key strategic documents, including the draft CSP, Delivery Program, and Operational Plan. During the exhibition period, community members have the opportunity to provide feedback and suggestions.



4. Community consultation: Councils are required to consult with the community when developing, reviewing, or amending their strategic plans and policies. Consultation methods may include surveys, workshops, public meetings, and online platforms.
5. Reporting to the community: Councils are obligated to report back to the community on their progress in achieving the objectives and strategies outlined in the Community Strategic Plan. This reporting ensures transparency and accountability.
6. Community advisory committees: Some councils establish community advisory committees to provide input and advice on specific issues or areas, such as youth, sustainability, or heritage. These committees can include community members and stakeholders.
7. Engagement in planning and development: Councils must engage with the community in the planning and development process, particularly for significant projects or changes that affect the local area.

To support the overall quality and consistency of engagement approaches, the sector should be supported to develop overarching deliberative engagement guidance, and a best-practice toolkit that councils can draw on when developing, implementing, monitoring, and reporting their strategies.

Specific engagement methods should not be mandated – but deliberative engagement principles should be enshrined through the Local Government Charter (see Recommendation 2), coupled with more definitive guidance and support to enable and empower councils to deliver meaningful community engagement relevant to their communities.

Engagement plans should also outline how smaller communities within councils are more effectively represented. This could be through a range of mechanisms, including local community plans, leveraging improved technology to hold more face-to-face regional council meetings in different townships, and otherwise providing digital hubs that councils can utilise for more effective community engagement, connectivity, and service delivery. Individual councils should invest in capability to better understand local community needs and priorities (particularly as they relate to supporting wellbeing-related objectives). They should use a range of contemporary tools and methods to pro-actively engage as broad cross section of their communities as possible.

Councils should also invest specific and dedicated effort to increase engagement with sections of the community that do not feel current council engagement activities are relevant or appropriate. This includes better understanding the engagement preferences of young people and Aboriginal Tasmanians.

Improving community engagement on major or novel service and infrastructure decisions

The service offerings and infrastructure holdings of many councils have expanded over time in response to local needs and challenges – sometimes in response to market failures, local demand, or political pressure. Councils also increasingly find themselves taking on the ongoing management of new infrastructure resulting from one-off election funding from the Tasmanian and Australian Governments.

If decisions are made without consideration of the medium to long-term financial impacts on council and the community, it can create sustainability challenges and a diversion of resources and funding away from core services and functions.

Through our engagement, we heard calls for more formal, consistent mechanisms to allow councils to consider the impacts (financial, social, environmental) from decisions to take on new services or infrastructure and inform their communities about these impacts. The objective is to support councils to articulate to their communities the financial costs and impacts, as well as impacts on service delivery, clearly and transparently (including potential rate increases or service trade-offs). This, in turn, would help them to explain their decisions to deliver a new service or seek an alternative pathway to delivering that service – such as advocating for Tasmanian Government support.

The 2020 Local Government Legislation Review recommended establishing high-level financial management principles to provide a clear expectation for councils when developing their strategic plans and budgets that focus on transparency, accountability, and sound financial management. The Review observed that transparency and community engagement in the way council services are delivered and funded fosters and maintains community trust and goodwill and demonstrates that communities are receiving value for money in public spending.

Ensuring councils assess the community impact of all significant new services or infrastructure broadly supports this recommendation, as well as ensuring council decisions support the wellbeing of their communities and environments.

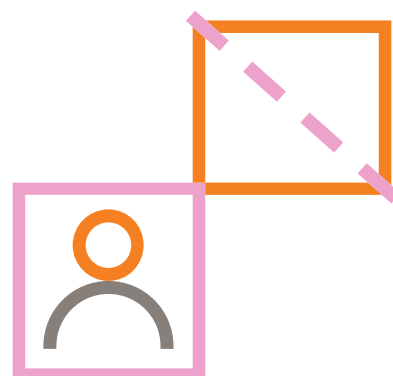
Recommendation 33: A new Local Government Act should require councils, when developing and adopting their community engagement strategies, to clearly set out how they will consult on, assess, and communicate the community impact of all significant new services or infrastructure.

The Office of Local Government and LGAT should jointly develop a common, best practice framework and toolkit councils can use when developing and applying their community impact assessment processes to support overall quality and consistency between councils.

As part of this, there would be a clear threshold for what constitutes a significant new service or infrastructure asset, to ensure the process is well-targeted, practical, and fit for purpose.

The application of community impact assessment processes and practices should be the subject of regular review by audit panels as part of ordinary council compliance monitoring activities.

As part of the community impact assessment process, councils should also be required to consult with, identify, and report to their communities – via their annual report – the ongoing costs of any major infrastructure or service arising from one-off state or national grant funding or functions and services outside the core roles and responsibilities of councils.



Good practice and precedent - Community impact assessments

Through our research, we identified several examples of councils undertaking community impact assessments for major infrastructure projects or delivery of services.

- City of Toronto, Ontario, Canada: Toronto has implemented community impact assessments for major infrastructure projects, urban development initiatives, and transit expansions. These assessments involve engaging with residents and stakeholders to understand their concerns, gather feedback, and consider local needs and preferences.
- City of Manchester, UK: Manchester has employed community impact assessments to evaluate the effects of new service delivery and infrastructure projects on local communities. They use the assessments to identify any potential negative impacts and to develop strategies to mitigate adverse consequences.
- City of Copenhagen, Denmark: Copenhagen has integrated community impact assessments into their urban planning processes. They use these assessments to understand how proposed changes in infrastructure and services may affect different neighbourhoods and demographic groups within the city.
- City of Wellington, New Zealand: Wellington has adopted community impact assessments as part of their approach to sustainable development. The assessments help to evaluate the financial, social, and environmental costs of new projects and to identify opportunities for community engagement and co-design.

Ensuring fair and appropriate councillor remuneration

The Board's engagement throughout the Review has heard widespread agreement that current councillor allowances:

- do not support or encourage a diverse range of individuals to run for council;
- do not reflect the level of effort realistically required from councillors, given the increasing complexity of their role, community expectations, and statutory responsibilities; and
- may mean councils fail to attract and retain talented councillors and may limit the time and effort some councillors can devote to their role.

Most councils we spoke to told us there need to be reforms to improve and support the diversity, capability, and capacity of elected representatives. Improving the remuneration of elected representatives is regarded as an important first step – and has been the impetus for recent reviews of the allowances of elected representatives in Victoria and New South Wales.

Evidence also shows low remuneration for councillors is a problem across the sector nationally. A 2021 study by the Australian National University¹⁹ found NSW councillors were being paid less than the minimum wage compared to the hours of work their role entails. The same study also found 81 per cent of councillors found their role dissatisfying due to low remuneration.

The 2020 Local Government Legislation Review recommended the Local Government Board be required to regularly review councillor numbers and allowances.

Having consistent reviews of councillor numbers and allowances should ensure the level of representation and remuneration of elected representatives accurately reflects the responsibilities and time commitments associated with the role while maintaining transparency and accountability to the community.

¹⁹ Local Government NSW 2022. Submission to the Local Government Remuneration Tribunal. February 2022. (www.lgnsw.org.au/common/Uploaded%20files/Submissions/2022/Submission-to-the-Local-Government-Remuneration-Tribunal_Feb2022.pdf)

Consideration should be given to how many elected representatives are needed to effectively serve the needs of a particular community, and the merits of having, for example, fewer councillors who are remunerated at a higher level versus a greater number of councillors on relatively lower allowances.

Recommendation 34: Following the phase 1 voluntary amalgamation program, the Tasmanian Government should commission an independent review into councillor numbers and allowances.

The review should establish a new set of allowance categories for councillors, mayors and deputy mayors, underpinned by a clear and equitable methodology that considers variations in:

- geographic size, population, and population density of the local government area;
- the number of councillors elected to the council (as also decided by this review);
- nature of services delivered by council;
- value of assets under council management, staffing levels, and the council's operational budget;
- growth and development projections in the local government area;
- differences in the respective roles, functions, and responsibilities of mayors, deputy mayors and councillors; and
- capacity of local government to attract and retain potential future candidates from a diverse cross-section of the community.

In setting new allowance categories, the review should also aim to reduce the existing seven allowance categories – resolving the consequent disparities between council allowances – particularly where any new or existing councils are of comparable size and delivering similar services and functions.

Consideration should also be given to whether councillors involved in voluntary amalgamation processes should receive an additional allowance that recognises the complexities in managing a council through a significant transitional period.

Good practice and precedent - Councillor remuneration for amalgamating councils

Each Australian jurisdiction undertakes regular reviews to ensure councillor allowances reflect factors such as the scope of responsibilities and workloads.

In 2013, following a series of council amalgamations in Queensland which started in 2008, a review of councillor allowances was conducted to establish fair compensation for the larger council areas that resulted from the amalgamations.

During the Queensland amalgamations, elected councillors on merged councils were provided with transition allowances to ease the financial impact of the changes. These allowances were aimed at recognising the adjustments required due to the new council structures and altered representation areas.

Improving standards of councillor conduct and performance

Poor behaviour by some elected members can seriously undermine community confidence in the integrity, professionalism, and competence of both individual councils and the sector overall. Incidences of misconduct or inappropriate behaviour, while infrequent, need to be met with appropriate, proportionate, and timely responses when they do occur.

Unfortunately, there have been several high-profile instances in recent times that have attracted significant public attention, and have highlighted the importance of having a strong, diverse, and effective system of tools – including sanctions – available to regulators when responding.

The Board has heard throughout the Review that the local government sector and the community are currently frustrated by the limited sanctions and accountability for genuine and serious misconduct by elected representatives.

The Code of Conduct framework for elected members has also been a vexed topic in the sector and the community in recent times. There have been persistent challenges in striking a balance between a system that preserves and protects robust political debate while at the same time maintaining a standard of behaviour the community rightfully expects our elected officials to uphold. Claims of the framework being ‘weaponised’ by both councillors and community members have led to calls for the system to be redesigned or even abolished entirely.

The Board shares the Tasmanian Government’s view²⁰ that there are presently insufficient direct mechanisms to address instances where the misconduct of a councillor is of such gravity that it may seriously undermine public confidence in local government.

In combination with enhanced councillor training and professional development (see Recommendation 16), the Board considers some strengthening of sanctions is necessary to ensure communities are well represented, and to protect other councillors and council employees.

The 2020 Local Government Legislation Review recommended the Minister should be given the power to dismiss a council or individual councillor on the recommendation of the Director of Local Government. The Board understands the intent of this proposal but considers its design and implementation would need to be done with extreme care, given it involves the removal of democratically elected officials.

Recommendation 35: The Tasmanian Government should expedite reforms already agreed and/or in train in respect of statutory sanctions available to deal with councillor misconduct or poor performance.

The Board is aware the Tasmanian Government has been considering expanded powers—with appropriate safeguards, procedural fairness, and independence from the Minister for Local Government—to dismiss or suspend a councillor in response to individual misconduct.

It is anticipated the Director of Local Government will be empowered to seek dismissal or extended suspension of a councillor under the Model Code of Conduct by application to the Code of Conduct Panel or to the Tasmanian Civil and Administrative Tribunal (TASCAT). This approach is considered broadly appropriate.

The Government consulted on options in March 2023, and we understand it is planning to introduce legislation in 2024.

In September 2023 Parliament also passed legislation that makes several important improvements to the Code of Conduct framework. The main changes arising from this legislation are a standard code of conduct for councils, a mandatory local dispute resolution policy in councils, an improved process for the initial assessment of complaints, and the disclosure and management of interests by the members of the Code of Conduct Panel.

The Tasmanian Government has also begun a feasibility study into transferring administrative responsibility for the Code of Conduct Panel to TASCAT, which—at face value—the Board believes has significant merit. Implementation of changes to the Code of Conduct framework should be monitored and reviewed for effectiveness within two years of coming into effect.

²⁰ Office of Local Government 2023. Addressing councillor misconduct. Discussion Paper. (https://www.dpac.tas.gov.au/_data/assets/pdf_file/0021/285204/Discussion-paper-Addressing-councillor-misconduct.pdf)

Community Outcome 5: Enhance local job opportunities in councils

By developing a local government workforce strategy that provides training and jobs to local people.

Reform recommendations under this Community Outcome focus on:

- supporting the sector to better plan for and respond to current and projected future workforce skills gaps and shortages, particularly in areas of acute need.
- improving the sector's ability as an employer generally to recruit and retain skilled staff to deliver services locally and support healthy and sustainable regions.
- further strengthening the role councils in supporting resilient local communities by enhancing their capacity and capability of their workforce to plan for and respond to emergency events.

Addressing local government workforce challenges

Workforce development is an essential task in the management of any organisation, helping ensure the organisation has the capability and capacity to carry out all its functions in a sustainable way.

Workforce development is particularly important for local councils in Tasmania, given the workforce challenges identified in this Review. The Board has identified concerning capability gaps, driven in part by workforce and skills shortages, that were manifesting in sub-standard delivery of important regulatory functions.

For example, in 2018, 69 per cent of councils were experiencing a skills shortage and 50 per cent were experiencing skills gaps. In 2022 this had deteriorated, with 86 per cent of Tasmanian councils experiencing a skills shortage. Engineers, town planners, environmental health officers, and building surveyors were in the top five areas of shortages²¹.

The need for strategic sector-wide workforce development in Tasmania has been previously identified and acted upon. In 2016, LGAT and a number of councils collaborated with the University of Technology Sydney's, Centre for Local Government to develop [Workforce Planning Guidelines for Local Government in Tasmania](#).

These guidelines have been used by some individual councils but there has rarely been collaboration in workforce development at the regional or statewide scale. A notable exception is [A workforce development strategic plan for Environmental Health Officers](#) prepared by LGAT in collaboration with the University of Tasmania. The LGAT submission to Stage 3 of the Review has noted that councils' other requirements have meant they have been challenged giving appropriate resources to workforce planning.

²¹ SGS Economics & Planning 2022. 2022 Local Government Workforce Skills and Capability Survey. Tasmania Report. (<https://alga.com.au/app/uploads/LG-Workforce-Skills-and-Capability-Survey-TAS-Report.pdf>)

During Stage 2 the Board sought feedback on two options related to workforce development:

- implementing a shared Tasmanian Government and local government workforce development strategy; and
- targeting key skills shortages, such as planners, in a sector-wide or shared state/local government workforce plan.

There was broad support for these options, on the basis that shared Tasmanian Government and local government workforce development would help build the skills in both workforces and would support cost sharing for training and development. Some councils thought the options did not take account of workforce shortages across the national economy and would not resolve the issue of councils and the Tasmanian Government competing with the private sector for workers.

The Board acknowledges the local government sector and the Tasmanian Government have distinct workforce priorities and needs, despite some areas of overlap. Given this, the Board recommends an approach to local government workforce development that is based on the Tasmanian Government's system but is tailored to the sector. This will allow the local government sector to form partnerships and linkages with the Tasmanian Government – as well as with the community and private sectors – where it makes sense and there are clear benefits to doing so.

This preserves the independence of councils and recognises the differences between Tasmanian Government and local government roles, while allowing for alignment where there is mutual benefit: e.g., common recruitment campaigns, shared training opportunities, shared job descriptions, career progression opportunities in both local and Tasmanian Government, and professional development opportunities through placements.

While there are many workforce development tools available, these are not being used by councils in a consistent way. The task of workforce development can fall to the bottom of the priority list of a council executive occupied by shorter term workforce priorities such as recruitment. There is always a risk that producing a workforce plan becomes an end in itself, rather than a means for guiding workforce development actions. The Board believes that giving LGAT the responsibility of developing these tools and driving council workforce development at the regional level should lead to more consistent and effective implementation. While the Board believes the Tasmanian Government should provide funding support for LGAT to establish this process initially, workforce development is ultimately the responsibility of councils and should be funded by them in the longer term, potentially by using LGAT as a centralised resource for all councils.

Councils are best placed to identify the skills, knowledge and expertise they need, and the priority they need to give that, so the Board is not recommending a prescriptive approach to workforce development by councils, only that councils have workforce plans that they are implementing. A well-managed and capable council, led by the general manager, should be giving workforce development due priority as part of its organisational planning and risk management arrangements.

The sector informed the Board of four key areas of identified workforce need: environmental health officers, planners, engineers and building inspectors. These are issues state-wide and, indeed, nation-wide, but are particularly acute in regional councils. They are likely to continue as areas of need in regional areas, even if these services are being provided by larger more capable entities in that region (whether councils and shared service bodies).

Similar skills are also required by the Tasmanian Government, and it faces similar challenges, such as competition for staff with the private sector. It would be helpful if a state-wide approach were developed in consultation with the relevant state agencies.

The Board sees merit in providing a degree of transparency and accountability for workforce 'health' through the performance reporting system. The Consolidated Data Collection currently reports data from each council on numbers of positions, occupational category, gender, rate of recruitment, hours worked and staff turnover rate. The review of data collection should assess whether these are the most suitable indicators of workforce 'health' for the future.

Recommendation 35: The Tasmanian Government should:

- support the Local Government Association of Tasmania (LGAT) to develop and implement – in consultation with councils and their staff – a workforce development toolkit tailored to the sector and aligned with the Tasmanian Government's workforce development system;
- support councils to update their workforce plans at the time of any consolidation;
- support LGAT to lead the development and implementation of state-wide approach to workforce development for key technical staff, beginning with environmental health officers, planners, engineers and building inspectors;
- recognise in statute that workforce development is an ongoing responsibility of council general managers – and that it be included as part of the new Strategic Planning and Reporting Framework; and
- include simple indicators of each council's workforce profile in the proposed council performance dashboard.

LGAT should be funded to work with the State Service Management Office to adapt the Tasmanian State Service workforce development toolkit (currently in development with a draft expected in early 2024) for use by the local government sector.

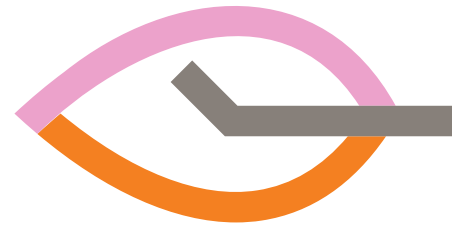
LGAT should adapt the toolkit in consultation with councils, unions, and workers, and be supported to assist groups of councils working at the regional level to apply the toolkit to develop their own workforce plans.

The local government workforce development toolkit would be completed before to the commencement of any voluntary amalgamation negotiations between councils, so that the toolkit can be used in the creation of new council structures.

Under this approach, it would be used by consolidating councils to:

1. review the profile of the current workforce
2. assess current workforce capability and capacity against the new council's responsibilities
3. identify strategies and actions to address any workforce gaps

These workforce strategies and actions would then be implemented as part of the creation of a new council. The new council may be able to draw upon any Tasmanian or Australian Government funds provided for that purpose. Workforce development should also take advantage of the common digital business systems proposed as a shared service under Recommendation 28. Common business systems will enable the easy sharing of staff between councils. Rather than leading to centralisation of jobs, the opposite would be enabled. A skilled council officer in any part of Tasmania with good internet access would be able to carry out work for any other council elsewhere in the state.



Good practice and precedent - UK Local Government Association workforce planning support

The UK Local Government Association (LGA) supports UK authorities with strategic workforce planning. As well as providing guides and tools to all member councils, they provide intensive capacity building support, including:

- interactive workforce planning workshops for senior leaders and managers;
- bite-sized workforce planning sessions designed to fit busy diaries;
- reviews of talent management and workforce strategies and plans;
- support with developing career pathways;
- people analytics;
- a support network for workforce planning professionals, using digital platforms to work through common issues;
- facilitation for smaller councils to collaborate across county areas; and
- service-based support on specific workforce challenges.

The workforce planning support program receives excellent feedback from councils. The Chief Executive of Torbay Council commented: “[The LGA’s] support, challenge, knowledge and sharing of best practice from elsewhere has been fundamental in getting the council’s senior leaders and managers to really think about what workforce planning is, and how the activity can help the Council move forward and plan effectively for the future.”

While this approach should be state-wide, it should include regional scale assessments to ensure that their actions and strategies are relevant to each region’s particular needs. It should explore a range of strategies for meeting the councils’ business needs, including:

- creating graded jobs with different duties based on the business need – for example, greater use of planning assistants and other para-professional positions; and
- creating training and recruitment opportunities for locally based staff who wish to continue living and working in regional areas.

A new Local Government Act should make clear that workforce development is a responsibility of each council’s general manager. However, councils should be encouraged to collaborate with each other on a the regional and state scale, and with the State Service on a state scale, where that is beneficial. In the longer term, councils should be responsible for workforce development as a component of their four-year Strategic Reporting suite, and for resourcing LGAT to carry out any coordination and support needed, rather than relying on Tasmanian Government support.

Indicators of the workforce profile and its ‘health’ should be incorporated into the council performance dashboard. Indicators should be chosen based on being ‘fit for purpose’ to guide council’s management actions and provide transparency to workers and the community. These indicators should be developed in consultation with councils, noting there are already a number of workforce statistics reported in the Consolidated Data Collection which may be suitable.

Improving councils' emergency response and climate change capability

Climate change is a global issue and the greatest challenge facing humanity, but its impacts are felt by communities at the local level. When talking to Tasmanians about what they saw as the biggest concern or the future of their local area, climate change was the most common response. Furthermore, climate change was the biggest concern for the future identified by almost 500 younger Tasmanians surveyed for the Future of Local Government Review.

There is recognition that effective climate action requires concerted and coordinated effort from all levels of government, business, and society, from international agreements to grassroots community action. Strong, capable, and adaptive councils are required to tackle climate change proactively at a community level, highlighting the need to build capability and coordination across councils. The Review has identified at least four specific ways in which local government can help communities respond to climate change.

1. Mitigation and emissions reduction

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

2. Engagement and advocacy

As the closest level of government to the community, councils are uniquely positioned to help citizens navigate the challenges of climate change at the local level.

3. Adaptation

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

4. Coordination and collaboration

To ensure we are well placed to meet the challenge, councils need to coordinate with state and national governments to align with and contribute to broader regional and national agendas and endeavours. Tasmania's recently amended [*Climate Change \(State Action\) Act 2022*](#) includes a commitment to produce a climate change action plan, and emissions reduction and resilience plans. The State and local governments will need to work collaboratively to ensure plans recognise specific community needs and support action to address these at a local level.

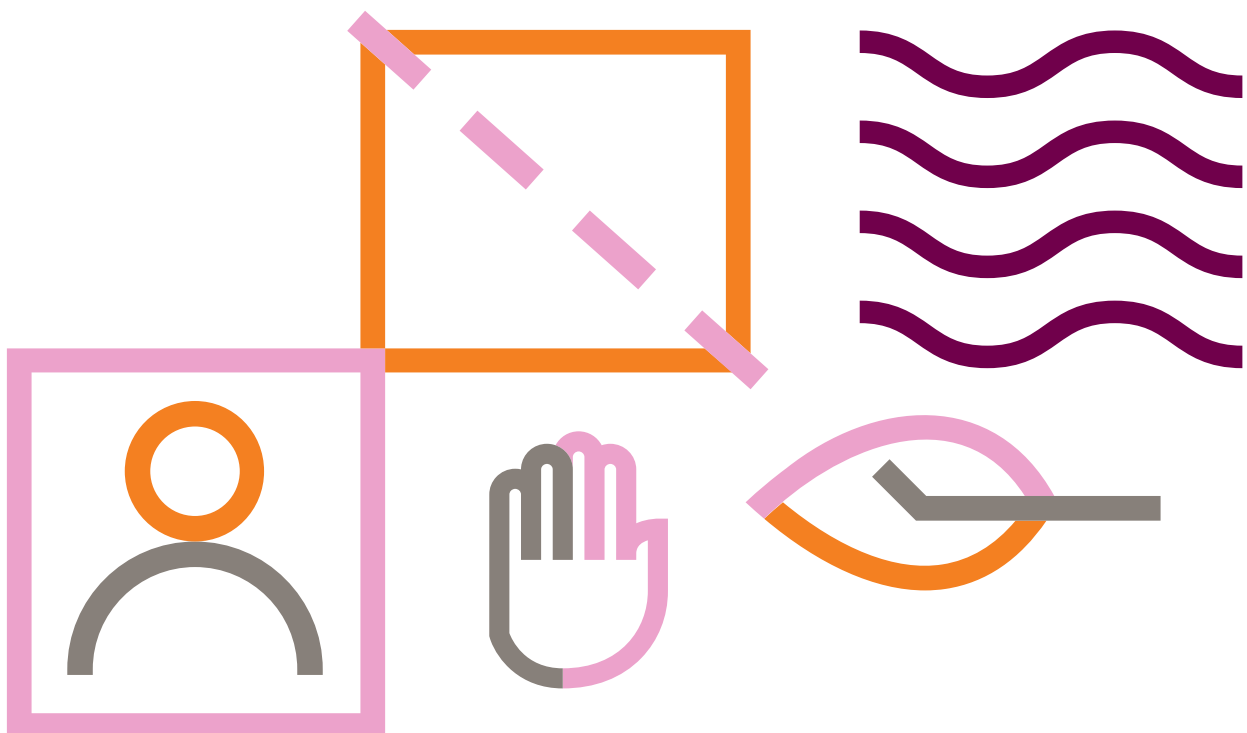
Recommendation 37: The Tasmanian Government should partner with, and better support councils to build capacity and capability to plan for and respond to emergency events and climate change impacts.

This should include supporting councils to provide opportunities for their staff to access quality emergency management training.

The Tasmanian Government should provide up-to-date climate data that can support councils to identify and manage local risks and hazards and opportunities to improve climate resilience.

The Tasmanian Government should consult with the sector to identify councils with poor disaster response capability and support these councils to resource emergency management and recovery roles as a priority.

Councils should be required to work with other councils in their region to develop and align disaster response and prevention strategies.





5. Reform Roadmap – The Way Forward

The Board's reform package will require careful planning and dedicated resourcing if it is to be successfully implemented. In this chapter we chart an indicative reform roadmap for the governance, resourcing, and timing, of reform implementation.

Project governance and resourcing

Implementation will require the management and coordination of three main work streams:

1. Technical support and analysis for voluntary amalgamation proposals, and review, analysis, and potential development of mandatory shared services proposals

The Board recommends this stream is overseen by a single Local Government Board with appropriate operational and change management expertise (see chapter 3). The Board would be supported by a small secretariat and technical advisory committees for each of the proposed amalgamations. A technical advisory panel may also be needed to support the Board undertake shared services assessments.

2. Development of a transition and community support package to underpin and complement amalgamation proposals

The Board recommends this stream is led by the Tasmanian Government (via the Office of Local Government) under a partnerships program, supported by a Community Working Group comprising councils, relevant State agencies, and community leaders (see Chapter 4).

3. Further development and implementation of all Specific Reforms, including the drafting and delivery of a new Local Government Act

The Board recommends this stream be managed by the Office of Local Government in close consultation with the sector, via LGAT.

Proposed high-level governance arrangements for the three key streams are summarised in Figure 5.

Each of the above workstreams will require dedicated additional resourcing for successful implementation. Implementation may be most effectively and efficiently supported by a new or significantly augmented project management and reform delivery capability within the Office of Local Government.

This resource would:

- act as secretariat to the new Local Government Board and any supporting technical committees/panels;
- coordinate and support the work program of the Community Working Group (CWG); and
- supplement and support existing policy and project capability in the Office of Local Government to deliver the new Act and work with the sector to implement both statutory and non-statutory reforms.

Separate to the management of reform implementation, additional funding will be needed for any agreed transitional support and/or community infrastructure and service improvement investments proposed by the CWG to complement voluntary amalgamation proposals.

Funding requirements will be contingent on the nature and scope of initiatives developed by the CWG, which would need to be supported by the Government. However, the Board considers it reasonable for the Tasmanian Government to expect substantial funding support being required to support implementation of each successful amalgamation proposal.

Timeframes

Should the Government agree to our proposed recommendations, we anticipate successful implementation of both the Phase 1 voluntary amalgamation process, shared services, and all supporting specific reforms would need to occur over approximately a two-year period (from the delivery of our Final Report).

Any subsequent voluntary amalgamation phases would be considered at the conclusion of Phase 1.

We expect formal implementation, including establishing a new Board and the CWG, would be unlikely to begin until the second quarter of 2024, taking into account:

- the statutory obligations on the Minister to consult with the sector under the Act; and
- the need for the Tasmanian Government to take advice and formulate its policy position in response to the recommendations.

Preliminary preparatory work – e.g., project scoping and staff recruitment – could begin in parallel with the above processes to ensure formal implementation begins as soon as possible.

A high-level, indicative timeline for the delivery of the Board's reform program is outlined in Figure 7. Note the program necessarily assumes the Government supports and agrees to implement the key elements of the Board's recommended reform package.

Figure 6: High level governance arrangements for implementing the Future of Local Government reforms.

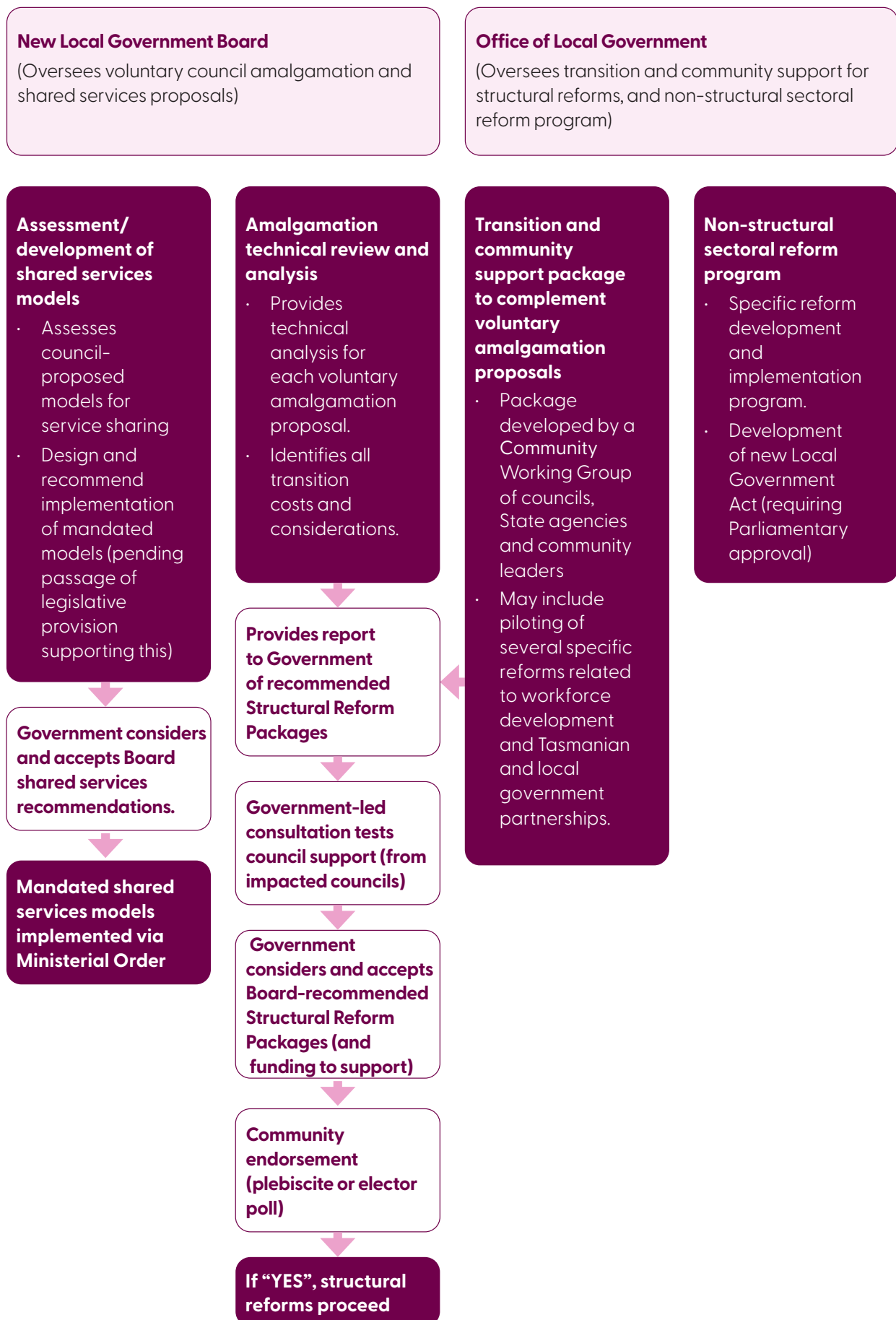
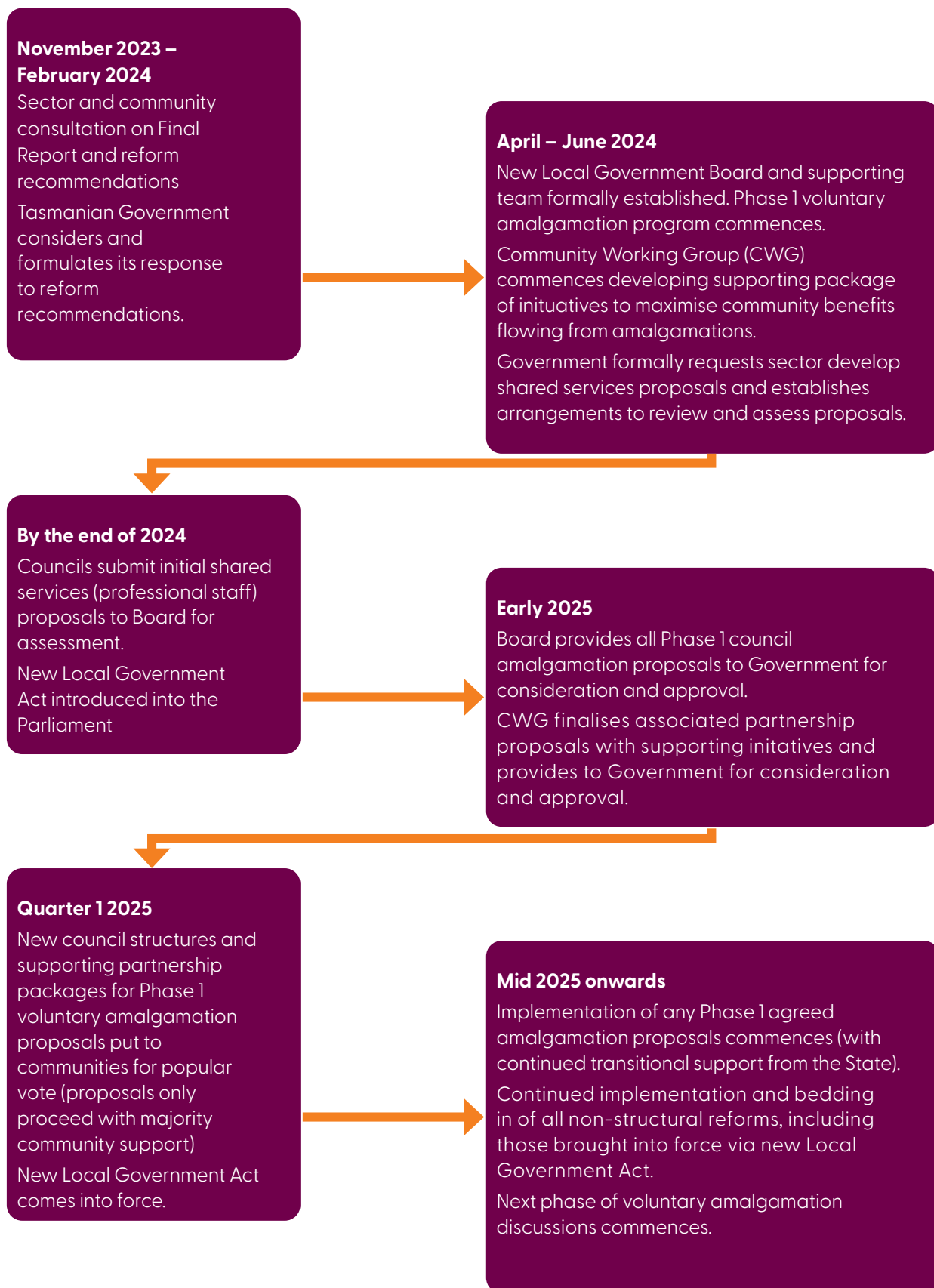


Figure 7: Indicative timeline for implementing the Future of Local Government reforms.





6. Next Steps – Procedural Matters

The submission of the Board's Final Report to the Minister ends the substantive Review process under the Act.

However, the Act sets out certain procedural requirements that follow the provision of a report to the Minister. These include that:

- the Minister must, on receipt of the Report, forward a copy to impacted councils and invite submissions within a specified period but councils are required to keep all matters contained in the Report confidential until it is published;
- the Minister must publish the report and recommendations of the Board; and
- after considering any submissions, the Minister may accept any or all of the Board's recommendations; request the Board to reconsider any or all of its recommendations; refer to the Board any alterations to its report requested by a council; or reject any or all of the Board's recommendations.

The Report and our recommendations are now matters for the Minister to consider. Given the public nature of this Report we recommend that the Report be published at the same time it is provided to councils.





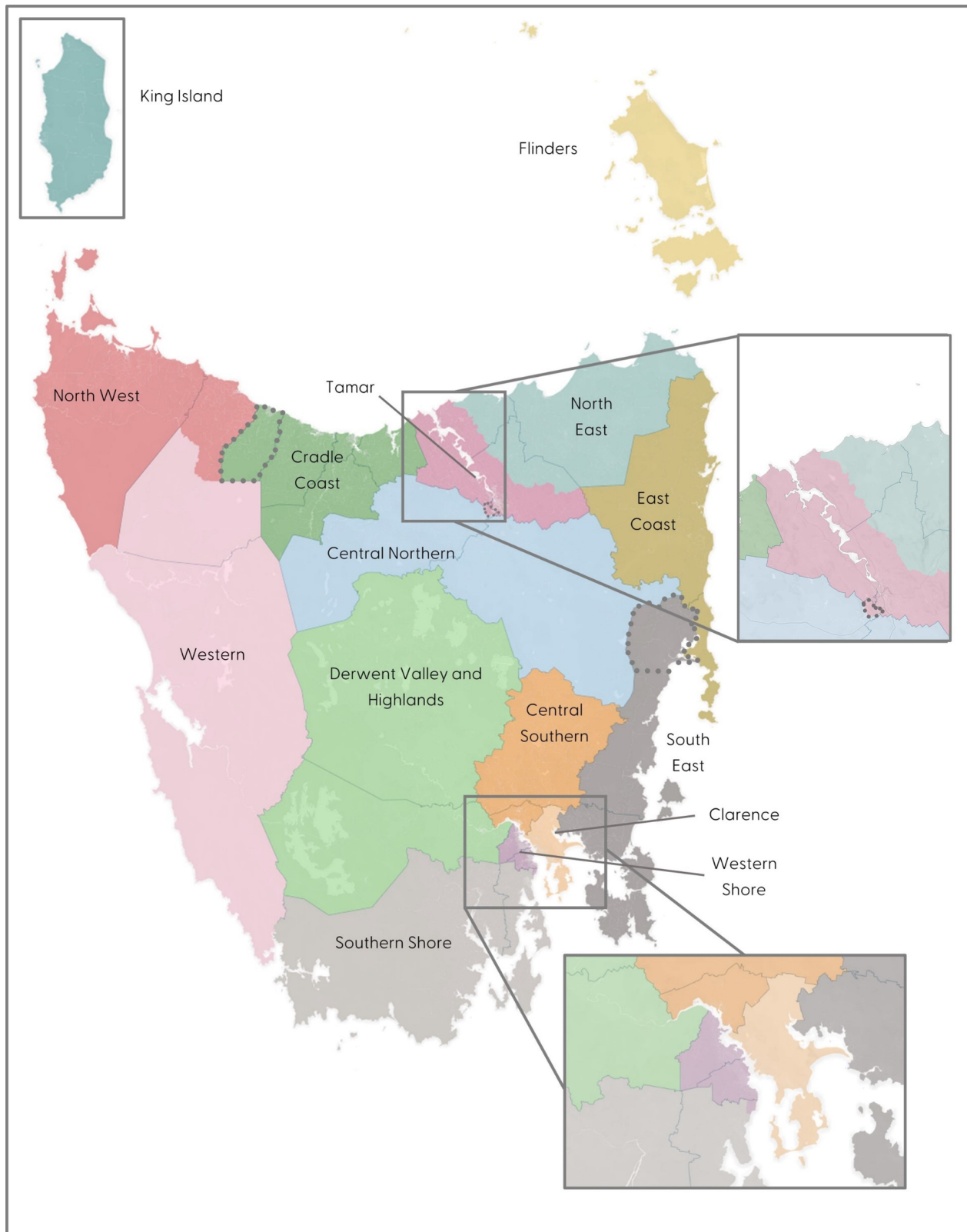
Appendix 1: New council profiles for future structural design for local government

This Appendix has been prepared by the Local Government Board with the assistance of the Tasmanian Policy Exchange at the University of Tasmania and the Department of State Growth. It draws on ABS Census, council, and the Office of the Valuer General data.

All calculation methods and definitions used in this Appendix are outlined in Information Pack – Supporting Paper. Methods and Technical Background. There are limitations involved with this analysis, and it is acknowledged that the modelled revenues underestimate actual council revenues in some instances.

Any decision to proceed with creating a new council structure should be preceded by further detailed analysis using the most current data available from councils and other sources.

Figure 8: Future structural design for local government showing 'grey areas' (dotted lines) and current LGA boundaries (solid grey lines).



King Island



Description

This council serves the communities of King Island off the far north-west coast of Tasmania, and is not subject to any proposed consolidation in this report.

Criterion 1: Place and Representation

King Island is a remote region with specific strengths, challenges and needs, as well as a distinctly independent culture and sense of place. Given that it represents a cohesive and highly self-contained community of interest, the Board has deemed it appropriate that King Island retain its own separate local representation. It is nevertheless likely that, as a very small and isolated municipality, King Island Council will continue to require considerable support via participation in shared services, regional partnerships (with the proposed Cradle Coast council to its south), and equalisation to compensate for diseconomies of scale.

Key evidence:

- Population: 1,615
- Median Age: 45.2
- Population living at different address 5 years ago: 30.8%
- SEIFA decile: 6

Criterion 2: Future Needs and Priorities

While King Islanders are, on average, more advantaged than most of the rest of Tasmania, they are also considerably older. With a median age of 45.2, King Island is among the older communities in the state. In terms of workforce, King Island is one of only two councils proposed in this report whose workforce has shrunk (by around 1.5%) over the past ten years. As the population continues to age, and as younger working-aged people continue to depart King Island in search of education and employment opportunities elsewhere, this council is likely to face challenges in the provision of aged care and community services.

Key evidence:

- Population change 2011-21: 45
- Dwelling vacancy rate: 19.9%
- Population under age 15: 17.5%
- Population over age 65: 25.8%
- 10-year change in median age: 0.7 years

Criterion 3: Financial Sustainability

The Tasmanian Councils Data Dashboard shows that the existing King Island Council performs below the state average on almost all key financial and asset sustainability indicators. As the capability and financial capacity of almost other councils in Tasmania would increase under the consolidation scenarios proposed here, King Island's need to rely on reformed shared service arrangements and regional partnerships would be heightened.

Key evidence:

- Estimated total value of rateable land: \$1,018,837,000
- Estimated rate revenue: \$2,225,000
- Length of sealed roads managed by council: 63.7km
- Length of unsealed roads managed by council: 345.4km

Criterion 4: Operational Capability

Remote and isolated LGAs like King Island already struggle to access qualified technical staff and expertise, which will remain the case without consolidation. King Island will therefore rely heavily on procurement via shared services arrangements, most likely from the larger and therefore more capable proposed Cradle Coast Council.

Key evidence:

- 92.5% of residents would be within a 30-minute drive of the service hub at Currie.
- 0% of the population would be in urban areas of 10,000 or greater.

Key issues for consultation and technical analysis

King Island Council does not support amalgamation with any other council.

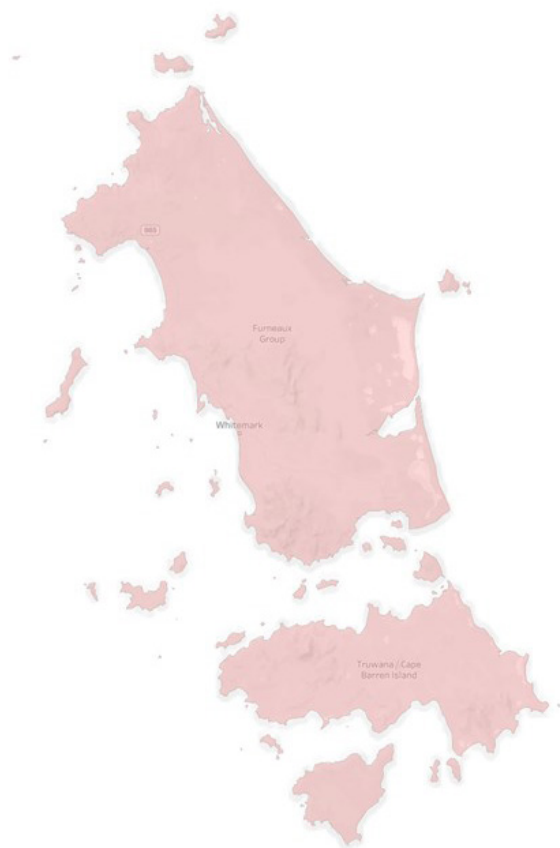
The ongoing sustainability of King Island Council will be contingent on expanded shared services and regional partnership arrangements. Reforms to the current systems of equalisation and grant distribution could see King Island attract a greater quantum of Commonwealth Financial Assistance Grant Funding than it currently does, but any such changes will require further independent technical analysis and review.

Full data table

Criteria	Indicator	Measure	King Island
Overview	Demographic	Population	1,615
		Median age	45.2
	Income and Employment	SEIFA IRSAD Score	955.0
		SEIFA IRSAD Decile	6
	Housing	Total dwellings	888
		No. of single person households	229
		% dwellings unoccupied on Census night	19.9
Place and Representation	Established administrative, commercial and service hub/s	% of population within 30 mins of administrative hub	92.5
		% of population within 60 mins of administrative hub	100.0
		% of population within 60 plus mins of administrative hub	0.0
	Urbanisation	% of population in urban areas of population 10,000 or greater	0.0
	Mobility/ Migration	% of population living at a different address 5 years ago	30.8
Future Needs and Priorities	Population growth	Ten-year population change (2011-21)	45
	Housing supply and infrastructure demand	Ten-year change in total dwelling numbers (2011-21)	10
	Employment growth	Ten-year per cent change in resident labour force (2011-2021)	-1.5
	Older/aging communities	Ten-year change in median age	0.7
		% Population over 65	25.8
	Younger communities	% Population under 15	17.5
Financial Sustainability	Value of rateable land	Value of rateable land - residential	\$228,630,000
		Value of rateable land - primary production	\$656,281,000
		Value of rateable land - industrial	\$16,666,000
		Value of rateable land - commercial	\$47,514,000
		Value of rateable land - vacant	\$37,001,000
		Value of rateable land - other	\$32,745,000
		Value of rateable land - Total	\$1,018,837,000

Criteria	Indicator	Measure	King Island
Financial Sustainability (cont.)	Estimation of theoretical rate revenue applying current rates	Estimated rate revenue - residential	\$493,000
		Estimated rate revenue - primary production	\$1,453,000
		Estimated rate revenue - industrial	\$43,000
		Estimated rate revenue - commercial	\$103,000
		Estimated rate revenue - vacant	\$113,000
		Estimated rate revenue - other	\$19,000
		Estimated rate revenue - Total	\$2,225,000
	Estimated % revenue as a share of land value by land-use class	Estimated rate revenue as a share of land value - residential	0.22
		Estimated rate revenue as a share of land value - primary production	0.22
		Estimated rate revenue as a share of land value - industrial	0.26
		Estimated rate revenue as a share of land value - commercial	0.22
		Estimated rate revenue as a share of land value - vacant	0.31
		Estimated rate revenue as a share of land value - other	0.06
		Estimated rate revenue as a share of land value - Total	0.22
	Road Infrastructure	Km of council roads - unsealed	345.4
		Km of council roads - sealed	63.7

Flinders



Description

Similar to King Island, the existing Flinders Council serves the remote and isolated communities of Flinders Island and Truwana/Cape Barren Island. As a highly self-contained community of interest, Flinders should likewise retain its own representation rather than be merged into a new North East council.

Criterion 1: Place and Representation

In addition to their isolation, Flinders and Truwana/Cape Barren islands are culturally distinctive with a unique sense of place. The islands' rich Aboriginal history and large Aboriginal populations are sources of strength and distinction that also pose specific and important service provision challenges.

Key evidence:

- Population: 914
- Median Age: 57.3
- Population living at different address 5 years ago: 31.5%
- SEIFA decile: 5

Criterion 2: Future Needs and Priorities

While its small size and isolation poses service provision and scale challenges, perhaps its ageing population will constitute the most pressing area of future need for Flinders. Residents of Flinders are already the oldest in the state, with a median age of 57, and have aged more rapidly than in any other area proposed in this report (the median age of Flinders LGA increased by almost six years between 2011 and 2021).

Key evidence:

- Population change 2011-21: 144
- Dwelling vacancy rate: 32.7%
- Population under age 15: 14.9%
- Population over age 65: 36.3%
- 10-year change in median age: 5.7 years

Criterion 3: Financial Sustainability

Flinders Council already relies heavily on contracted/shared provision arrangements to deliver services given its limited scale and capacity and lack of capability in key technical specialisations. This need will continue and likely even become more comparatively acute under the scenarios proposed in this report, meaning that shared services and regional partnership arrangements will be critical. Even with such arrangements in place, and considering its isolation and unique challenges, a standalone Flinders Council would be sub-scale and require continued support through equalisation funding and special-purpose grants.

Key evidence:

- Estimated total value of rateable land: \$545,359,000
- Estimated rate revenue: \$2,140,000
- Length of sealed roads managed by council: 72.5km
- Length of unsealed roads managed by council: 273.7km

Criterion 4: Operational Capability

Remote and isolated LGAs like Flinders already struggle to access qualified technical staff and expertise, which will remain the case without consolidation. This council will therefore rely heavily on procurement via shared services arrangements, most likely from the larger and therefore more capable Tamar Valley Council.

Key evidence:

- 83.2% of residents would be within a 30-minute drive of the likely service hub at Whitemark.
- 0% of the population would be in urban areas of 10,000 or greater.

Key issues for consultation and technical analysis

Flinders Council does not support amalgamation with any other council.

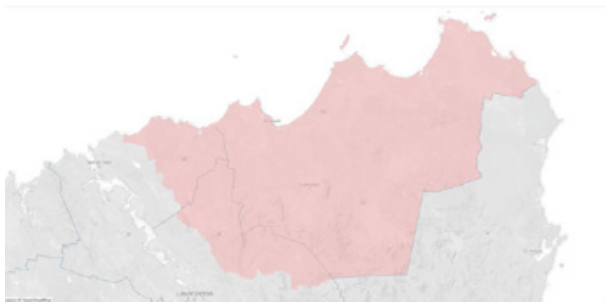
Reforms to the current systems of equalisation and grant distribution could see Flinders attract a greater quantum of Commonwealth Financial Assistance Grant Funding than it currently receives, but any such changes will require further independent technical analysis and review.

Full data table

Criteria	Indicator	Measure	Flinders
Overview	Demographic	Population	914
		Median age	57.3
	Income and Employment	SEIFA IRSAD Score	946.6
		SEIFA IRSAD Decile	5
	Housing	Total dwellings	683
		No. of single person households	157
		% dwellings unoccupied on Census night	32.7
Place and Representation	Established administrative, commercial and service hub/s	% of population within 30 mins of administrative hub	83.2
		% of population within 60 mins of administrative hub	88.9
		% of population within 60 plus mins of administrative hub	11.1
	Urbanisation	% of population in urban areas of population 10,000 or greater	0.0
	Mobility/ Migration	% of population living at a different address 5 years ago	31.5
Future Needs and Priorities	Population growth	Ten-year population change (2011-21)	144
	Housing supply and infrastructure demand	Ten-year change in total dwelling numbers (2011-21)	24
	Employment growth	Ten-year per cent change in resident labour force (2011-21)	13.9
	Older/aging communities	Ten-year change in median age	5.7
		% Population over 65	36.3
	Younger communities	% Population under 15	14.9
Financial Sustainability	Value of rateable land	Value of rateable land - residential	\$192,012,000
		Value of rateable land - primary production	\$242,269,000
		Value of rateable land - industrial	\$2,470,000
		Value of rateable land - commercial	\$20,357,000
		Value of rateable land - vacant	\$51,637,000
		Value of rateable land - other	\$36,615,000
		Value of rateable land - Total	\$545,359,000

Criteria	Indicator	Measure	Flinders
Financial Sustainability (cont.)	Estimation of theoretical rate revenue applying current rates	Estimated rate revenue - residential	\$754,000
		Estimated rate revenue - primary production	\$949,000
		Estimated rate revenue - industrial	\$8,000
		Estimated rate revenue - commercial	\$85,000
		Estimated rate revenue - vacant	\$325,000
		Estimated rate revenue - other	\$20,000
		Estimated rate revenue - Total	\$2,140,000
	Estimated % revenue as a share of land value by land-use class	Estimated rate revenue as a share of land value - residential	0.39
		Estimated rate revenue as a share of land value - primary production	0.39
		Estimated rate revenue as a share of land value - industrial	0.32
		Estimated rate revenue as a share of land value - commercial	0.42
		Estimated rate revenue as a share of land value - vacant	0.63
		Estimated rate revenue as a share of land value - other	0.06
		Estimated rate revenue as a share of land value - Total	0.39
	Road Infrastructure	Km of council roads - unsealed	273.7
		Km of council roads - sealed	72.5

North East



Description

The proposed LGA is similar to the existing Dorset Council but expands westward to include rural and regional tracts of the existing George Town and City of Launceston Council areas. This change balances the need for increased scale and regional coherence in the north-east of the state against the strong commuting links that connect George Town and the Tamar Valley to Launceston. Bridport and Scottsdale would remain the major commercial and service centres for this council.

Criterion 1: Place and Representation

The proposed North East Council is united primarily by a common industrial specialisation in the agricultural and tourism sectors. While parts of the new area proposed here form a regional hinterland with close connections to Greater Launceston, some of its more easterly communities are very remote.

Key evidence:

- Population: 9,922
- Median Age: 47.9
- Population living at different address 5 years ago: 28.4%
- SEIFA decile: 3

Criterion 2: Future Needs and Priorities

As in several other areas, population ageing, socio-economic disadvantage and a shrinking (relative to population) labour force pose major long-term financial and service provision challenges in the North East.

Key evidence:

- Population change 2011-21: 291
- Dwelling vacancy rate: 19.1%
- Population under age 15: 17.1%
- Population over age 65: 24.5%
- 10-year change in median age: 3.6 years

Criterion 3: Financial Sustainability

While larger and more populous than the existing Dorset Council, this new council would nevertheless be small compared to several of the new areas proposed in this report. Its size, dispersed population, and relative inaccessibility in some areas also pose considerable challenges for service provision and scale. Nevertheless, a large primary production rate base (almost 20% of estimated rate income), in addition to new and emerging tourism ventures and renewable energy projects, offer the prospect of reasonable and sustainable revenues if rated appropriately. As a less populous council characterised by very low density, however, equalisation in the form of grant funding is likely to remain a key funding source into the future.

Key evidence:

- Estimated total value of rateable land: \$4,403,019,000
- Estimated rate revenue: \$10,313,000
- Length of sealed roads managed by council: 381.2km
- Length of unsealed roads managed by council: 623.9km

Criterion 4: Operational Capability

The addition of more population and a broader rate base will assist this council in developing operational capability relative to the current Dorset Council, but it will likely still need to rely heavily on shared services arrangements and regional partnerships to procure specialist technical expertise.

Key evidence:

- 89.8% of residents would be within a 30-minute drive of the likely service hubs of Bridport and Scottsdale.
- 0% of the population would be in urban areas of 10,000 or greater.

Key issues for consultation and technical analysis

This potential new council was proposed by Dorset Council. George Town Council did not support moving its eastern boundary to exclude rural areas. City of Launceston Council did indicate some support for its rural areas to the east being included in this council.

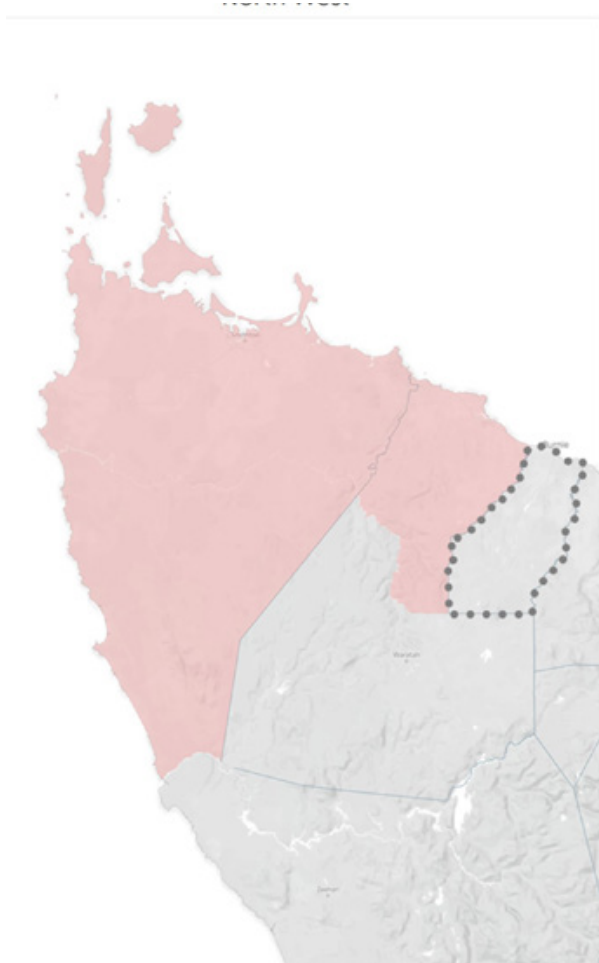
The ongoing sustainability of the North East Council will be contingent on expanded shared services and regional partnership arrangements. A technical review of rating and valuation practices relevant to wind farms, mines, and quarries may contribute to more equitable and consistent revenues across all land uses.

Full data table

Criteria	Indicator	Measure	North East
Overview	Demographic	Population	9,922
		Median age	47.9
	Income and Employment	SEIFA IRSAD Score	915.5
		SEIFA IRSAD Decile	3
	Housing	Total dwellings	5,501
		No. of single person households	1,129
		% dwellings unoccupied on Census night	19.1
Place and Representation	Established administrative, commercial and service hub/s	% of population within 30 mins of administrative hub	89.8
		% of population within 60 mins of administrative hub	99.2
		% of population within 60 plus mins of administrative hub	0.8
	Urbanisation	% of population in urban areas of population 10,000 or greater	0.0
	Mobility/ Migration	% of population living at a different address 5 years ago	28.4
Future Needs and Priorities	Population growth	Ten-year population change (2011-21)	291
	Housing supply and infrastructure demand	Ten-year change in total dwelling numbers (2011-21)	187
	Employment growth	Ten-year per cent change in resident labour force (2011-21)	2.1
	Older/aging communities	Ten-year change in median age	3.6
		% Population over 65	24.5
	Younger communities	% Population under 15	17.1
Financial Sustainability	Value of rateable land	Value of rateable land - residential	\$2,097,398,000
		Value of rateable land - primary production	\$1,679,887,000
		Value of rateable land - industrial	\$33,011,000
		Value of rateable land - commercial	\$148,376,000
		Value of rateable land - vacant	\$182,677,000
		Value of rateable land - other	\$261,670,000
		Value of rateable land - Total	\$4,403,019,000

Criteria	Indicator	Measure	North East
Financial Sustainability (cont.)	Estimation of theoretical rate revenue applying current rates	Estimated rate revenue - residential	\$4,610,000
		Estimated rate revenue - primary production	\$3,687,000
		Estimated rate revenue - industrial	\$111,000
		Estimated rate revenue - commercial	\$903,000
		Estimated rate revenue - vacant	\$580,000
		Estimated rate revenue - other	\$422,000
		Estimated rate revenue - Total	\$10,313,000
	Estimated % revenue as a share of land value by land-use class	Estimated rate revenue as a share of land value - residential	0.22
		Estimated rate revenue as a share of land value - primary production	0.22
		Estimated rate revenue as a share of land value - industrial	0.34
		Estimated rate revenue as a share of land value - commercial	0.61
		Estimated rate revenue as a share of land value - vacant	0.32
		Estimated rate revenue as a share of land value - other	0.16
		Estimated rate revenue as a share of land value - Total	0.23
	Road Infrastructure	Km of council roads - unsealed	623.9
		Km of council roads - sealed	381.2

North West



Description

The proposed North West Council combines the existing Circular Head LGA with the northern half of Waratah-Wynyard LGA (largely following the natural boundary created by the Arthur River). The towns of Waratah and Savage River, and the remaining southern parts of Waratah-Wynyard, would be absorbed into a larger Western Council.

Criterion 1: Place and Representation

Tasmania's far North West constitutes a strong and cohesive region based on agriculture and primary production, geography, and a well-established community of interest. The inclusion of the township of Wynyard in this configuration reflects its importance as a service and employment centre not just for its own LGA but also for many rural parts of the existing Circular Head Council.

Key evidence:

- Population: 22,138
- Median Age: 45.5
- Population living at different address 5 years ago: 32.4%
- SEIFA decile: 2

Criterion 2: Future Needs and Priorities

As in most other rural and regional parts of Tasmania, the North West is confronting the challenges of population ageing, a shrinking labour force and socio-economic disadvantage. The median age of this proposed council has increased by 4.2 years since 2011 (to 45.5 years), during which time the labour force has grown by just 1.7%, indicating that labour force participation has declined relative to population.

Key evidence:

- Population change 2011-21: 775
- Dwelling vacancy rate: 11.8%
- Population under age 15: 19%
- Population over age 65: 23.4%
- 10-year change in median age: 4.2 years

Criterion 3: Financial Sustainability

The integration of Wynyard with the existing Circular Head Council area in this proposal adds both an important regional service centre and a growing residential rate base, both of which will contribute to the financial sustainability of a new council.

Key evidence:

- Estimated total value of rateable land: \$6,891,843,000
- Estimated rate revenue: \$18,112,000
- Length of sealed roads managed by council: 581.9km
- Length of unsealed roads managed by council: 669km

Criterion 4: Operational Capability

A larger population and a broader rate base will assist this council in developing operational capability relative to the current Circular Head Council, but it will likely still need to rely heavily on shared services arrangements and regional partnerships to procure specialist technical expertise.

Key evidence:

- 97.2% of residents would be within a 30-minute drive of the likely service hubs of Smithton and Wynyard.
- 15.3% of the population would be in urban areas of 10,000 or greater.

Key issues for consultation and technical analysis

Circular Head and Waratah-Wynyard Councils support exploring a merger with each other. Waratah-Wynyard are open to the Waratah and Savage River areas being allocated to a new expanded Western Council.

In the long-term, it may be desirable to amalgamate the new North-West and Western Councils. While they have quite different community and industrial bases, they do share challenges in being relatively remote from large service centres. In the short-term, these new councils should be exploring greater service sharing with each other, and with the councils in the Cradle Coast region.

The current Burnie City Council area has been notionally allocated to the new Cradle Coast Council because of the strong internal living and working patterns across the whole region. However, the Board believes that a case could be made for including Burnie in the new North West Council, given the role it plays as a service centre to the regions to the west and south-west. The table below shows the impact on a new North West Council of including Burnie LGA. The Board believes that this option should be explored further when the appropriate boundaries of a new North West Council are being investigated.

Table 6: Impact of adding the current Burnie LGA to a new North West Council

Measure	North West	North West with Burnie LGA	% change
Population	22,138	42,056	+90%
Total dwellings	10,761	19,991	+86%
Value of rateable land - Total	\$6,891,843,000	\$11,351,765,000	+65%
Estimated rate revenue - Total	\$18,112,000	\$35,196,000	+94%
Km of council roads - unsealed	669.0	715.0	+7%
Km of council roads - sealed	581.9	888.2	+53%

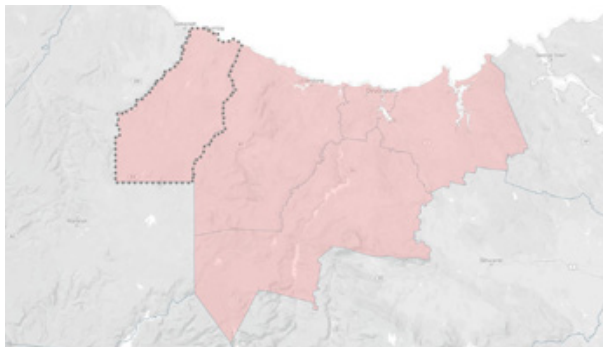
Another key issue to be investigated in establishing the new North West Council is the new council's potential access to funding streams controlled by State Government – potentially by enabling the council to raise rates revenue from wind farms to reflect their commercial return, and by directing a greater proportion of the heavy vehicle tax to the council.

Full data table

Criteria	Indicator	Measure	North West
Overview	Demographic	Population	22,138
		Median age	45.5
	Income and Employment	SEIFA IRSAD Score	903.9
		SEIFA IRSAD Decile	2
	Housing	Total dwellings	10,761
		No. of single person households	2,681
		% dwellings unoccupied on Census night	11.8
Place and Representation	Established administrative, commercial and service hub/s	% of population within 30 mins of administrative hub	97.2
		% of population within 60 mins of administrative hub	99.7
		% of population within 60 plus mins of administrative hub	0.3
	Urbanisation	% of population in urban areas of population 10,000 or greater	15.3
	Mobility/ Migration	% of population living at a different address 5 years ago	32.4
Future Needs and Priorities	Population growth	Ten-year population change (2011-21)	775
	Housing supply and infrastructure demand	Ten-year change in total dwelling numbers (2011-21)	852
	Employment growth	Ten-year per cent change in resident labour force (2011-21)	1.7
	Older/aging communities	Ten-year change in median age	4.2
		% Population over 65	23.4
	Younger communities	% Population under 15	19.0
Financial Sustainability	Value of rateable land	Value of rateable land - residential	\$3,574,547,000
		Value of rateable land - primary production	\$2,602,601,000
		Value of rateable land - industrial	\$148,110,000
		Value of rateable land - commercial	\$208,952,000
		Value of rateable land - vacant	\$168,896,000
		Value of rateable land - other	\$188,737,000
		Value of rateable land - Total	\$6,891,843,000

Criteria	Indicator	Measure	North West
Financial Sustainability (cont.)	Estimation of theoretical rate revenue applying current rates	Estimated rate revenue - residential	\$9,673,000
		Estimated rate revenue - primary production	\$6,043,000
		Estimated rate revenue - industrial	\$695,000
		Estimated rate revenue - commercial	\$959,000
		Estimated rate revenue - vacant	\$465,000
		Estimated rate revenue - other	\$279,000
		Estimated rate revenue - Total	\$18,112,000
	Estimated % revenue as a share of land value by land-use class	Estimated rate revenue as a share of land value - residential	0.27
		Estimated rate revenue as a share of land value - primary production	0.23
		Estimated rate revenue as a share of land value - industrial	0.47
		Estimated rate revenue as a share of land value - commercial	0.46
		Estimated rate revenue as a share of land value - vacant	0.28
		Estimated rate revenue as a share of land value - other	0.15
		Estimated rate revenue as a share of land value - Total	0.26
	Road Infrastructure	Km of council roads - unsealed	669.0
		Km of council roads - sealed	581.9

Cradle Coast



Description

The proposed Cradle Coast Council combines the five existing LGAs of Burnie, Central Coast, Kentish, Devonport, and Latrobe. This part of the north-west coast has long had a strong connection and sense of place based on common geography and a shared industrial base, focusing on manufacturing and agriculture. Reflecting this shared sense of purpose and community, a number of organisations, services, and businesses are already organised at a regional scale.

Criterion 1: Place and Representation

While the Cradle Coast hosts several important regional centres – Burnie, Penguin, Ulverstone, Latrobe, Sheffield, and Devonport – analysis of resident movement data reveals that all are closely connected with one another. Residents of this area, connected by the Bass Highway, move frequently along the coast and its hinterland. Close to 1,000 workers commute between Burnie and Devonport daily. However, these connections are less clear in the area beyond Wynyard to the west and do not extend into the Meander Valley or the existing West Tamar LGA to the East.

Key evidence:

- Population: 87,883
- Median Age: 44.8
- Population living at different address 5 years ago: 34.7%
- SEIFA decile: 2

Criterion 2: Future Needs and Priorities

As in many other parts of the state, the Cradle Coast faces challenges associated with demographic ageing and rural areas of static or declining population, although the city of Burnie and the Latrobe area have both experienced recent strong population growth. Economic and industrial restructuring also pose challenges, as a once-dominant manufacturing industry declines and is replaced by growth in services employment. Across Tasmania, the share of the total population employed in the manufacturing sector has fallen by more than half since 1993, and even more so on the Cradle Coast.

The result of this change is that many smaller regional settlements which once hosted large local manufacturing workforces are now more connected with the Coast's major population centres, particularly Burnie, Ulverstone, and Devonport. Addressing low (albeit improving) levels of educational attainment and workforce participation as well as health and wellbeing outcomes will be important for the future prosperity of the Cradle Coast community. The number of people with disability is relatively high in the region – 29% of people in Central Coast LGA have a disability – meaning that service needs in the future are likely to be high.

Key evidence:

- Population change 2011-21: 6,658
- Dwelling vacancy rate: 8%
- Population under age 15: 17.6%
- Population over age 65: 23%
- 10-year change in median age: 3.1 years

Criterion 3: Financial Sustainability

This council's large population (just under 88,000 people) and diverse rates base mean that it would likely enjoy sufficient scale, capacity, and revenue to operate on a sustainable footing. It is also likely that this large and capable authority would generate additional income by acting as a key provider of shared services to other entities in the region, particularly the proposed Flinders, Western, and North West Councils.

Key evidence:

- Estimated total value of rateable land: \$21,302,056,000
- Estimated rate revenue: \$70,741,000
- Length of sealed roads managed by council: 1,594.7km
- Length of unsealed roads managed by council: 441.5km

Criterion 4: Operational Capability

Economies of scale and scope in administrative and technical services will likely allow a new Cradle Coast Council to access specialist skills and operational capability more easily than its current constituent councils are able to as separate entities. This large council will also have an important role supporting the operations of neighbouring councils.

Key evidence:

- 99.1% of residents would be within a 30-minute drive of a major service hub.
- 61.7% of the population would be in urban areas of 10,000 or greater.

Key issues for consultation and technical analysis

There is a full spectrum of views on amalgamation amongst current councils in the region:

- Burnie City Council is open to amalgamation with other councils in this region, and would be willing to look at greater sharing of services as a sub-optimal solution.
- Devonport City Council does not support a consolidation of the whole region that includes Burnie City Council, however it is open to exploring amalgamation with Kentish and Latrobe Councils and the parts of Central Coast LGA east of Penguin. It is also open to considering expanding south and east to include Latrobe LGA and the eastern part of Kentish LGAs.
- Kentish and Latrobe Councils support merging with each other, but would not support a merger with Devonport or other councils in the region. The community in these council areas seems to share this view.
- Central Coast Council does not support the creation of a large Cradle Coast Council as it believes it would advantage the larger centres of Devonport and Burnie. It would prefer a scenario that extends its boundaries east to the Don River and south to Cradle Mountain.

Given the very different positions of member councils, it seems unlikely that a new Cradle Coast Council will arise through voluntary amalgamation in the near future. The proposal from Kentish and Latrobe Councils to merge should be explored, however as these councils are already operating under a merged administration, the Board

recognises that the formal amalgamation they are considering is likely to yield only small additional benefit. While not discouraging this iterative step forward, the Board believes that in the long term, more substantial benefit could arise if the future Cradle Coast structure was adopted. The Board encourages councils and communities to consider further moves in this direction, both in greater service sharing in the region and further amalgamations over time.

Any future amalgamation scenarios, including the amalgamation of Kentish and Latrobe, would need to consider the impact of boundary changes on eligibility for Commonwealth funding via the State Grants Commission.

The future of any waste management arrangement in the region would also need to be carefully considered. Dulverton Waste Management is currently owned by four of the five councils in the region and is considered to be a successful model both operationally and financially.

The current Burnie City Council area has been notionally allocated to the new Cradle Coast Council because of the strong internal living and working patterns across the whole region. However, the Board believes that a case could be made for including Burnie in the new North West Council, given the role it plays as a service centre to the regions to the west and south-west. The table below shows the impact of a new Cradle Coast Council not including Burnie LGA. The Board believes that this option should be explored further when the appropriate boundaries of a new Cradle Coast Council are being investigated.

Table 7: Impact of not including the current Burnie LGA in a new Cradle Coast Council

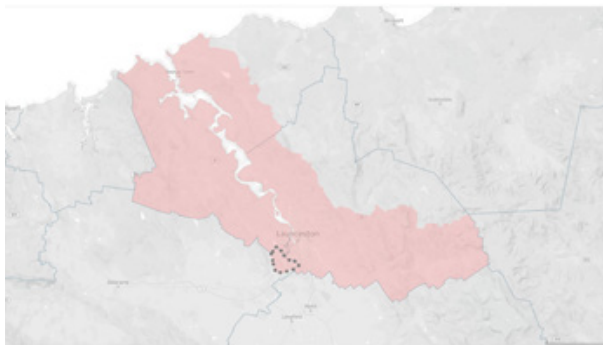
Measure	Cradle Coast	Cradle Coast without Burnie LGA	% change
Population	87,883	67,965	-23%
Total dwellings	40,397	31,167	-23%
Value of rateable land - Total	\$21,302,056,000	\$16,842,133,000	-21%
Estimated rate revenue - Total	\$70,741,000	\$53,657,000	-24%
Km of council roads - unsealed	441.5	395.5	-10%
Km of council roads - sealed	1,594.7	1,288.4	-19%

Full data table

Criteria	Indicator	Measure	Cradle Coast
Overview	Demographic	Population	87,883
		Median age	44.8
	Income and Employment	SEIFA IRSAD Score	904.9
		SEIFA IRSAD Decile	2
	Housing	Total dwellings	40,397
		No. of single person households	10,694
		% dwellings unoccupied on Census night	8.0
Place and Representation	Established administrative, commercial and service hub/s	% of population within 30 mins of administrative hub	99.1
		% of population within 60 mins of administrative hub	100.0
		% of population within 60 plus mins of administrative hub	0.0
	Urbanisation	% of population in urban areas of population 10,000 or greater	61.7
	Mobility/ Migration	% of population living at a different address 5 years ago	34.7
Future Needs and Priorities	Population growth	Ten-year population change (2011-21)	6,658
	Housing supply and infrastructure demand	Ten-year change in total dwelling numbers (2011-21)	3,831
	Employment growth	Ten-year per cent change in resident labour force (2011-21)	11.5
	Older/aging communities	Ten-year change in median age	3.1
		% Population over 65	23.0
	Younger communities	% Population under 15	17.6
Financial Sustainability	Value of rateable land	Value of rateable land - residential	\$15,307,231,000
		Value of rateable land - primary production	\$2,211,412,000
		Value of rateable land - industrial	\$725,055,000
		Value of rateable land - commercial	\$1,403,935,000
		Value of rateable land - vacant	\$674,244,000
		Value of rateable land - other	\$980,179,000
		Value of rateable land - Total	\$21,302,056,000

Criteria	Indicator	Measure	Cradle Coast
Financial Sustainability (cont.)	Estimation of theoretical rate revenue applying current rates	Estimated rate revenue - residential	\$47,296,000
		Estimated rate revenue - primary production	\$6,081,000
		Estimated rate revenue - industrial	\$4,998,000
		Estimated rate revenue - commercial	\$8,960,000
		Estimated rate revenue - vacant	\$2,123,000
		Estimated rate revenue - other	\$1,282,000
		Estimated rate revenue - Total	\$70,741,000
	Estimated % revenue as a share of land value by land-use class	Estimated rate revenue as a share of land value - residential	0.31
		Estimated rate revenue as a share of land value - primary production	0.28
		Estimated rate revenue as a share of land value - industrial	0.69
		Estimated rate revenue as a share of land value - commercial	0.64
		Estimated rate revenue as a share of land value - vacant	0.31
		Estimated rate revenue as a share of land value - other	0.13
		Estimated rate revenue as a share of land value - Total	0.33
	Road Infrastructure	Km of council roads - unsealed	441.5
		Km of council roads - sealed	1,594.7

Tamar Valley



Description

This council combines much of the current area of the LGAs of West Tamar, Launceston, and George Town into a single entity. The new council would extend from the mouth of the River Tamar at Low Head and Greens Beach through the Tamar Valley to Launceston and then follow the path of the North Esk River as far as the current boundary with Break O'Day Council. The rural areas of the existing Launceston LGA north of Mount Barrow and Nunamara, including Mount Arthur, Brown's Hill, Lilydale, Lebrina, and Lower Turners Marsh, would be absorbed into an expanded North East council.

Criterion 1: Place and Representation

The consolidation of the community of George Town and the current West Tamar LGA with Greater Launceston in a single council reflects their strong commuting and resident movement connections with each other. On a normal day, almost 700 residents of George Town, 1,350 of Legana, and 2,200 of Riverside commute to Launceston for work. Residents of both the east and west Tamar regions also rely heavily on Launceston for various key services and recreation. Establishing one council for the Tamar Valley will support integrated catchment and environmental management and reflect strong geographical and cultural links across the community.

Key evidence:

- Population: 105,915
- Median Age: 41.8
- Population living at different address 5 years ago: 36.8%
- SEIFA decile: 4

Criterion 2: Future Needs and Priorities

Over the past ten years, this area has experienced considerable population and labour force growth as well as a surge in residential building completions, leading to a large increase (some 9.6%) in total dwellings. Accommodating continued growth and ensuring continued access to high quality services and infrastructure without contributing to urban sprawl will be a key strategic and land-use planning challenge.

Key evidence:

- Population change 2011-21: 9,804
- Dwelling vacancy rate: 7.7%
- Population under age 15: 17.8%
- Population over age 65: 20.4%
- 10-year change in median age: 2.4 years

Criterion 3: Financial Sustainability

The Tamar Valley Council proposed here would be the second most populous in the state and would have access to a broad and diverse rate base featuring a good balance of residential and non-residential land uses. It would also likely enjoy the benefit of considerable economies of scope and scale in administrative 'back office' and professional or technical specialisations.

Key evidence:

- Estimated total value of rateable land: \$29,092,479,000
- Estimated rate revenue: \$87,007,000
- Length of sealed roads managed by council: 943.9km
- Length of unsealed roads managed by council: 283.2km

Criterion 4: Operational Capability

This council's size and capacity suggest that it is unlikely to face major difficulties securing adequate operational capability. Moreover, it would be very well placed to act as a key provider of shared services to some of its less populous and capable neighbours.

Key evidence:

- 98.8% of residents would be within a 30-minute drive of a major service hub.
- 76.4% of the population would be in urban areas of 10,000 or greater.

Key issues for consultation and technical analysis

There is a range of views on amalgamation amongst current councils in this region:

- City of Launceston Council was open to a scenario similar to this, however it expressed a preference for including the Launceston Airport and Translink Industrial Area, which are in the current Northern Midlands Council area.
- Northern Midlands Council, West Tamar and Meander Valley Councils do not support any changes to their boundaries.
- George Town Council showed some interest in exploring a Tamar Valley Council scenario through detailed research and analysis. It also supported investigating a scenario in which it joined with West Tamar Council to form an East and West Tamar Council that did not include Launceston city.

Given the very different positions of member councils, it seems unlikely that a new Tamar Valley Council will arise through voluntary amalgamation in the near future. Nevertheless, the Board encourages councils and communities to continue to consider further moves in this direction, potentially through jointly commissioning a feasibility study. The Board also encourages greater service sharing in the region as a step towards a single council serving the community catchment.

A key issue to be considered in the establishment of any new Tamar Valley Council would be the equitable levying of rates across the area, given the range of rating strategies deployed by councils in the region.

Prospect Vale and Blackstone Heights, southwest of Launceston, have been included in this new council area but are currently part of Meander Valley Council. While they are clearly part of the continuous urban area of Launceston, further consideration should be given to their inclusion in a consolidated Tamar Valley Council (as opposed to a new Central Northern Council). The table below shows the impact of a new Tamar Valley Council not including Prospect Vale and Blackstone Heights.

Table 8: Impact of not including Prospect Vale and Blackstone Heights in a new Tamar Valley Council.

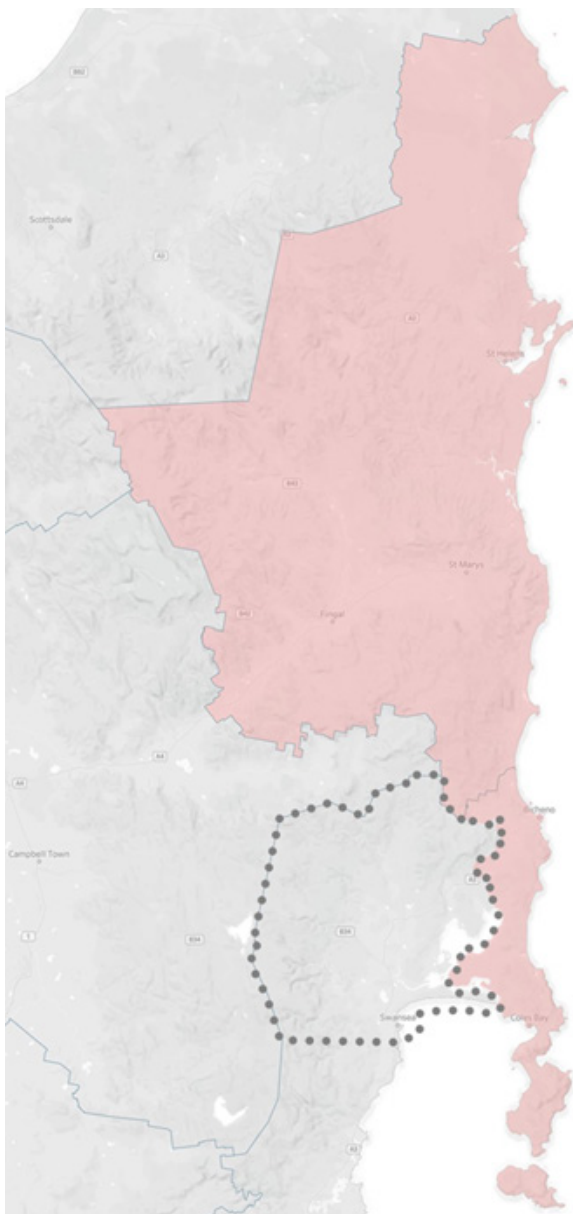
Measure	Tamar Valley	Tamar Valley without Prospect Vale and Blackstone Heights	% change
Population	105,915	98,910	-7%
Total dwellings	48,004	44,954	-6%
Value of rateable land - Total	\$29,092,479,000	\$27,304,497,000	-6%
Estimated rate revenue - Total	\$87,007,000	\$83,517,000	-4%
Km of council roads - unsealed	283.2	283.1	0%
Km of council roads - sealed	943.9	899.2	-5%

Full data table

Criteria	Indicator	Measure	Tamar Valley
Overview	Demographic	Population	105,915
		Median age	41.8
	Income and Employment	SEIFA IRSAD Score	932.8
		SEIFA IRSAD Decile	4
	Housing	Total dwellings	48,004
		No. of single person households	12,731
		% dwellings unoccupied on Census night	7.7
Place and Representation	Established administrative, commercial and service hub/s	% of population within 30 mins of administrative hub	98.8
		% of population within 60 mins of administrative hub	100.0
		% of population within 60 plus mins of administrative hub	0.0
	Urbanisation	% of population in urban areas of population 10,000 or greater	76.4
	Mobility/ Migration	% of population living at a different address 5 years ago	36.8
Future Needs and Priorities	Population growth	Ten-year population change (2011-21)	9,804
	Housing supply and infrastructure demand	Ten-year change in total dwelling numbers (2011-21)	4,192
	Employment growth	Ten-year per cent change in resident labour force (2011-21)	13.5
	Older/aging communities	Ten-year change in median age	2.4
		% Population over 65	20.4
	Younger communities	% Population under 15	17.8
Financial Sustainability	Value of rateable land	Value of rateable land - residential	\$21,463,372,000
		Value of rateable land - primary production	\$845,590,000
		Value of rateable land - industrial	\$879,351,000
		Value of rateable land - commercial	\$3,058,906,000
		Value of rateable land - vacant	\$735,720,000
		Value of rateable land - other	\$2,109,541,000
		Value of rateable land - Total	\$29,092,479,000

Criteria	Indicator	Measure	Tamar Valley
Financial Sustainability (cont.)	Estimation of theoretical rate revenue applying current rates	Estimated rate revenue - residential	\$61,112,000
		Estimated rate revenue - primary production	\$2,097,000
		Estimated rate revenue - industrial	\$5,342,000
		Estimated rate revenue - commercial	\$13,809,000
		Estimated rate revenue - vacant	\$2,322,000
		Estimated rate revenue - other	\$2,324,000
		Estimated rate revenue - Total	\$87,007,000
	Estimated % revenue as a share of land value by land-use class	Estimated rate revenue as a share of land value - residential	0.28
		Estimated rate revenue as a share of land value - primary production	0.25
		Estimated rate revenue as a share of land value - industrial	0.61
		Estimated rate revenue as a share of land value - commercial	0.45
		Estimated rate revenue as a share of land value - vacant	0.32
		Estimated rate revenue as a share of land value - other	0.11
		Estimated rate revenue as a share of land value - Total	0.30
	Road Infrastructure	Km of council roads - unsealed	283.2
		Km of council roads - sealed	943.9

East Coast



Description

This council covers an area very similar to the existing Break O'Day LGA but includes Bicheno, Coles Bay, and Freycinet National Park.

Criterion 1: Place and Representation

The primary rationale for the changes proposed under this consolidation scenario is the stronger connection of Bicheno with the communities to its north than those to its south. Bicheno is an important economic and service centre for much of the southern part of the existing Break O'Day Council.

Key evidence:

- Population: 8,351
- Median Age: 54.3
- Population living at different address 5 years ago: 36.6%
- SEIFA decile: 2

Criterion 2: Future Needs and Priorities

This area is one of the most reliant on tourism in the entire state. While a flourishing tourist industry underpins much economic activity in the East Coast, it also poses challenges. Housing and workforce shortages and seasonal variation in employment and economic activity are major and increasing challenges for this region. Demographic change is likewise a significant issue: the median age in this council is one of the oldest in the state, at 54.3 years, and has increased by 4.8 years since 2011. This likely reflects the popularity of the area as a retirement, 'sea-change', and shack destination. Nevertheless, it is likely that continued population ageing will pose major aged care and community service provision challenges in this region over the coming years.

Key evidence:

- Population change 2011-21: 1,009
- Dwelling vacancy rate: 34.2%
- Population under age 15: 12.7%
- Population over age 65: 32%
- 10-year change in median age: 4.8 years

Criterion 3: Financial Sustainability

The addition of Bicheno to this council area adds some depth to its available residential and commercial rates bases. However, it remains small by comparison to other proposed new councils and faces considerable demographic and geographic cost pressures on service provision expenditure.

Key evidence:

- Estimated total value of rateable land: \$4,235,773,000
- Estimated rate revenue: \$11,067,000
- Length of sealed roads managed by council: 244.2km
- Length of unsealed roads managed by council: 290.3km

Criterion 4: Operational Capability

Given its relative remoteness, advanced median age, and small and dispersed population (under 9,000 people spread across several small communities over a large area) it is likely that this council will face considerable challenges accessing and retaining specialist skills and providing key community services. Given these challenges, East Coast Council is expected to rely heavily on shared services arrangements and regional partnerships to meet the needs of its communities.

Key evidence:

- 57.6% of residents would be within a 30-minute drive of a service hub.
- 0% of the population would be in urban areas of 10,000 or greater.

Key issues for consultation and technical analysis

Both Break O'Day and Glamorgan-Spring Bay Councils supported exploring the establishment of this new council.

A key unresolved issue is the appropriate location of its southern boundary. This report shows it falling to the east of Dolphin Sands, but there would be a number of feasible options in the vicinity of Bicheno, Coles Bay, Freycinet, Dolphin Sands and Swansea. The table below shows the impact on a new East Coast Council of including the area to Swansea. There should be further analysis and community consultation to identify the most suitable boundary if specific boundary changes are being considered.

Table 9: Impact of adding Swansea to a new East Coast Council.

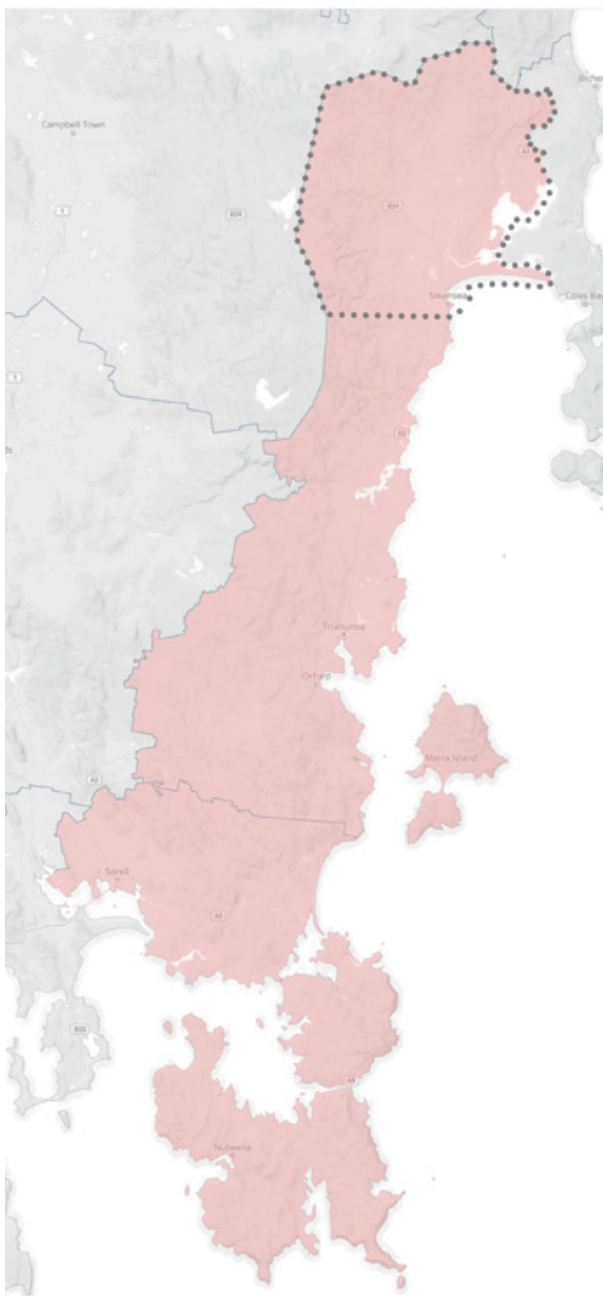
Measure	East Coast	East Coast with Swansea	% change
Population	8,351	9,606	+7%
Total dwellings	6,499	7,506	+9%
Value of rateable land - Total	\$4,235,773,000	5,090,585,000	+11%
Estimated rate revenue - Total	\$11,067,000	13,276,000	+11%
Km of council roads - unsealed	290.3	346.4	+16%
Km of council roads - sealed	244.2	286.9	+13%

Full data table

Criteria	Indicator	Measure	East Coast
Overview	Demographic	Population	8,351
		Median age	54.3
	Income and Employment	SEIFA IRSAD Score	895.6
		SEIFA IRSAD Decile	2
	Housing	Total dwellings	6,499
		No. of single person households	1,264
		% dwellings unoccupied on Census night	34.2
Place and Representation	Established administrative, commercial and service hub/s	% of population within 30 mins of administrative hub	57.6
		% of population within 60 mins of administrative hub	77.7
		% of population within 60 plus mins of administrative hub	22.3
	Urbanisation	% of population in urban areas of population 10,000 or greater	0.0
	Mobility/ Migration	% of population living at a different address 5 years ago	36.6
Future Needs and Priorities	Population growth	Ten-year population change (2011-21)	1,009
	Housing supply and infrastructure demand	Ten-year change in total dwelling numbers (2011-21)	860
	Employment growth	Ten-year per cent change in resident labour force (2011-21)	18.9
	Older/aging communities	Ten-year change in median age	4.8
		% Population over 65	32.0
	Younger communities	% Population under 15	12.7
Financial Sustainability	Value of rateable land	Value of rateable land - residential	\$2,908,365,000
		Value of rateable land - primary production	\$486,285,000
		Value of rateable land - industrial	\$27,057,000
		Value of rateable land - commercial	\$296,882,000
		Value of rateable land - vacant	\$392,134,000
		Value of rateable land - other	\$125,051,000
		Value of rateable land - Total	\$4,235,773,000

Criteria	Indicator	Measure	East Coast
Financial Sustainability (cont.)	Estimation of theoretical rate revenue applying current rates	Estimated rate revenue - residential	\$6,697,000
		Estimated rate revenue - primary production	\$1,516,000
		Estimated rate revenue - industrial	\$188,000
		Estimated rate revenue - commercial	\$1,252,000
		Estimated rate revenue - vacant	\$1,334,000
		Estimated rate revenue - other	\$79,000
		Estimated rate revenue - Total	\$11,067,000
	Estimated % revenue as a share of land value by land-use class	Estimated rate revenue as a share of land value - residential	0.23
		Estimated rate revenue as a share of land value - primary production	0.31
		Estimated rate revenue as a share of land value - industrial	0.69
		Estimated rate revenue as a share of land value - commercial	0.42
		Estimated rate revenue as a share of land value - vacant	0.34
		Estimated rate revenue as a share of land value - other	0.06
		Estimated rate revenue as a share of land value - Total	0.26
	Road Infrastructure	Km of council roads - unsealed	290.3
		Km of council roads - sealed	244.2

South East



Description

The proposed South East Council combines the existing LGAs of Sorell, Tasman, and Glamorgan Spring Bay with the exception of Bicheno and Freycinet National Park, which join the East Coast Council. This consolidation recognises the strong existing service and employment links between smaller communities on the South East Coast and the larger regional centre of Sorell.

Criterion 1: Place and Representation

The existing LGAs of Tasman, Sorell, and Glamorgan-Spring Bay already have long-established administrative, resident movement, and cultural connections with each other, but they exhibit only relatively weak employment or commuting links with more northern parts of the East Coast. These connections, and the absence of strong links with the rest of the coast, make this combination a natural community of interest. Sorell is increasingly emerging as a key regional service and employment hub for much of the lower East Coast, while at the same time functioning as an important 'satellite' commuter suburb of Hobart, with almost 3,000 residents of the Sorell ABS Statistical Area 2 (SA2) commuting to the city for work on a daily basis. These councils already engage in regional collaboration via, for example, the Southern Tasmanian Councils Authority (STCA) and Business and Employment Southeast Tasmania (BEST).

Key evidence:

- Population: 22,768
- Median Age: 46.3
- Population living at different address 5 years ago: 34.8%
- SEIFA decile: 4

Criterion 2: Future Needs and Priorities

This region – especially the areas of Midway Point, the outskirts of Sorell, and the Southern Beaches – is one of the fastest growing in the state and indeed in the country. Over the ten years to 2021, population increased by 22% and an estimated 1,596 new dwellings were completed (an increase of around 14%). As well as increasing and diversifying the proposed council's rate base, however, this rapid expansion has posed challenges for strategic regional infrastructure and

asset planning. As new development applications and subdivisions show little sign of slowing, growing pains will likely remain an issue for the foreseeable future in this area.

Key evidence:

- Population change 2011-21: 4,167
- Dwelling vacancy rate: 21.6%
- Population under age 15: 16.7%
- Population over age 65: 24.1%
- 10-year change in median age: 2.5 years

Criterion 3: Financial Sustainability

This council's size and rapid growth suggest that it will likely enjoy a considerable improvement on the financial capacity of its current constituent councils. It will further benefit from economies of scale in service provision arising from participation in shared services and expanded regional partnership arrangements.

Key evidence:

- Estimated total value of rateable land: \$9,159,557,000
- Estimated rate revenue: \$23,530,000
- Length of sealed roads managed by council: 392.2km
- Length of unsealed roads managed by council: 400.7km

Criterion 4: Operational Capability

This council's size and proximity to Hobart will likely provide the requisite scale, capacity, and access to specialist staff to ensure that will enjoy an adequate and sustainable level of operation capability. Where gaps in specific technical expertise or service provision capacity arise, shared services arrangements will ensure they

can be procured from larger or more capable neighbouring authorities.

Key evidence:

- 92.4% of residents would be within a 30-minute drive of a service hub.
- 0% of the population would be in urban areas of 10,000 or greater.

Key issues for consultation and technical analysis

Investigation of this potential new council was supported by both Sorell and Glamorgan-Spring Bay Councils. Sorell Council also sought to consider including adding Cambridge and the airports, which are currently part of City of Clarence Council. Neither Tasman Council nor City of Clarence Council support any change to their current boundaries. There is also strong opposition in the Tasman community to any change to council boundaries.

While the Board sees this new proposed East Coast Council as the most sustainable solution for the region, it understands that this is unlikely to occur voluntarily due to opposition on the Tasman Peninsula. Nevertheless, an option that merges Sorell Council and most of the Glamorgan-Spring Bay Council would be a strong step towards the creation of an East Coast Council with scale and capability.

A key unresolved issue is the appropriate location of its northern boundary. This report shows it falling to the east of Dolphin Sands, but there would be a number of feasible options in the vicinity of Bicheno, Coles Bay, Freycinet, Dolphin Sands and Swansea. The table below shows the impact of a new South East Coast Council that does not include Swansea and the areas to the east. There should be further analysis and community consultation to identify the most suitable boundary if specific boundary changes are being considered.

Table 10: Impact of excluding Swansea from a new South East Council.

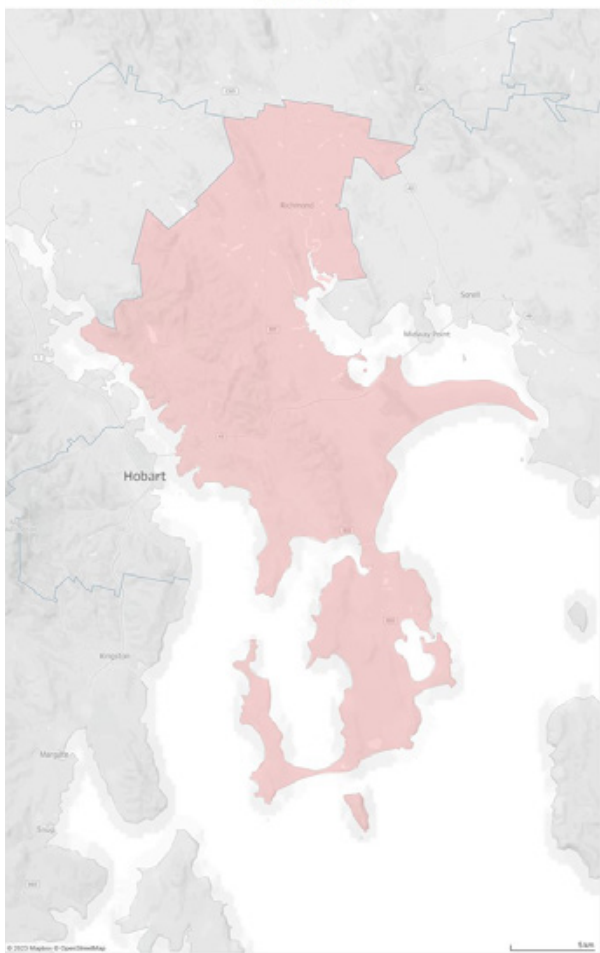
Measure	South East	South East without Swansea	% change
Population	22,768	19,052	-16%
Total dwellings	12,832	11,825	-8%
Value of rateable land - Total	\$9,159,557,000	\$7,738,837,000	-16%
Estimated rate revenue - Total	\$23,530,000	\$19,929,000	-15%
Km of council roads - unsealed	400.7	344.6	-14%
Km of council roads - sealed	392.2	335.8	-14%

Full data table

Criteria	Indicator	Measure	South East
Overview	Demographic	Population	22,768
		Median age	46.3
	Income and Employment	SEIFA IRSAD Score	935.6
		SEIFA IRSAD Decile	4
	Housing	Total dwellings	12,832
		No. of single person households	2,644
		% dwellings unoccupied on Census night	21.6
Place and Representation	Established administrative, commercial and service hub/s	% of population within 30 mins of administrative hub	92.4
		% of population within 60 mins of administrative hub	99.9
		% of population within 60 plus mins of administrative hub	0.1
	Urbanisation	% of population in urban areas of population 10,000 or greater	0.0
	Mobility/ Migration	% of population living at a different address 5 years ago	34.8
Future Needs and Priorities	Population growth	Ten-year population change (2011-21)	4,167
	Housing supply and infrastructure demand	Ten-year change in total dwelling numbers (2011-21)	1,596
	Employment growth	Ten-year per cent change in resident labour force (2011-21)	24.7
	Older/aging communities	Ten-year change in median age	2.5
		% Population over 65	24.1
	Younger communities	% Population under 15	16.7
Financial Sustainability	Value of rateable land	Value of rateable land - residential	\$7,003,776,000
		Value of rateable land - primary production	\$840,691,000
		Value of rateable land - industrial	\$39,141,000
		Value of rateable land - commercial	\$319,237,000
		Value of rateable land - vacant	\$788,320,000
		Value of rateable land - other	\$168,392,000
		Value of rateable land - Total	\$9,159,557,000

Criteria	Indicator	Measure	South East
Financial Sustainability (cont.)	Estimation of theoretical rate revenue applying current rates	Estimated rate revenue - residential	\$16,677,000
		Estimated rate revenue - primary production	\$1,936,000
		Estimated rate revenue - industrial	\$168,000
		Estimated rate revenue - commercial	\$1,887,000
		Estimated rate revenue - vacant	\$2,744,000
		Estimated rate revenue - other	\$119,000
		Estimated rate revenue - Total	\$23,530,000
	Estimated % revenue as a share of land value by land-use class	Estimated rate revenue as a share of land value - residential	0.24
		Estimated rate revenue as a share of land value - primary production	0.23
		Estimated rate revenue as a share of land value - industrial	0.43
		Estimated rate revenue as a share of land value - commercial	0.59
		Estimated rate revenue as a share of land value - vacant	0.35
		Estimated rate revenue as a share of land value - other	0.07
		Estimated rate revenue as a share of land value - Total	0.26
	Road Infrastructure	Km of council roads - unsealed	400.7
		Km of council roads - sealed	392.2

Clarence



Description

Aside from King Island and Flinders (given their very distinctive and specific needs), Clarence is the only council area for which no boundary changes have been proposed.

Criterion 1: Place and Representation

Although a very large share of Clarence residents work in the city of Hobart, the Eastern Shore is sufficiently culturally, demographically, and geographically distinctive to merit the retention of its own council.

Key evidence:

- Population: 61,465
- Median Age: 42.2
- Population living at different address 5 years ago: 34%
- SEIFA decile: 8

Criterion 2: Future Needs and Priorities

Like the proposed South East Council, this area is currently growing very rapidly. At just slightly less than 16%, growth in dwellings over the past ten years poses challenges for infrastructure planning and community service provision. The most rapidly expanding areas of Howrah, Rokeby, Tranmere, and the Coal River Valley are particular pressure points. Providing adequate built and social infrastructure to accommodate this growth will require concerted action from local and state government in close collaboration with communities, and industry. Adapting to climate change also represents a significant and growing challenge on the Eastern Shore. The area's many low-lying suburbs (Lauderdale and Cremorne, for example) will become increasingly vulnerable to inundation and coastal erosion as sea levels rise and extreme weather events become more frequent and intense.

Key evidence:

- Population change 2011-21: 9,631
- Dwelling vacancy rate: 5.7%
- Population under age 15: 17.9%
- Population over age 65: 20.8%
- 10-year change in median age: 0.7 years

Criterion 3: Financial Sustainability

This area's large rate base, relatively small geographical size, and dense urban areas mean that it will likely be capable of producing sustainable own-source revenues over the long term while providing a high quality and broad range of services.

Key evidence:

- Estimated total value of rateable land: \$21,226,403,000
- Estimated rate revenue: \$46,583,000
- Length of sealed roads managed by council: 461.8km
- Length of unsealed roads managed by council: 40.6km

Criterion 4: Operational Capability

Clarence's central location, density, amenity, and size mean that it is well-placed to attract and retain key specialist or technical skills relative to many other parts of the state. It is also likely that, as a larger and more capable council, it will have capability to act as a key provider of shared services to other councils in the region, particularly the proposed South East configuration.

Key evidence:

- 97.8% of residents would be within a 30-minute drive of a major service hub.
- 87.2% of the population would be in urban areas of 10,000 or greater.

Key issues for consultation and technical analysis

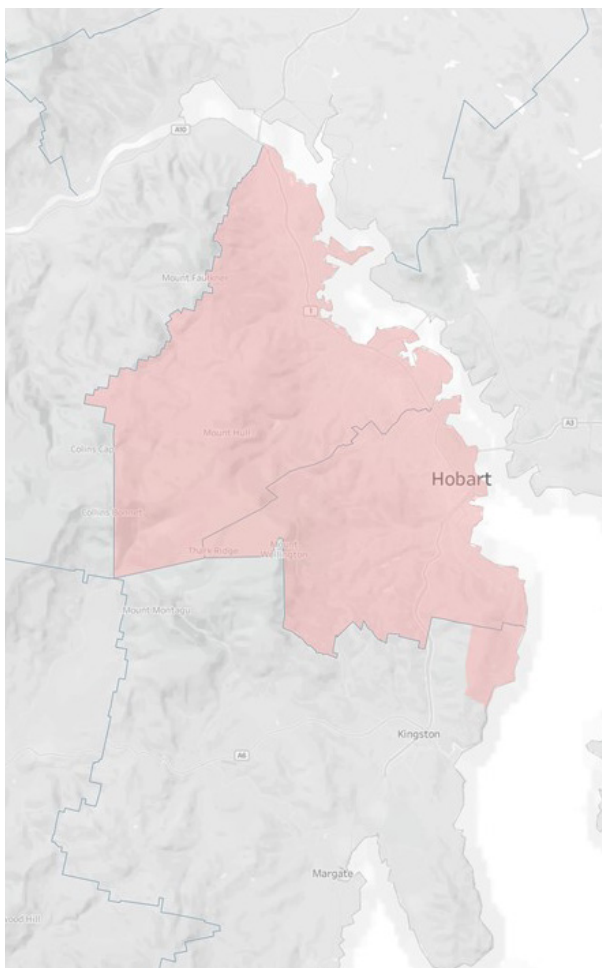
While the Board is not proposing any changes to Clarence City Council boundaries, it considers it important for the council to increase its collaboration with the other Greater Hobart councils on longer-term and more effective regional strategic and land-use planning.

Full data table

Criteria	Indicator	Measure	Clarence
Overview	Demographic	Population	61,465
		Median age	42.2
	Income and Employment	SEIFA IRSAD Score	989.1
		SEIFA IRSAD Decile	8
	Housing	Total dwellings	25,924
		No. of single person households	6,239
		% dwellings unoccupied on Census night	5.7
Place and Representation	Established administrative, commercial and service hub/s	% of population within 30 mins of administrative hub	97.8
		% of population within 60 mins of administrative hub	100.0
		% of population within 60 plus mins of administrative hub	0.0
	Urbanisation	% of population in urban areas of population 10,000 or greater	87.2
	Mobility/ Migration	% of population living at a different address 5 years ago	34.0
Future Needs and Priorities	Population growth	Ten-year population change (2011-21)	9,631
	Housing supply and infrastructure demand	Ten-year change in total dwelling numbers (2011-21)	3,569
	Employment growth	Ten-year per cent change in resident labour force (2011-21)	22.8
	Older/aging communities	Ten-year change in median age	0.7
		% Population over 65	20.8
	Younger communities	% Population under 15	17.9
Financial Sustainability	Value of rateable land	Value of rateable land - residential	\$17,506,737,000
		Value of rateable land - primary production	\$257,468,000
		Value of rateable land - industrial	\$468,465,000
		Value of rateable land - commercial	\$1,611,138,000
		Value of rateable land - vacant	\$747,304,000
		Value of rateable land - other	\$635,292,000
		Value of rateable land - Total	\$21,226,403,000

Criteria	Indicator	Measure	Clarence
Financial Sustainability (cont.)	Estimation of theoretical rate revenue applying current rates	Estimated rate revenue - residential	\$36,185,000
		Estimated rate revenue - primary production	\$452,000
		Estimated rate revenue - industrial	\$2,230,000
		Estimated rate revenue - commercial	\$4,996,000
		Estimated rate revenue - vacant	\$1,558,000
		Estimated rate revenue - other	\$1,162,000
		Estimated rate revenue - Total	\$46,583,000
	Estimated % revenue as a share of land value by land-use class	Estimated rate revenue as a share of land value - residential	0.21
		Estimated rate revenue as a share of land value - primary production	0.18
		Estimated rate revenue as a share of land value - industrial	0.48
		Estimated rate revenue as a share of land value - commercial	0.31
		Estimated rate revenue as a share of land value - vacant	0.21
		Estimated rate revenue as a share of land value - other	0.18
		Estimated rate revenue as a share of land value - Total	0.22
	Road Infrastructure	Km of council roads - unsealed	40.6
		Km of council roads - sealed	461.8

Western Shore



Description

This proposal combines the two existing LGAs of Hobart and Glenorchy into a single council, extending south down the Channel Highway as far as the Shot Tower to include the suburb of Taroona.

Criterion 1: Place and Representation

While Glenorchy and Hobart have some important demographic and economic differences, their similarities are more numerous and compelling. For example, they have similar proportions of working age people, Australian citizens and people who speak a language other than English. Crucially, the links between the two areas have become more marked over time. Where Hobart and Glenorchy may once have been highly distinctive communities with a clear rationale for separate local governance, today they are increasingly connected in terms of employment and transport. Likewise with the suburb of Taroona to Hobart's south: the very clear connection of Taroona residents with central Hobart rather than south to Kingborough makes a strong case for consolidation.

Key evidence:

- Population: 108,302
- Median Age: 38.5
- Population living at different address 5 years ago: 40.2%
- SEIFA decile: 8

Criterion 2: Future Needs and Priorities

The council proposed under this consolidation scenario would have access to better resources and capabilities to respond to current and emerging community needs, including in the areas of planning, housing, transport, and climate change mitigation. Hobart's Western Shore remains the foremost centre of economic activity in Tasmania, having experienced 22% employment growth over the last decade. While a combined council creates opportunities, it also poses distributional and equity challenges. For example, Glenorchy and Hobart LGAs have quite different rates bases and service offerings. Removing unnecessary structural and administrative divisions should help address this challenge and promote a more consistent standard of community services across the entire Hobart community.

Importantly, combining these two entities into a single council, with the inclusion of Taroona, will allow for far more streamlined, coordinated strategic regional and land-use planning than is currently the case. For both Hobart and Glenorchy, rapidly increasing housing and population density through infill development is currently a key priority, and a larger organisation would likely be able to coordinate this growth more easily. Finally, the consolidation of these councils into a single entity would assist with the implementation of important ongoing initiatives such as the Southern Tasmania Regional Land Use Strategy and the Derwent Estuary Program.

Finally, and in addition to its growing population and labour force, a Western Shore Council would be the only one in the state to have seen a decline in median age between 2011 and 2021 (to 38.5 years), largely due to strong international migration.

Key evidence:

- Population change 2011-21: 12,042
- Dwelling vacancy rate: 7.4%
- Population under age 15: 15.8%
- Population over age 65: 17.8%
- 10-year change in median age: -0.6 years

Criterion 3: Financial Sustainability

The Western Shore Council proposed here would be the most populous in the state and would have access to a broad and diverse rate base featuring a good balance of residential and non-residential land uses. It would also likely enjoy the benefit of considerable economies of scope and scale in administrative 'back office' and professional or technical specialisations.

Key evidence:

- Estimated total value of rateable land: \$39,653,982,000
- Estimated rate revenue: \$116,014,000
- Length of sealed roads managed by council: 617.4km
- Length of unsealed roads managed by council: 22.1km

Criterion 4: Operational Capability

This council's size and financial capacity suggest that it is unlikely to face major difficulties securing adequate operational capability. Moreover, Western Shore would be very well placed to act as a key provider of shared services to some of its less populous and capable neighbours.

Key evidence:

- 100% of residents would be within a 30-minute drive of a major service hub.
- 97.9% of the population would be in urban areas of 10,000 or greater.

Key issues for consultation and technical analysis

Both City of Hobart and Glenorchy City Councils have expressed interest in exploring the benefits of council consolidation. Kingborough Council has agreed to the investigation of transferring Taroona to a council to the north as part of an investigation of merging Kingborough with Huon Valley Councils.

Aligning the rating strategies and service offerings of the two main component councils will need careful consideration when investigating a merger.

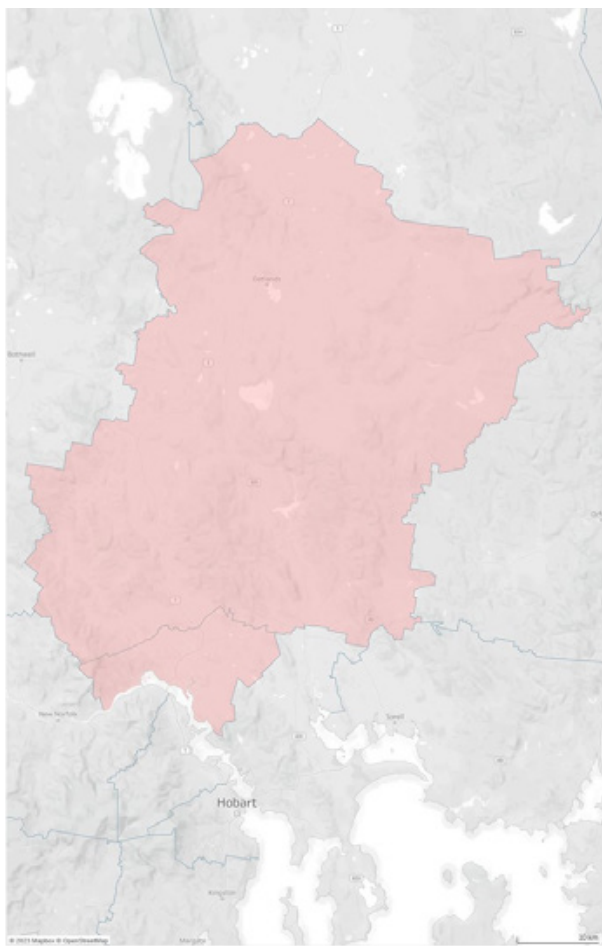
Increased coordination with the other 'Greater Hobart' councils, including through the Greater Hobart Act, will be important to ensuring longer-term and more effective regional strategic and land-use planning.

Full data table

Criteria	Indicator	Measure	Western Shore
Overview	Demographic	Population	108,302
		Median age	38.5
	Income and Employment	SEIFA IRSAD Score	992.2
		SEIFA IRSAD Decile	8
	Housing	Total dwellings	46,604
		No. of single person households	12,991
		% dwellings unoccupied on Census night	7.4
Place and Representation	Established administrative, commercial and service hub/s	% of population within 30 mins of administrative hub	100.0
		% of population within 60 mins of administrative hub	100.0
		% of population within 60 plus mins of administrative hub	0.0
	Urbanisation	% of population in urban areas of population 10,000 or greater	97.9
	Mobility/ Migration	% of population living at a different address 5 years ago	40.2
Future Needs and Priorities	Population growth	Ten-year population change (2011-21)	12,042
	Housing supply and infrastructure demand	Ten-year change in total dwelling numbers (2011-21)	3,090
	Employment growth	Ten-year per cent change in resident labour force (2011-21)	21.5
	Older/aging communities	Ten-year change in median age	-0.6
		% Population over 65	17.8
	Younger communities	% Population under 15	15.8
Financial Sustainability	Value of rateable land	Value of rateable land - residential	\$28,171,205,000
		Value of rateable land - primary production	\$21,983,000
		Value of rateable land - industrial	\$975,734,000
		Value of rateable land - commercial	\$6,310,718,000
		Value of rateable land - vacant	\$453,922,000
		Value of rateable land - other	\$3,720,420,000
		Value of rateable land - Total	\$39,653,982,000

Criteria	Indicator	Measure	Western Shore
Financial Sustainability (cont.)	Estimation of theoretical rate revenue applying current rates	Estimated rate revenue - residential	\$74,840,000
		Estimated rate revenue - primary production	\$57,000
		Estimated rate revenue - industrial	\$4,721,000
		Estimated rate revenue - commercial	\$30,627,000
		Estimated rate revenue - vacant	\$1,185,000
		Estimated rate revenue - other	\$4,584,000
		Estimated rate revenue - Total	\$116,014,000
	Estimated % revenue as a share of land value by land-use class	Estimated rate revenue as a share of land value - residential	0.27
		Estimated rate revenue as a share of land value - primary production	0.26
		Estimated rate revenue as a share of land value - industrial	0.48
		Estimated rate revenue as a share of land value - commercial	0.49
		Estimated rate revenue as a share of land value - vacant	0.26
		Estimated rate revenue as a share of land value - other	0.12
		Estimated rate revenue as a share of land value - Total	0.29
	Road Infrastructure	Km of council roads - unsealed	22.1
		Km of council roads - sealed	617.4

Central Southern



Description

This proposal combines the current Brighton and Southern Midlands LGAs in their entirety. The resulting Central Southern Council extends from the north eastern bank of the Derwent River at Old Beach to Tunbridge in the central Midlands.

Criterion 1: Place and Representation

The key rationale underpinning this consolidation proposal is the strong employment, service, and commuting connections between the current Southern Midlands LGA and the population centres of Brighton, Bridgewater, and Gagebrook. As well as important economic, demographic, geographic, and industrial similarities, the two existing councils combined in this proposal already enjoy a close partnership and well-developed service sharing relationships.

Key evidence:

- Population: 25,646
- Median Age: 37.5
- Population living at different address 5 years ago: 31.3%
- SEIFA decile: 2

Criterion 2: Future Needs and Priorities

The southern part of this region has experienced rapid population growth and development in recent years. The increase in dwellings seen in this area is the highest of any consolidation scenario proposed in this report at 21.4% (some 1,853 new dwellings). Population growth has likewise been very strong, at 19.2%. Rapid expansion has also brought growing pains and contributed to urban sprawl that is beginning to impact significantly on transport infrastructure both locally and in neighbouring Glenorchy. These impacts will need to be carefully managed through more collaborative and systematic approaches to regional strategic planning among all of the southern Tasmanian councils to ensure that development is occurring at the right scale in the right places.

Key evidence:

- Population change 2011-21: 4,138
- Dwelling vacancy rate: 6.4%
- Population under age 15: 22.8%
- Population over age 65: 14.8%
- 10-year change in median age: 1.8 years

Criterion 3: Financial Sustainability

The council proposed here would be among the more populous regional councils in the state and would have access to a reasonably broad and diverse rate base featuring a good balance of residential and non-residential land uses. It would also likely enjoy the benefit of considerable economies of scope and scale in administrative and professional or technical specialisations, suggesting ample financial capacity to ensure that it remains sustainable over the long term.

Key evidence:

- Estimated total value of rateable land: \$6,414,851,000
- Estimated rate revenue: \$13,667,000
- Length of sealed roads managed by council: 364.9km
- Length of unsealed roads managed by council: 577.7km

Criterion 4: Operational Capability

Brighton Council has a history of providing services to other local governments, suggesting a high level of capability. Given their strong existing partnership arrangements (in both directions), the consolidation with Southern Midlands Council is likely to enhance this existing capacity and capability. The Central Southern Council would therefore be well-placed to remain a key shared services provider to a number of its neighbours.

Key evidence:

- 98.1% of residents would be within a 30-minute drive of a major service hub.
- 61.8% of the population would be in urban areas of 10,000 or greater.

Key issues for consultation and technical analysis

Both Southern Midlands and Brighton Councils are opposed to mergers. Brighton Council appears to have community support for this position. Brighton Council has stated that if mandatory amalgamations were imposed on it, it would see amalgamating with Southern Midlands as the least worst scenario.

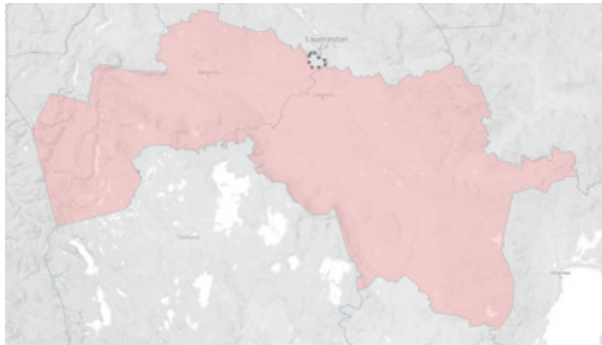
If this new council were to be established, careful attention would need to be paid to the rating regime. Unlike Southern Midlands Council, Brighton Council currently has a 'flat rate' regime which is quite unusual in Tasmania.

Full data table

Criteria	Indicator	Measure	Central Southern
Overview	Demographic	Population	25,646
		Median age	37.5
	Income and Employment	SEIFA IRSAD Score	875.0
		SEIFA IRSAD Decile	2
	Housing	Total dwellings	10,499
		No. of single person households	2,126
		% dwellings unoccupied on Census night	6.4
Place and Representation	Established administrative, commercial and service hub/s	% of population within 30 mins of administrative hub	98.1
		% of population within 60 mins of administrative hub	100.0
		% of population within 60 plus mins of administrative hub	0.0
	Urbanisation	% of population in urban areas of population 10,000 or greater	61.8
	Mobility/ Migration	% of population living at a different address 5 years ago	31.3
Future Needs and Priorities	Population growth	Ten-year population change (2011-21)	4138
	Housing supply and infrastructure demand	Ten-year change in total dwelling numbers (2011-21)	1,853
	Employment growth	Ten-year per cent change in resident labour force (2011-21)	29.9
	Older/aging communities	Ten-year change in median age	1.8
		% Population over 65	14.8
	Younger communities	% Population under 15	22.8
Financial Sustainability	Value of rateable land	Value of rateable land - residential	\$4,643,041,000
		Value of rateable land - primary production	\$1,005,255,000
		Value of rateable land - industrial	\$167,721,000
		Value of rateable land - commercial	\$175,116,000
		Value of rateable land - vacant	\$281,167,000
		Value of rateable land - other	\$142,552,000
		Value of rateable land - Total	\$6,414,851,000

Criteria	Indicator	Measure	Central Southern
Financial Sustainability (cont.)	Estimation of theoretical rate revenue applying current rates	Estimated rate revenue - residential	\$9,464,000
		Estimated rate revenue - primary production	\$2,117,000
		Estimated rate revenue - industrial	\$530,000
		Estimated rate revenue - commercial	\$677,000
		Estimated rate revenue - vacant	\$691,000
		Estimated rate revenue - other	\$198,000
		Estimated rate revenue - Total	\$13,677,000
	Estimated % revenue as a share of land value by land-use class	Estimated rate revenue as a share of land value - residential	0.20
		Estimated rate revenue as a share of land value - primary production	0.21
		Estimated rate revenue as a share of land value - industrial	0.32
		Estimated rate revenue as a share of land value - commercial	0.39
		Estimated rate revenue as a share of land value - vacant	0.25
		Estimated rate revenue as a share of land value - other	0.14
		Estimated rate revenue as a share of land value - Total	0.21
	Road Infrastructure	Km of council roads - unsealed	577.7
		Km of council roads - sealed	364.9

Central Northern



Description

This proposal combines most of the existing Meander Valley and Northern Midlands LGAs into a single council area. The only boundary change under this consolidation scenario is the transfer of two Launceston suburbs, Prospect Vale and Blackstone Heights, to the new Tamar Valley Council.

Criterion 1: Place and Representation

This council would cover a large area taking in several small- and medium-sized regional communities, notably Deloraine, Westbury, Longford, Evandale, and Campbell Town. While distant geographically, these communities do share considerable demographic similarities, service needs, and a strong focus on agricultural production.

Key evidence

- Population: 27,671
- Median Age: 45.7
- Population living at different address 5 years ago: 31.4%
- SEIFA decile: 4

Criterion 2: Future Needs and Priorities

The large area covered by this council, as well as the remoteness and relative inaccessibility of some of its smaller communities, currently pose challenges for both of its constituent councils and would continue to require careful management under a consolidated council. A further issue that will require careful management is rapid but uneven population growth, creating pressure on infrastructure and asset management, especially in areas close to Launceston.

Key evidence

- Population change 2011-21: 2,844
- Dwelling vacancy rate: 8.7%
- Population under age 15: 18.2%
- Population over age 65: 23.1%
- 10-year change in median age: 2.7 years

Criterion 3: Financial Sustainability

Although the increased size of this council area will add some depth and breadth to its residential and non-residential rates bases (particularly primary production), its population remains relatively small and very widely dispersed by comparison to some other proposed consolidated councils. As a result, it will likely continue to face considerable demographic and geographic cost pressures on service provision expenditure.

Key evidence

- Estimated total value of rateable land: \$10,225,309,000
- Estimated rate revenue: \$21,604,000
- Length of sealed roads managed by council: 1,081km
- Length of unsealed roads managed by council: 620.2km

Criterion 4: Operational Capability

While its increased size and revenue will doubtless contribute to increased operational capacity in this consolidation scenario, it is likely that a new Central Northern Council will still rely on shared services and regional partnership arrangements with neighbours like the new Tamar Valley Council to bolster its service provision capacity in some areas.

Key evidence

- 92.4% of residents would be within a 30-minute drive of a service hub.
- 0% of the population would be in urban areas of 10,000 or greater.

Key issues for consultation and technical analysis

Both Meander Valley Council and Northern Midlands Council oppose any change to their boundaries, and they appear to have significant community support for their positions. Northern Midlands Council has stated that if it were forced to amalgamate, it would prefer to merge with Meander Valley Council rather than other scenarios, because of its similar geography, demographics and community of interest, and a history of shared service arrangements.

Prospect Vale and Blackstone Heights, which are currently part of Meander Valley Council, have been proposed to be included in the new Tamar Valley Council rather than the new Central Northern Council. While these localities are clearly part of the continuous urban area of Launceston, if boundary changes were being explored, further consideration should be given to whether they should be included in the new Central Northern Council. The table below shows the impact of a new Central Northern Council including Prospect Vale and Blackstone Heights.

Table 11: Impact of including Prospect Vale and Blackstone Heights in a new Central Northern Council.

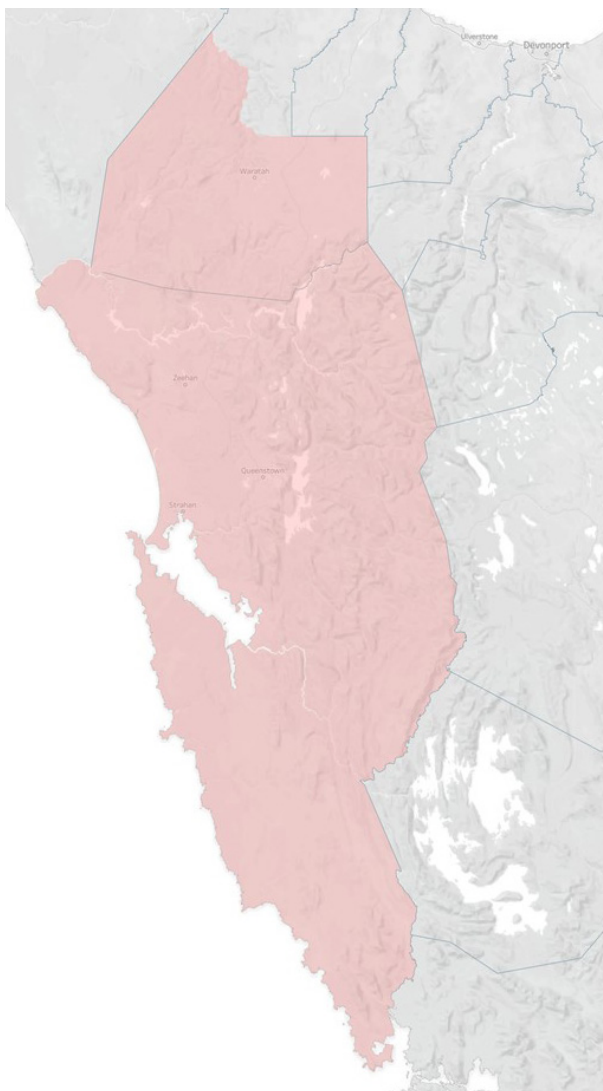
Measure	Central Northern	Central Northern with Prospect Vale and Blackstone Heights	% change
Population	27,671	34,676	+25%
Total dwellings	12,903	15,953	+24%
Value of rateable land - Total	\$10,225,309,000	\$12,013,291,000	+17%
Estimated rate revenue - Total	\$21,604,000	\$25,093,000	+16%
Km of council roads - unsealed	620.2	620.3	0%
Km of council roads - sealed	1,081.0	1,125.7	+4%

Full data table

Criteria	Indicator	Measure	Central Northern
Overview	Demographic	Population	27,671
		Median age	45.7
	Income and Employment	SEIFA IRSAD Score	928.9
		SEIFA IRSAD Decile	4
	Housing	Total dwellings	12,903
		No. of single person households	3,057
		% dwellings unoccupied on Census night	8.7
Place and Representation	Established administrative, commercial and service hub/s	% of population within 30 mins of administrative hub	92.4
		% of population within 60 mins of administrative hub	99.6
		% of population within 60 plus mins of administrative hub	0.4
	Urbanisation	% of population in urban areas of population 10,000 or greater	0.0
	Mobility/ Migration	% of population living at a different address 5 years ago	31.4
Future Needs and Priorities	Population growth	Ten-year population change (2011-21)	2,844
	Housing supply and infrastructure demand	Ten-year change in total dwelling numbers (2011-21)	1,662
	Employment growth	Ten-year per cent change in resident labour force (2011-21)	14.0
	Older/aging communities	Ten-year change in median age	2.7
		% Population over 65	23.1
	Younger communities	% Population under 15	18.2
Financial Sustainability	Value of rateable land	Value of rateable land - residential	\$4,926,790,000
		Value of rateable land - primary production	\$4,065,041,000
		Value of rateable land - industrial	\$338,534,000
		Value of rateable land - commercial	\$268,318,000
		Value of rateable land - vacant	\$348,993,000
		Value of rateable land - other	\$277,633,000
		Value of rateable land - Total	\$10,225,309,000

Criteria	Indicator	Measure	Central Northern
Financial Sustainability (cont.)	Estimation of theoretical rate revenue applying current rates	Estimated rate revenue - residential	\$12,233,000
		Estimated rate revenue - primary production	\$5,443,000
		Estimated rate revenue - industrial	\$1,814,000
		Estimated rate revenue - commercial	\$1,001,000
		Estimated rate revenue - vacant	\$838,000
		Estimated rate revenue - other	\$274,000
		Estimated rate revenue - Total	\$21,604,000
	Estimated % revenue as a share of land value by land-use class	Estimated rate revenue as a share of land value - residential	0.25
		Estimated rate revenue as a share of land value - primary production	0.13
		Estimated rate revenue as a share of land value - industrial	0.54
		Estimated rate revenue as a share of land value - commercial	0.37
		Estimated rate revenue as a share of land value - vacant	0.24
		Estimated rate revenue as a share of land value - other	0.10
		Estimated rate revenue as a share of land value - Total	0.21
	Road Infrastructure	Km of council roads - unsealed	620.2
		Km of council roads - sealed	1,081.0

Western



Description

The proposed Western Council expands the existing West Coast LGA to incorporate Waratah and Savage River, extending north-east as far as the Arthur River.

Criterion 1: Place and Representation

The West Coast of Tasmania is both culturally distinctive and has very different industrial, socio-economic, and demographic characteristics to much of the rest of the state. The area proposed here reflects this unique sense of place and community of interest as well as important industrial similarities. By incorporating the mining centres of Waratah and Savage River, this new council would recognise the regions' shared resources industry specialisation as well as emerging wilderness-based tourism industries.

Key evidence

- Population: 4,542
- Median Age: 45.9
- Population living at different address 5 years ago: 34.3%
- SEIFA decile: 1

Criterion 2: Future Needs and Priorities

The area faces common challenges of a declining population over the past decade, a growing drive-in/drive-out workforce, inadequate housing stock and the various service challenges associated with remoteness. The West Coast also faces pressing social and economic challenges. It is the most disadvantaged region in the state and exhibits a high level of need for targeted, place-based community services.

Key evidence

- Population change 2011-21: -437
- Dwelling vacancy rate: 29.2%
- Population under age 15: 15.2%
- Population over age 65: 22%
- 10-year change in median age: 7.2 years

Criterion 3: Financial Sustainability

Creating a larger council that includes all major mines in western Tasmania would give the new council the opportunity to maximise revenue from mining operations. This would be an important supplement to the rates revenue from residential land in this relatively sparsely populated area.

Key evidence

- Estimated total value of rateable land: \$928,300,000
- Estimated rate revenue: \$5,567,000
- Length of sealed roads managed by council: 96.4km
- Length of unsealed roads managed by council: 69.7km

Criterion 4: Operational Capability

The new council would have access to an administration centre and outdoor operations centre at Queenstown, as well as other outdoor operation centres at Strahan, Rosebery, Zeehan and Waratah. Public-facing services would be available at Queenstown, Strahan, Rosebery, Tullah, Zeehan and Waratah. Operational capability, and particularly the retention of specialist technical staff, has long been a challenge in this region. The expansion of the council area to Savage River and Waratah will help alleviate this issue to an extent by providing further sources of revenue, but it is likely that staffing and capability issues will remain. This council will likely rely heavily on the procurement of key services from other, larger councils (particularly the proposed Cradle Coast Council) via shared services models and regional partnership arrangements.

Key evidence

- 69.8% of residents would be within a 30-minute drive of a service hub.
- 0% of the population would be in urban areas of 10,000 or greater.

Key issues for consultation and technical analysis

West Coast Council supports expanding its boundaries to include Waratah and Savage River as outlined here, but also further to include the entire Tasmanian Wilderness World Heritage Areas and Arthur River.

In the long-term, it may be desirable to amalgamate the new North-West and Western Councils. While they have quite different community and industrial bases, they do share challenges in being relatively remote from large service centres. In the short-term, these new councils should be exploring greater service sharing with each other, and with the councils in the Cradle Coast region.

A key issue to be investigated in establishing the new Western Council is the new council's potential access to funding streams controlled by State Government, for example: by enabling the council to raise rates revenue from wind farms to reflect their commercial return; by directing a greater proportion of the heavy vehicle tax to the council; by providing greater access to the State's mining royalties and aquaculture licensing fees; and through funding streams from Hydro Tasmania properties.

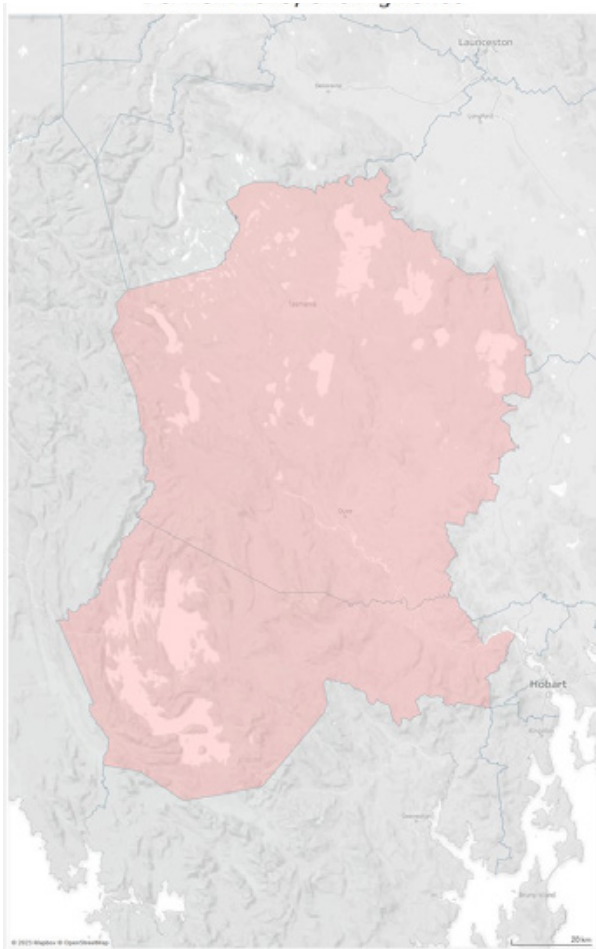
A stronger collaborative partnership with the Parks and Wildlife Service on issues of land management and road maintenance should be explored. Greater collaboration should also be explored with Service Tasmania and a range of other agencies to make best use of the council facilities to provide State and Commonwealth services to the community.

Full data table

Criteria	Indicator	Measure	Western
Overview	Demographic	Population	4,542
		Median age	45.9
	Income and Employment	SEIFA IRSAD Score	840.8
		SEIFA IRSAD Decile	1
	Housing	Total dwellings	3,311
		No. of single person households	829
		% dwellings unoccupied on Census night	29.2
Place and Representation	Established administrative, commercial and service hub/s	% of population within 30 mins of administrative hub	69.8
		% of population within 60 mins of administrative hub	98.1
		% of population within 60 plus mins of administrative hub	1.9
	Urbanisation	% of population in urban areas of population 10,000 or greater	0.0
	Mobility/ Migration	% of population living at a different address 5 years ago	34.3
Future Needs and Priorities	Population growth	Ten-year population change (2011-21)	-437
	Housing supply and infrastructure demand	Ten-year change in total dwelling numbers (2011-21)	-95
	Employment growth	Ten-year per cent change in resident labour force (2011-21)	-18.3
	Older/aging communities	Ten-year change in median age	7.2
		% Population over 65	22.0
	Younger communities	% Population under 15	15.2
Financial Sustainability	Value of rateable land	Value of rateable land - residential	\$582,031,000
		Value of rateable land - primary production	\$91,217,000
		Value of rateable land - industrial	\$40,147,000
		Value of rateable land - commercial	\$100,186,000
		Value of rateable land - vacant	\$52,351,000
		Value of rateable land - other	\$62,370,000
		Value of rateable land - Total	\$928,300,000

Criteria	Indicator	Measure	Western
Financial Sustainability (cont.)	Estimation of theoretical rate revenue applying current rates	Estimated rate revenue - residential	\$3,115,000
		Estimated rate revenue - primary production	\$261,000
		Estimated rate revenue - industrial	\$392,000
		Estimated rate revenue - commercial	\$1,058,000
		Estimated rate revenue - vacant	\$576,000
		Estimated rate revenue - other	\$165,000
		Estimated rate revenue - Total	\$5,567,000
	Estimated % revenue as a share of land value by land-use class	Estimated rate revenue as a share of land value - residential	0.54
		Estimated rate revenue as a share of land value - primary production	0.29
		Estimated rate revenue as a share of land value - industrial	0.98
		Estimated rate revenue as a share of land value - commercial	1.06
		Estimated rate revenue as a share of land value - vacant	1.10
		Estimated rate revenue as a share of land value - other	0.27
		Estimated rate revenue as a share of land value - Total	0.60
	Road Infrastructure	Km of council roads - unsealed	69.7
		Km of council roads - sealed	96.4

Derwent Valley and Highlands



Description

This proposal combines the existing Derwent Valley and Central Highlands LGAs into a single local government extending from Granton, on the outskirts of Hobart and Brighton, though the Central Plateau to the edge of the Liffey and Meander conservation areas north of Great Lake.

Criterion 1: Place and Representation

This combination recognises the strong existing employment and service links between many of the main population centres in the Central Highlands, such as Hamilton, Ouse, Bothwell, with the regional centre of New Norfolk. This council also reflects the longstanding and vital role of these areas and their communities in the state's hydroelectricity, forestry and agricultural industries, as well as the Derwent Valley's importance as a gateway to the Tasmanian highland lake country for tourists, shack owners, and other visitors.

Key evidence

- Population: 13,807
- Median Age: 43.4
- Population living at different address 5 years ago: 30.6%
- SEIFA decile: 2

Criterion 2: Future Needs and Priorities

The very large area covered by this council, as well as the remoteness and relative inaccessibility of some of its smaller communities, currently pose challenges for both of its constituent councils and would continue to require careful management under a consolidated council.

Key evidence

- Population change 2011-21: 1,643
- Dwelling vacancy rate: 12.6%
- Population under age 15: 18.6%
- Population over age 65: 19.5%
- 10-year change in median age: 1.8 years

Criterion 3: Financial Sustainability

While this council would have a relatively small population (with 13,807 residents) compared to some of the others proposed, it would benefit from greater capacity than its constituent units do currently. A further important consideration for this council is that a large number of properties in the Central Highlands are shacks (61% of dwellings in the Central Highlands LGA were unoccupied on Census night in 2021), meaning that the size of its resident population does not fully reflect the number of people who access services and pay rates in the area. Given the demographic profile of this community, it is inevitable that levels of service provision will have to increase in the future.

Key evidence

- Estimated total value of rateable land: \$4,513,718,000
- Estimated rate revenue: \$11,110,000
- Length of sealed roads managed by council: 231.9km
- Length of unsealed roads managed by council: 786.8km

Criterion 4: Operational Capability

While this council's size and revenue will doubtless contribute to increased operational capacity, it is likely that it will still rely on shared services and regional partnership arrangements to bolster its service provision capacity in some areas.

Key evidence

- 89.6% of residents would be within a 30-minute drive of a service hub.
- 0% of the population would be in urban areas of 10,000 or greater.

Key issues for consultation and technical analysis

Central Highlands Council does not support any change to its boundaries and appears to have significant community support for this position. Derwent Valley Council does not support any boundary change, however if it were to be required to change it would be least averse to shifting its northern boundary to encompass the southwestern portions of the Central Highlands (including Derwent Bridge, Bronte Park and Waddamana but not Bothwell or Interlaken).

Given the dispersed and remote nature of many of these communities, any consideration of establishing a new council would need to carefully consider how to maintain representation for, and mechanisms for ongoing engagement with, all of these communities.

A key issue to be investigated in establishing the new Derwent Valley and Highlands Council would be the new council's potential access to funding streams controlled by State Government, for example: by enabling the council to raise rates revenue from wind farms to reflect their commercial return; by directing a greater proportion of the heavy vehicle tax to the council; and through funding streams from Hydro Tasmania properties.

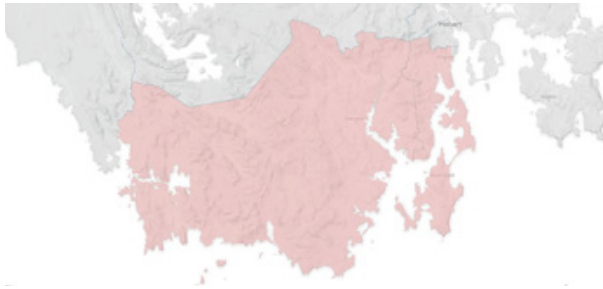
A stronger collaborative partnership with the Parks and Wildlife Service on issues of land management and road maintenance should be explored. Greater collaboration should also be explored with Service Tasmania and a range of other agencies to make best use of the council facilities to provide State and Commonwealth services to the community.

Full data table

Criteria	Indicator	Measure	Derwent Valley and Highlands
Overview	Demographic	Population	13,807
		Median age	43.4
	Income and Employment	SEFIA IRSAD Score	884.2
		SEIFA IRSAD Decile	2
	Housing	Total dwellings	7,249
		No. of single person households	1,490
		% dwellings unoccupied on Census night	12.6
Place and Representation	Established administrative, commercial and service hub/s	% of population within 30 mins of administrative hub	89.6
		% of population within 60 mins of administrative hub	96.8
		% of population within 60 plus mins of administrative hub	3.2
	Urbanisation	% of population in urban areas of population 10,000 or greater	0.0
	Mobility/ Migration	% of population living at a different address 5 years ago	30.6
Future Needs and Priorities	Population growth	Ten-year population change (2011-21)	1,643
	Housing supply and infrastructure demand	Ten-year change in total dwelling numbers (2011-21)	367
	Employment growth	Ten-year per cent change in resident labour force (2011-21)	16.8
	Older/aging communities	Ten-year change in median age	1.8
		% Population over 65	19.5
	Younger communities	% Population under 15	18.6
Financial Sustainability	Value of rateable land	Value of rateable land - residential	\$2,697,874,000
		Value of rateable land - primary production	\$1,176,029,000
		Value of rateable land - industrial	\$76,619,000
		Value of rateable land - commercial	\$144,416,000
		Value of rateable land - vacant	\$268,928,000
		Value of rateable land - other	\$149,853,000
		Value of rateable land - Total	\$4,513,718,000

Criteria	Indicator	Measure	Derwent Valley and Highlands
Financial Sustainability (cont.)	Estimation of theoretical rate revenue applying current rates	Estimated rate revenue - residential	\$7,350,000
		Estimated rate revenue - primary production	\$1,942,000
		Estimated rate revenue - industrial	\$299,000
		Estimated rate revenue - commercial	\$504,000
		Estimated rate revenue - vacant	\$877,000
		Estimated rate revenue - other	\$137,000
		Estimated rate revenue - Total	\$11,110,000
	Estimated % revenue as a share of land value by land-use class	Estimated rate revenue as a share of land value - residential	0.27
		Estimated rate revenue as a share of land value - primary production	0.17
		Estimated rate revenue as a share of land value - industrial	0.39
		Estimated rate revenue as a share of land value - commercial	0.35
		Estimated rate revenue as a share of land value - vacant	0.33
		Estimated rate revenue as a share of land value - other	0.09
		Estimated rate revenue as a share of land value - Total	0.25
	Road Infrastructure	Km of council roads - unsealed	786.8
		Km of council roads - sealed	231.9

Southern Shore



Description

This proposal combines the existing LGAs of Kingborough and Huon Valley into a single council area, with the exception of Taroona, which would be transferred from Kingborough Council to the new Western Shore Council.

Criterion 1: Place and Representation

The proposed Southern Shore LGA would cover a large area in the south of the state, the western half being mostly covered by the Southwest National Park. In the eastern half, the Huon Valley, D'Entrecasteaux Channel, Bruny Island, and the several small southerly settlements in and around Southport and Dover host a large and rapidly growing population of longstanding residents as well as more recent sea/tree-changer families and retirees. These areas share a common agricultural and, at least historically, forestry, industrial base. More recently, many communities in the region's north – most notably Kingston/Blackman's Bay, Huonville, Margate, and Snug – have become important 'satellite' commuter suburbs of Hobart. Nevertheless, Kingston remains a key commercial hub for the communities of the Southern Shore area. The combination of faster than average population ageing in the south, a reasonably high proportion of young people, with very rapid recent population growth highlights the area's diverse and increasingly dynamic demographic mix. Agriculture, aquaculture, and tourism remain important industries in the region, although employment is increasingly dominated by service industries.

Key evidence

- Population: 55,230
- Median Age: 43.1
- Population living at different address 5 years ago: 34.9%
- SEIFA decile: 8

Criterion 2: Future Needs and Priorities

The opportunities and economic benefits that have accompanied rapid population growth in this region have also created challenges. As with all areas surrounding Greater Hobart, the issues confronting southern Tasmania relate to urban sprawl, built and social infrastructure needs, and strained transport links with inner Hobart. Booming property prices and inward migration have also exacerbated a local housing affordability crisis, with troubling implications for disadvantaged and longer-term residents. The large recent influx of lifestyle-driven relocation south of Hobart has exacerbated these issues, and this is likely to continue into the future.

Key evidence

- Population change 2011-21: 9,219
- Dwelling vacancy rate: 9.5%
- Population under age 15: 19.4%
- Population over age 65: 20.5%
- 10-year change in median age: 2.5 years

Criterion 3: Financial Sustainability

This larger council would have access to a large and rapidly growing rate base comprising a reasonably well-balanced mix of residential, commercial, and industrial land uses. Because both Huon Valley and Kingborough levy similar rates per capita, the transition to a common rates regime would be relatively straightforward.

Key evidence

- Estimated total value of rateable land: \$18,004,217,000
- Estimated rate revenue: \$42,174,000
- Length of sealed roads managed by council: 457.8km
- Length of unsealed roads managed by council: 769.1km

Criterion 4: Operational Capability

This new council should have enhanced scope capabilities in areas such as strategic planning, development, addressing key skills shortages, and could help manage issues such as climate change mitigation, urban consolidation, and infrastructure planning. It would assist with streamlining and implementing initiatives such as the Southern

Tasmania Regional Land Use Strategy and could potentially support the expansion of planning initiatives focused on Greater Hobart.

The scale benefits for a larger council include the ability to attract and retain specialist staff and provide better job security and career pathways for employees, invest in productivity-enhancing equipment and improve and standardise 'back-office' systems. The size of the new area would necessitate retention of jobs and teams across the region, maintaining local employment and knowledge while providing community members with ready access to council services.

Key evidence

- 96% of residents would be within a 30-minute drive of a service hub.
- 40% of the population would be in urban areas of 10,000 or greater.

Key issues for consultation and technical analysis

Kingborough Council supports investigating a merger with Huon Valley Council, including consideration of transferring Taroona to a new Western Shore Council. However it would like to see the option of a new governance board funded by a tourism levy established for Bruny Island. Huon Valley Council is not supportive of a merger with the urban part of Kingborough Council, but is open to considering expanding its own boundaries to encompass the rural areas of Kingborough including Bruny Island.

If this new Southern Shore Council were to be created, representation and community engagement would be significant issues to be addressed. This is because of the distances involved from north to south, and the community differences between urban Kingston and the rest of the new area. Another key issue would be maintaining the continuity of the medical services which are currently provided by Huon Valley Council.

Full data table

Criteria	Indicator	Measure	Southern Shore
Overview	Demographic	Population	55,230
		Median age	43.1
	Income and Employment	SEIFA IRSAD Score	992.1
		SEIFA IRSAD Decile	8
	Housing	Total dwellings	24,719
		No. of single person households	5,113
		% dwellings unoccupied on Census night	9.5
Place and Representation	Established administrative, commercial and service hub/s	% of population within 30 mins of administrative hub	96.0
		% of population within 60 mins of administrative hub	98.7
		% of population within 60 plus mins of administrative hub	1.3
	Urbanisation	% of population in urban areas of population 10,000 or greater	40.0
	Mobility/ Migration	% of population living at a different address 5 years ago	34.9
Future Needs and Priorities	Population growth	Ten-year population change (2011-21)	9,219
	Housing supply and infrastructure demand	Ten-year change in total dwelling numbers (2011-21)	3,729
	Employment growth	Ten-year per cent change in resident labour force (2011-21)	22.8
	Older/aging communities	Ten-year change in median age	2.5
		% Population over 65	20.5
	Younger communities	% Population under 15	19.4
Financial Sustainability	Value of rateable land	Value of rateable land - residential	\$14,586,730,000
		Value of rateable land - primary production	\$788,240,000
		Value of rateable land - industrial	\$261,130,000
		Value of rateable land - commercial	\$747,732,000
		Value of rateable land - vacant	\$1,115,818,000
		Value of rateable land - other	\$504,568,000
		Value of rateable land - Total	\$18,004,217,000

Criteria	Indicator	Measure	Southern Shore
Financial Sustainability (cont.)	Estimation of theoretical rate revenue applying current rates	Estimated rate revenue - residential	\$32,959,000
		Estimated rate revenue - primary production	\$1,920,000
		Estimated rate revenue - industrial	\$958,000
		Estimated rate revenue - commercial	\$2,963,000
		Estimated rate revenue - vacant	\$2,869,000
		Estimated rate revenue - other	\$505,000
		Estimated rate revenue - Total	\$42,174,000
	Estimated % revenue as a share of land value by land-use class	Estimated rate revenue as a share of land value - residential	0.23
		Estimated rate revenue as a share of land value - primary production	0.24
		Estimated rate revenue as a share of land value - industrial	0.37
		Estimated rate revenue as a share of land value - commercial	0.40
		Estimated rate revenue as a share of land value - vacant	0.26
		Estimated rate revenue as a share of land value - other	0.10
		Estimated rate revenue as a share of land value - Total	0.23
	Road Infrastructure	Km of council roads - unsealed	769.1
		Km of council roads - sealed	457.8



Appendix 2: The Review Process

At the end of 2021, the Tasmanian Government commissioned the Local Government Board to undertake the Future of Local Government Review (the Review) in response to recommendations made by the Premier's Economic and Social Recovery Advisory Council (PESRAC).

PESRAC's Final Report noted how important local government was in supporting local communities during the COVID-19 pandemic. Councils were – as they often are in times of crisis – on the front line working to ensure community needs were met and help was delivered where it was needed, and quickly.

PESRAC's community consultation heard about the value that communities place on having a trusted voice to government that understands, and can advocate for, their specific local needs and issues. However, PESRAC's report also highlighted those areas where communities thought both local and state governments could do better. The need for greater role clarity, with each sphere of government focusing on their areas of strength and capability, came through strongly.

The Board was established with broad statutory powers under Part 12A of the *Local Government Act 1993*. Under its [Terms of Reference](#), the Board was asked to review the way Tasmanian councils work and make recommendations about how the current system needs to change so that councils can meet the challenges and opportunities the community will face – not just in the short term, but for the next 20 – 30 years.

ToR amendments

During the Review the Terms of Reference were amended by the Minister for Local Government three times – in accordance with the *Local Government Act 1993*:

- > November 2022 – the Stage 2 timeline was extended 3 months – to 31 March 2023 – to reflect a voluntary caretaker period observed during the 2022 October Local Government Elections.
- > March 2023 – The timeline of the Review was extended to 30 September 2023 at the request of the Local Government Association of Tasmania (LGAT). At the same time, the consideration of potential changes to the current role and function of Tasmanian councils in assessing development applications under the Land Use Planning and Approvals Act 1993 was explicitly excluded from the Terms of Reference, in response to community and sector feedback on the December 2022 Options Paper.
- > May 2023 – The timeline of the Review was extended again to 31 October 2023, in response to a request from the sector for more time to engage with Stage 3 of the Review.

The Board's approach

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

Stage 1 involved community consultation, research, and evidence-gathering. It concluded in June, when the Board provided its first Interim Report to the Minister for Local Government. This engagement highlighted the key role played by local government in Tasmania as well as current and emerging challenges, opportunities, and priorities for reform.

Stage 2 concerned the developing and testing of a broad range of possible reform options to address the issues, challenges, opportunities and priority reform areas identified in Stage 1. The Board provided a further interim report to the Minister with a refined set of options at the end of March 2023.

Stage 3 saw the further development and delivery of a specific set of reform recommendations to the Minister, supported by a clear and practical implementation plan.

Our approach to the Review involved a deliberative process of co-design with the sector, peak bodies and organisations, and everyday Tasmanians – three groups with a massive stake in the future of local government. To support this, every major milestone featured a significant program of engagement to allow Tasmanians to shape the direction of the Review, as well as transparent public reporting and regular communications and advertising, to ensure we brought communities and the sector along with us on the 'reform journey'.

A broad range of physical and virtual engagement tools and approaches, catering to Tasmanians from all walks of life, were used including:

- Community, local government sector and other expert workshops
- Targeted focus groups
- Peak body forums
- Public Hearings
- One on one meetings with key stakeholders
- Informal community 'pop ups'
- Online surveys
- Receipt of online, mail and in person written submissions.

The Board also leveraged networks including Libraries Tasmania, LGAT, and councils to help promote and support engagement activities. Additionally, a number of representative organisations such as the Australian Services Union and Local Government Professionals conducted surveys of their members – providing the results to the Board.

Through this multifaceted approach we endeavoured to give every Tasmanian the opportunity to participate, across all stages of the Review. As shown below, we visited 36 cities or towns at least once, and pleasingly received over 6 500 inputs from Tasmanians across the local government sector, peak bodies and organisations representing their members, and the community.

Each stage of engagement was also supported by a significant marketing and awareness campaign that involved newspaper, radio and social media promotion of key engagement activities. In particular, our social media marketing had high visibility across Tasmania, with the following unique views for each marketing activity below.

Review Stage	Marketing Activity	Duration of marketing	Unique Views	Total Impressions
1	Community 'pop up' promotion	19 March – 29 March 2022	183,616	987,441
1	Stage 1 Survey promotion	30 March – 13 April 2022	25,056	101,142
1	Community workshops promotion	13 April – 26 April 2022	123,133	839,437
2	Stage 1 Interim Report release	21 July – 16 August 2022	74,383	501,358
2	Options Paper release	12 December 2022 – 9 January 2023	287,937	840,205
2	Local Community Meetings promotion	10 January – 13 February 2023	352,978	1,192,888
2	Options Paper submissions closing	5 – 19 February 2023	161,934	299,832
3	Information Packs release	29 May – 12 June 2023	316,288	657,092
3	Public Hearing promotion	7 July – 30 August 2023	134,658	801,230
TOTALS			1,659,983	6,220,625

Additionally, throughout the Review the Board released a series of regular Newsletters. These allowed the Board to keep its subscribers up to date on the Review process, by providing periodic updates on key milestones, publications and engagement events. Members of the public could subscribe to this newsletter through the Review's website, or by opting in when they provided an online submission. Thirteen Newsletters, which can be found here, were distributed to our 1500+ subscribers.

As demonstrated, the reform recommendations being put forward in the Final Report have been through a robust process of development and testing with Tasmanians. This gives us confidence that our reform package reflects the ideas and aspirations of the community and sector itself for a system of local government that has the capability and capacity to meet the future needs and opportunities of our local communities.



Stage 1 Engagement Overview

Stage 1 of the Review was what the Board considered its 'listening and learning' stage, consisting of a broad program of engagement, research and analysis to establish a fundamental understanding of the issues, opportunities and challenges facing our local government sector, as well as reform priorities to explore in the following stage of the Review.

It was structured around seven broad theme areas to help provide structure and focus to this stage. These themes were based around the main functional and service categories that councils in Tasmania currently deliver.

The engagement ran between February and May 2022 and provided comprehensive opportunities across Tasmania for communities and stakeholders to share their experiences, ideas and aspirations for the future of local government. We used an array of engagement approaches and mechanisms, so that every Tasmanian who wanted to had a chance to have their say.

It concluded in June 2022, when the Board provided its first Interim Report to the Minister for Local Government.

Stage 1 engagement



20 'pop-up' events
held in towns and cities
all around the state with over
600 people reached

LGAT-facilitated sessions reach over

70 elected members

and approximately

150 council employees

4 interest group workshops
focused around the review themes

attended by 67 representatives
from relevant peak bodies

476 online surveys
completed



39 written
submissions

17 state-wide
community workshop
with
172 participants in total

Briefing to Members of Parliament
and Secretaria

Meetings with
all State Government agencies

Stage 2 Engagement Overview

Stage 2 of the Review was concerned with developing and testing a broad range of possible reform options to address the issues, challenges, opportunities and priority reform areas identified in Stage 1.

Early on we delivered another comprehensive program of stakeholder and community engagement and conducted and commissioned research and analysis to identify reform options and ideas.

Stage 2 engagement

Interim report released

89 submissions FROM THE public

18 submissions from councils
2 submissions from mayors
2 submissions from peak bodies

33 'divergent views'

interviews with a wide range of
sector experts focused
on identifying innovative or unorthodox perspectives

State-wide Plenary Workshop with 51 peak body and local government stakeholders

6 follow-up focus groups

to discuss and develop potential
draft reform approaches

Meetings with all State Government agencies

December 2022 Options Paper

This culminated in the public release of an Options Paper on 14 December 2022. In this Paper, the Board identified eight reform outcomes to deliver for the local government sector:

1. Councils are clear on their role, focused on the wellbeing of their communities, and prioritise their statutory functions
2. Councillors are capable, conduct themselves in a professional manner, and reflect the diversity of their communities
3. The community is engaged in local decisions that affect them
4. Councils have a sustainable and skilled workforce

Survey of almost 500 Tasmanians aged 16–44



4 state-wide workshops WITH 61 members of Aboriginal Communities in Tasmania

In-person regional meetings with council Mayors and GMs in Burnie (6 councils), Launceston (4 councils) and Hobart (6 councils)

6 meetings with key stakeholders

including the
Chair and Deputy Chair of the
Premier's Health and Wellbeing
Advisory Council and the New
Zealand Local Government
Review Secretariat



5. Regulatory frameworks, systems, and processes are streamlined, simple, and standardised
6. Councils collaborate with other councils and the State Government to deliver more effective and efficient services to their communities
7. The revenue and rating system funds council services efficiently and effectively
8. Councils plan for and provide sustainable public assets and services

To support the sector to realise these outcomes, the Board proposed 33 specific reform options, based on the key pressure points councils are facing now and in the future.

Importantly, the Options Paper noted that specific reform initiatives will only take us so far in delivering a local government sector that is in the best possible position to meet our future needs and challenges – and that the fundamental structural design issues facing the sector must also be addressed.

To support a future direction on structural reform – the Board sought feedback on three potential structural reform pathways:

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

The Board invited public submissions on the Options Paper for over nine weeks – to 19 February 2023 – hearing from over 720 Tasmanians on their thoughts with respect to both the specific and structural reform options.

Option Paper engagement



Stage 3

The third and final stage of the Review commenced on 1 April 2023, with the provision of the [Stage 2 Interim Report](#) to the Minister for Local Government. This Report outlined, culminating from the research and engagement undertaken during the first two stages of the Review, a preferred structural reform pathway for the local government sector.

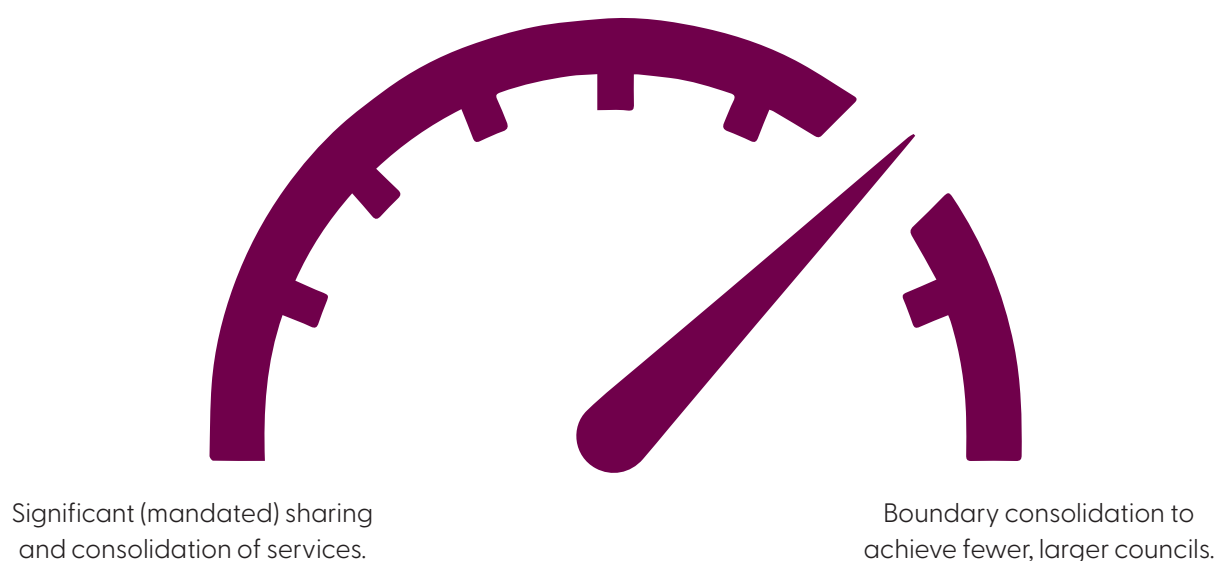
This was the 'hybrid approach' outlined in the December 2022 Options Paper; a combination of boundary consolidation to achieve fewer, larger councils, coupled with targeted sharing of services. The preferred approach to a 'hybrid' option, as demonstrated below, anticipated more scale benefit from boundary consolidation than service sharing.

The Interim Report also identified nine 'Community Catchments'. These Catchments were regions of inherent connectedness in how Tasmanians live, work and play. The Catchments also provided the foundation for how Tasmania's local government boundaries could be better aligned to support contemporary 'communities of interest'.

To support an informed community and sectoral discussion on what a 'hybrid approach' could look like, in May 2023 the Board released nine Information Packs, one for each community catchment. Each of these Packs modelled a number of scenarios for how councils could be structured to best service and represent the communities within their catchment – supported by a range of data and insights. None of these scenarios were presented as a preferred outcome, but rather the Information Packs were designed to stimulate discussion on a potential future structure for our local government sector.

Importantly, this discussion was not just about boundary consolidation, with a number of other ideas presented for building and supporting the sectors capability and capacity – including approaches to shared services models, opportunities for partnerships between State and local government, and how local employment and representation can be preserved and improved.

The Board's preferred approach to a 'hybrid' option anticipates more scale benefit from boundary consolidation than service sharing



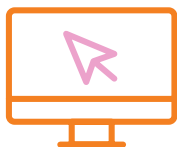
Stage 3 engagement

As was expected, once tangible structural reform options were on the table, interest in the Review grew exponentially. To support initial discussions in Stage 3, across June and July 2023 the Board invited public submissions for a nine-week period, ran a series of targeted surveys on the information packs with community, council staff and Elected Members, delivered a series of focus groups with everyday Tasmanians, and supported LGAT and LG Pro to deliver 24 sectoral workshops. Across August the Board also held 10 Public Hearings for councils, community members and organisations to present to the Board – one in each Community Catchment for relevant councils and community, and an additional Hearing for peak bodies and organisations with a statewide policy focus.

Stage 3 engagement

1 611 completed surveys received on the Community Catchment Information Pack Surveys:

- **1,195** community members
- **321** council staff
- **95** elected representatives



Regional meetings

- with Elected representatives – **134**
- with council staff – **161**
- with community members – **178**

221 written public submissions via:

- Email or post – **97**
- Online submissions portal – **124**

Written submissions from 27 out of 29 councils.
Written submissions from 16 peak bodies, organisations or groups.



A representative state-wide Local Government sentiment **survey of 1,000 Tasmanians**.

Community Hearings with all **29 councils, 8 peak bodies and organisations, and 16 community members** presenting.

20 elected representative, council staff and Mayoral workshops hosted by LGAT.

4 council staff workshops hosted by LG Pro.

20 targeted focus groups across Tasmania with individuals who had not engaged with the Review, with **148 participants** in total.

Notwithstanding our efforts to promote open and considered discussion on a range of ideas, the discourse surrounding the Review became largely focused on ‘worst case’ boundary scenarios. This was mainly driven by those with an interest in preserving the status quo.

While all councils accepted an invitation to present to the Board during August, public interest in the Review and the hearing process waned following the State Government’s announcement ruling out forced amalgamations – with only 24 community members or organisations registering to present.

The final hearing was held in Moonah on the 31 August 2023, signalling an end to the final program of engagement for the Review. From this point on, we commenced our drafting of the Final Report, presented to the Minister for Local Government on 31 October 2023.

Research and engagement support

Throughout the Review we commissioned support from experts across a range of areas to help deliver technical research and analysis, or to support the development and facilitation of our engagement programs, which were crucial to the Board being able to undertake our inquiry. All consultants engaged by the Board, and the work they delivered, can be found below.

Provider	Program supported	Service provided
Before Creative	Engagement	<ul style="list-style-type: none"> Development of Review website and project branding
Capire Consulting Group	Engagement	<ul style="list-style-type: none"> Design and delivery of Stage 1 engagement program Graphic design of Stage 1 Interim Report – including interactive online version of the Report
CorComms	Engagement	<ul style="list-style-type: none"> Design and delivery of newspaper, radio and social media marketing to support each major community engagement program
Fiona Hughes	Engagement	<ul style="list-style-type: none"> Coordinating and facilitating regional workshops with Aboriginal community representatives and the Local Government Board (2 workshops in Launceston and one workshop in Ulverstone)
Jeff Tate Consulting Pty Ltd	Research	<ul style="list-style-type: none"> Technical advisory support on potential structural reform models
KPMG	Research	<ul style="list-style-type: none"> CDC collation and analysis Development of two interactive data dashboards for publication on the Review’s website
Leigh Arnold Communications	Engagement	<ul style="list-style-type: none"> Facilitation of local government expert workshop
LGAT	Engagement	<ul style="list-style-type: none"> Delivery of 16 sector workshops in Stage 1 Delivery of 20 sector workshops in Stage 3
LG Professionals	Engagement	<ul style="list-style-type: none"> Delivery of four local government sector workshops
R. John Howard	Research	<ul style="list-style-type: none"> Review of Tasmanian local councils’ strategic asset management plans and practice – providing a final summary analytical report on the key findings

Provider	Program supported	Service provided
Ruth Langford, Nayri Niara Good Spirit	Engagement	<ul style="list-style-type: none"> Coordinating and facilitating regional workshops with Aboriginal community representatives and the Local Government Board (1 workshop in Hobart)
SGS Economics and Planning	Research	<ul style="list-style-type: none"> Data collection, and subsequent review and analysis of the strategic capability and capacity of each of Tasmania's 29 councils – providing a report on the outcomes
Sue Costello	Engagement	<ul style="list-style-type: none"> Facilitation support for February 2023 Community Meetings – with a report provided on the findings and outcomes
University of Newcastle – Institute for Regional Futures	Research and engagement	<ul style="list-style-type: none"> Delivery of state-wide sentiment survey and analysis of results – providing a report on the findings and outcomes Delivery of state-wide community focus groups – providing a report on the findings and outcomes Peer review of Board's own research
University of Tasmania – The Tasmanian Policy Exchange	Research and engagement	<ul style="list-style-type: none"> Delivery of a series of four research papers into the future of local government in Tasmania Facilitation of local government expert workshop and focus group discussions – providing a detailed report on the findings Supporting report writing and editing for the December 2022 Options Paper and Final Report Supporting analysis for the May 2023 Information Packs Peer review of Board's own research



Appendix 3: Review Publications

Howard, RJ 2023a.
Review of Council Strategic Asset Management Plans and Practices.
 Report for the Future of Local Government Review.

Howard, RJ 2023b.
Appendix. Compliance with Content of Plans and Strategies Order.
 Report for the Future of Local Government Review.

Institute for Regional Futures 2023a.
Tasmanian Residents State-wide Phone Survey Report. April 2023.
 University of Newcastle.

Institute for Regional Futures 2023b.
Tasmanian Local Government Survey. Findings Snapshot. April 2023.
 University of Newcastle.

Institute for Regional Futures 2023c.
Community Sentiment Summary Report.
 University of Newcastle.

Institute for Regional Futures 2023d.
Local Government Reform Focus Groups.
 Research Report.
 University of Newcastle.

Local Government Board 2022a.
Guiding Principles.
 Department of Premier and Cabinet.

Local Government Board 2022b.
Review Roadmap.
 Department of Premier and Cabinet.

Local Government Board 2022c.
Review Themes.
 Department of Premier and Cabinet.

Local Government Board 2022d.
The History of Local Government in Tasmania – Board Reflections. March 2022.
 Department of Premier and Cabinet.

Local Government Board 2022e.
National and international trends in local government and their relevance to Tasmania – Board Reflections.
 May 2022. Department of Premier and Cabinet.

Local Government Board 2022f.
Place-shaping and the future role of local government in Tasmania: evidence and options – Board Reflections.
 June 2022. Department of Premier and Cabinet.

Local Government Board 2022g.
Interim Report. Review Stage 1 – June 2022.
 Department of Premier and Cabinet.

Local Government Board 2022h.
Interim Report Executive Summary. Review Stage 1 – June 2022.
 Department of Premier and Cabinet.

Local Government Board 2022i.
Interim Report: Appendices. Review Stage 1 – June 2022.
 Department of Premier and Cabinet.

Local Government Board 2022j.
Stage 1 Community Update. Review Stage 1 – July 2022.
 Department of Premier and Cabinet.

Local Government Board 2022k.
Options for sharing services in Tasmanian Local Government – Board Reflections.
 Department of Premier and Cabinet.

Local Government Board 2022l.
Stage 1 Interim Report Engagement Overview.
 Department of Premier and Cabinet.

Local Government Board 2022m.
Stage 1 Interim Report Public Submissions Analysis.
 Department of Premier and Cabinet.

Local Government Board 2022n.
*Stage 1 Interim Report – Council and Peak
 Organisation Submissions Analysis.*
 Department of Premier and Cabinet.

Local Government Board 2022o.
Options Paper. Review Stage 2 – December 2022.
 Department of Premier and Cabinet.

Local Government Board 2022p.
*Options Paper: Appendix. Review Stage 2 –
 December 2022.*
 Department of Premier and Cabinet.

Local Government Board 2022q.
Community Update. December 2022.
 Department of Premier and Cabinet.

Local Government Board 2023a.
Stage 2 – Interim Report. March 2023.
 Department of Premier and Cabinet.

Local Government Board 2023b.
Stage 2 – Interim Report Summary. March 2023.
 Department of Premier and Cabinet.

Local Government Board 2023c.
Report of Survey of Tasmanians Aged 16–44.
 Department of Premier and Cabinet.

Local Government Board 2023d.
*Targeted Aboriginal Communities Engagement
 Report. March 2023.*
 Department of Premier and Cabinet.

Local Government Board 2023e.
*Engagement with Aboriginal Communities and
 Younger Tasmanians – Board Reflections.*
March 2023.
 Department of Premier and Cabinet.

Local Government Board 2023f.
*Terms of Reference (as amended 18 May 2023). The
 Future of Local Government Review.*

Local Government Board 2023g.
*Central and Midlands Community Catchment
 Information Pack. Review Stage 3 – May 2023.*
 Department of Premier and Cabinet.

Local Government Board 2023h.
*Cradle Coast Community Catchment Information
 Pack. Review Stage 3 – May 2023.*
 Department of Premier and Cabinet.

Local Government Board 2023i.
*Eastern Shore Community Catchment Information
 Pack. Review Stage 3 – May 2023.*
 Department of Premier and Cabinet.

Local Government Board 2023j.
*North-East Community Catchment Information
 Pack. Review Stage 3 – May 2023.*
 Department of Premier and Cabinet.

Local Government Board 2023k.
*South-East Community Catchment Information
 Pack. Review Stage 3 – May 2023.*
 Department of Premier and Cabinet.

Local Government Board 2023l.
*Southern Shore Community Catchment Information
 Pack. Review Stage 3 – May 2023.*
 Department of Premier and Cabinet.

Local Government Board 2023m.
*Tamar Valley Community Catchment Information
 Pack. Review Stage 3 – May 2023.* Department of
 Premier and Cabinet.

Local Government Board 2023n.
Western Community Catchment Information Pack.
Review Stage 3 – May 2023.
 Department of Premier and Cabinet.

Local Government Board 2023o.
*Western Shore Community Catchment Information
 Pack. Review Stage 3 – May 2023.*
 Department of Premier and Cabinet.

Local Government Board 2023p.
Information Pack – Supporting Paper. Methods and Technical Background.

Department of Premier and Cabinet.

Local Government Board 2023q.
Information Pack – Supporting Paper. Existing Councils – Data Items Explained.

Department of Premier and Cabinet.

Local Government Board 2023r.
Information Pack – Supporting Paper. Shared Services Models.

Department of Premier and Cabinet.

Local Government Board 2023s.
Information Pack – Supporting Paper. State Government partnership opportunities for Local Government.

Department of Premier and Cabinet.

Local Government Board 2023t.
Information Pack – Supporting Paper. Supporting Strong and Empowered Local Communities.

Department of Premier and Cabinet.

Local Government Board 2023u.
Community Catchment Information Packs Survey Report.

Department of Premier and Cabinet.

SGS Economics & Planning 2023.
Functional and Capability Analysis of Tasmanian Local Council Report.

Tasmanian Policy Exchange 2022a.
The History of Local Government in Tasmania. Prepared for the Future of Local Government Review. March 2022.

University of Tasmania.

Tasmanian Policy Exchange 2022b.
National and international trends in local government and their relevance to Tasmania. Future of Local Government Review Background Research Paper No. 2. April 2022.

University of Tasmania.

Tasmanian Policy Exchange 2022c.
Place shaping and the future role of local government in Tasmania: evidence and options. Background Research Paper No. 3. June 2022.

University of Tasmania.

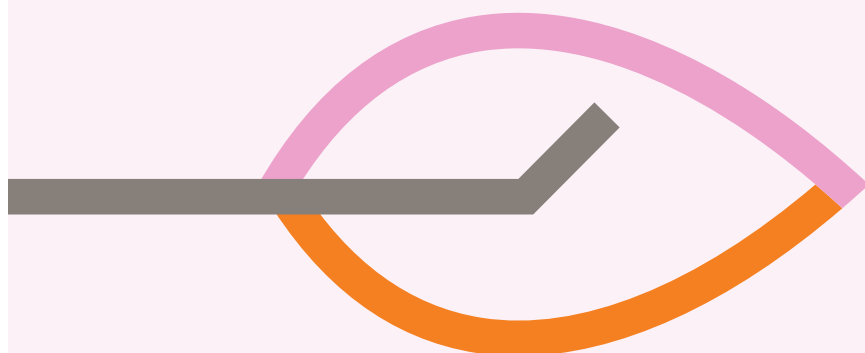
Tasmanian Policy Exchange 2022d.
Options for sharing services in in Tasmanian Local Government. Background Research Paper No. 4. August 2022.

University of Tasmania.

Tasmanian Policy Exchange 2023. Funding
Tasmanian local government in the future: Key issues and reform options. Background Paper for the Future of Local Government Review. October 2023.

University of Tasmania.

The future of local government review



Tasmanian
Government

Department of
Premier and Cabinet

More information?

www.futurelocal.tas.gov.au

LGBoard@dpac.tas.gov.au

Comments on 37 recommendations from the Future of Local Government Review

Recommendation	Proposed Council Response
<p>Recommendation 1</p> <p>Define in Tasmania's new Local Government Act the role of local government consistent with the statement below:</p> <p>The role of local government is to support and improve the wellbeing of Tasmanian communities by:</p> <ol style="list-style-type: none"> 1. harnessing and building on the unique strengths and capabilities of local communities; 2. providing infrastructure and services that, to be effective, require local approaches; 3. representing and advocating for the specific needs and interests of local communities in regional, state-wide, and national decision-making; and 4. promoting the social, economic, and environmental sustainability of local communities, including by mitigating and planning for climate change impacts. 	<p>Council supports the recommendation.</p> <p>Subject to the more detailed comments below, Council supports an expanded and clearly defined definition of the role of Local Government. The proposal provides a mandate for local government to focus on local and relevant community expectations.</p> <p>To the extent that this new definition represents an expansion of local government's role, it is critical that such expansion is adequately resourced.</p> <p>The recommendation remains ambiguous about any return of service responsibilities to the State government, or models for adequately resourcing service responsibilities.</p> <p>Consider further clarification in dot point 3:</p> <ol style="list-style-type: none"> 3. representing and advocating for the specific needs and interests of local communities in regional, state-wide, and national decision-making, <i>including considering the social and economic impacts</i>; and
<p>Recommendation 2</p> <p>The Tasmanian Government – through subordinate legislation - should implement a Local Government Charter to support the new legislated role for local government.</p> <p>The Charter should be developed in close consultation with the sector and clarify and consolidate councils' core functions, principles, and responsibilities, as well as the obligations of the Tasmanian Government when dealing</p>	<p>Council supports the recommendation.</p> <p>Council supports the development of a principle-based local government Charter and agree that it should only be developed in close collaboration with the sector. Development of the charter through subordinate regulation should provide for a regular schedule of review and refinement. The charter should provide clarity and direction on the bilateral roles and functions of councils and the Tasmanian Government. It should include specific direction regarding the funding and engagement arrangements with Tasmanian Government. It should be careful not to shift inappropriate or impractical responsibilities onto councils. Further, the sector's capability range should be considered and provided for within the charter.</p>



<p>with the sector as a partner in delivering community services and support.</p>	<p>The Charter should trigger the setting of clear priorities between the levels of government via a memorandum of understanding or similar agreement.</p> <p>Council looks forward to further updates on how it will be involved in developing the Charter.</p>
<p>Recommendation 3</p> <p>That the Tasmanian Government work with the sector to develop, resource, and implement a renewed Strategic Planning and Reporting Framework that is embedded in a new Local Government Act to support and underpin the role of local government. Under this Framework councils will be required to develop – within the first year of every council election – a four-year strategic plan.</p> <p>The plan would consist of component plans including, at minimum:</p> <ol style="list-style-type: none"> 1. a community engagement plan; 2. a workforce development plan; 3. an elected member capability and professional development plan; and 4. a financial and asset sustainability plan. 	<p>Council is generally supportive of a renewed strategic planning and reporting framework. The proposed framework does not drastically change the strategic planning process already utilised by Council. Council retains the option to develop longer term plans over and above any legislated requirements. It is assumed that the proposed framework includes an overarching four-year plan, under which the four component plans sit. Some areas of the proposal require further refinement to ensure successful implementation.</p> <p>In developing new strategic plans on the proposed schedule, it will be important to ensure alignment between Council strategies, for example between the LTFP and the four-year financial and asset sustainability component of the proposed strategic plan.</p> <p>Council supports Elected Member professional development plans (PDPs) for all elected members. PDPs should include at least:</p> <ul style="list-style-type: none"> • Meeting procedures compliance in accordance with the LG Act • Conflict resolution • Integrity Commission training including Conflicts of Interest and Gifts and Benefits • Community Engagement processes • Local Government Financial management including asset management, disposal of land, etc. • Exercising planning powers • Social media management and ethics <p>In addition to the above PDP package, a local issues paper should also be included. Consideration should be given to requiring regular (6 monthly or annual) legislative compliance updates for Elected Members to ensure awareness of legislative changes is maintained and any governance and ethics updates related to their roles are elevated.</p> <p>Council's Workforce Development Plan details staffing programs which address the core issues facing Council as an employer. Elected members do not have visibility of Council staffing matters as this is currently the remit of the General Manager/CEO. Council does not see any potential gains in</p>



	Elected Members addressing key staffing issues, as Elected Members are external facing links to the community, not internal management.
<p>Recommendation 4</p> <p>Formal council amalgamation proposals should be developed for the following:</p> <ul style="list-style-type: none"> • West Coast, Waratah-Wynyard and Circular Head Councils (into two councils). • Kentish and Latrobe Councils. • Break O'Day, Glamorgan-Spring Bay and Sorell Councils (into two councils). • City of Hobart and Glenorchy City Councils. • Kingborough and Huon Valley Councils. <p>The Board acknowledges council interest in and discussions on boundary changes are less advanced in respect of City of Hobart and Glenorchy, and Kingborough and Huon Valley councils, but nonetheless believes that these councils have expressed clear interest in further exploring opportunities.</p> <p>The Board believes there is substantial merit in ensuring that those councils (and their communities) are afforded the opportunity to genuinely explore structural consolidation.</p>	<p>Council remains open to contributing to the Tasmanian Government's further exploration of the proposed voluntary structural reform relevant to Glenorchy City Council.</p> <p>Council reiterates its previous position that the level of information is currently insufficient to enable Council to take a fully informed position in relation to amalgamation. Strong evidence and a thorough business case is required to understand the economic feasibility and environmental sustainability of any amalgamation project.</p> <p>Council is open to supporting and informing the Tasmanian Government's development of a business case on the understanding that this work is beyond local government's resourcing levels and would need to be underwritten by the Tasmanian Government.</p>
<p>Recommendation 5</p> <p>A new Local Government Board should be established to undertake detailed assessment of formal council amalgamation proposals and make recommendations to the Tasmanian Government on specific new council structures.</p>	<p>Council supports the development of a new Local Government Board to undertake detailed assessment of formal council amalgamation proposals and make recommendations to the Tasmanian Government on specific new council structures.</p> <p>The Board will need broad ranging expertise to make well-considered recommendations on local government matters. Prior to recruitment of the new Board Members, a skill matrix should be developed in consultation with the sector. Diversity of skills and experience will be imperative to the new Board's success. The Board should be enabled to engage topic advisors or create specific working groups as needed.</p>



<p>Recommendation 6</p> <p>A Community Working Group (CWG) should be established in each area where formal amalgamation proposals are being prepared.</p> <p>The CWG would identify specific opportunities the Tasmanian Government could support to improve community outcomes.</p>	<p>Council supports the development of Community Working Groups as required. Community Working Groups should be carefully curated to limit politicisation of amalgamation projects and ensure that focus remains on the economic feasibility and environmental sustainability of any amalgamation projects.</p> <p>Further clarity on the terms of reference for CWGs and how the administration of the CWGs will be resourced is required.</p>
<p>Recommendation 7</p> <p>In those areas where amalgamation proposals are being developed, a community vote should be held before any reform proceeds to consider an integrated package of reform that involves both a formal council amalgamation proposal and a funded package of opportunities to improve community outcomes.</p>	<p>Council supports ensuring that all amalgamation projects include strong community engagement.</p> <p>In the event that the business case for amalgamation is strong enough for Council to move ahead with a formal amalgamation process, Council does not support a requirement for a community vote be held.</p> <p>Council respects the Tasmanian Government's position that amalgamation should be preceded by a positive community vote. However, community votes can be expensive, difficult to administer, and run the risk of over politicising the project.</p> <p>Councils should not be required to navigate a community vote and as well as the extensive internal and community change management process that will be required in preparation for amalgamation.</p>
<p>Recommendation 8</p> <p>If a successful community-initiated elector poll requests councils to consider amalgamation, the Minister for Local Government should request the Local Government Board to develop a formal amalgamation proposal and put it to a community vote</p>	<p>Council does not support the initiation of amalgamation processes via elector poll.</p>
<p>Recommendation 9</p> <p>The new Local Government Act should provide that the Minister for Local Government can require councils to participate in identified shared service or shared staffing arrangements.</p>	<p>Councils supports shared service arrangements where they are economically feasible and structurally sustainable.</p> <p>Providing the Minister for Local Government the power to require councils to participate in identified shared service or shared staffing arrangements needs to be carefully considered. The</p>

Recommendation 10 Give councils the opportunity to design identified shared service arrangements themselves, with a model only being imposed if councils cannot reach consensus.	recommendation's intent appears to be to provide a mechanism for shared services to be robust and unable to be easily untethered. The recommendation does not appear to address the interdependencies of delivering a service, costs and benefits, key performance indicators to be delivered and the costs involved in undertaking a shared service.
Recommendation 11 Before endorsing a particular mandatory shared service arrangement, the Minister for Local Government should seek the advice of the Local Government Board.	The Minister should be provided with power to mediate, as well as mandate. A proportionate enforcement approach should be clearly set out in the Act or guidelines to ensure consistency of approach over time.
Recommendation 12 If councils are unable to reach consensus on a mandatory service sharing agreement, the Minister for Local Government should require councils to participate in a specific model or models the Tasmanian Government has developed.	<p>Recommendation 10 provides a balancing point, giving councils the opportunity to design identified shared service arrangements themselves, with a model only being imposed if councils cannot reach consensus. Councils need to be resourced to meet and analyse current service delivery models in place, seek commonalities of interest and build models to deliver this. This needs to be framed around the clear objectives as detailed in the FOLG report. Politicisation of this change will also need to be effectively managed as it is not a short-term process to undertake.</p> <p>The resourcing, funding, and skills shortages in local government remain regardless of any shared service mandates. Broad mandates may remove the ability to identify and develop catchments of common interests as the basis for any model development, which was the position adopted in the FOLG Reform report.</p> <p>Council remains open to exploration of any efficiencies to be gained through partnership and shared service models. The Report included 3 models, namely:</p> <ul style="list-style-type: none"> • stand-alone centralised service entity • function specific joint authorities • provider Council (functional leadership) model <p>It is likely that all the above models will suit differing shared services. Careful analysis of the inter-dependencies in delivering these services and the cost/benefit of change must be undertaken before any mandatory arrangements are considered. The costs of delivering this change also needs to be addressed as it is beyond the scope of current Council budgets. Economies of scale can be diluted through the duplication of common resources, for example administration functions, reporting, financial management, etc.</p>



	<p>Council agrees that the benefits of shared services are more likely to be realised where voluntary cooperative arrangements are in place. Council would like to see local government provided with the tools and resources to enable the voluntary pursuit of shared services where circumstances and environments exists for shared services to succeed. This would enable councils to leverage existing relationships and local knowledge to identify opportunities for shared services and efficiencies without having to start from scratch.</p>
<p>Recommendation 13</p> <p>The first priorities for developing mandatory shared service arrangements should be:</p> <ol style="list-style-type: none"> 1. sharing of key technical staff; 2. sharing of common digital business systems and ICT infrastructure; and 3. sharing of asset management expertise through a centralised, council-owned authority. 	<p>Council partially supports this recommendation.</p> <p><i>Sharing of Key Technical Staff</i></p> <p>Sharing of some local government technical services should be further explored particularly in areas where the service may be uniform across jurisdictions, i.e., council's statutory functions.</p> <p>Priority should be given to initiatives that attract new entrants into professional/technical roles in conjunction with workforce development plans cited in recommendation 36.</p> <p><i>Sharing of Common Digital Business Systems and ICT Infrastructure</i></p> <p><u>Common Digital Business Systems</u></p> <p>In principle, Council supports further exploration of the possibility of adopting common digital business systems, noting particularly the potential benefits for the community and users of a more standard approach.</p> <p>However, it is also noted that there are some challenges to unlocking these benefits which would need to be taken into account in developing the shared service business case:</p> <ul style="list-style-type: none"> • Aggregation of business systems faces a challenge from a National Competition Policy perspective. The reduction to a single vendor would lessen competition and raises market contestability challenges. This might have the counter-productive effect of creating a thin market for local government business systems solutions over time - resulting in a reduction in systems innovation and leading to lower productivity gains for the sector. • There is also a need to consider scale differences existing in local government, with the business systems required for a larger metropolitan council likely different in complexity to a

	<p>small island or rural council. It is acknowledged that it is possible for there to be numerous instances of the same Cloud-based solution to enable an approach that is tailored to local circumstances.</p> <ul style="list-style-type: none"> Contractual arrangements would need to be carefully explored to ensure definition of the contracted parties, clear lines of vendor accountability, clear performance parameters and maintenance of product integrity over time across industry (to avoid the potential for the loss of the benefits of standardisation as a result of customisation at the individual enterprise level). Increasing the number of stakeholder parties involved in any arrangements may require more frequent service reviews to ensure the arrangement remain agile yet are balanced with the increased inertia and overhead the additional parties may bring. Because digital business systems shadow corporate processes, structures, delegations and the like, there would need to be extensive investment in business needs analysis and change management over a period of several years to ensure a successful implementation. <p><u>Common ICT Infrastructure</u></p> <p>Lower maturity organisations typically do not bring a well-developed service centric approach to their ICT delivery. Councils can benefit from large scale contemporary cloud services to reduce ICT risks around cyber security, service availability and restoration times, while providing a better foundation for online 24/7 digital service channels.</p> <p>Glenorchy City Council's ICT infrastructure consists almost solely of end user devices (laptops, PCs etc.) procured through existing Tasmanian Treasury common use contracts thereby accessing the State government's collective buying power.</p> <p>Council utilises a state government brokered contract to access 3rd party provided virtual servers infrastructure and therefore does not have a datacentre or own any server assets. Council has an ever-reducing requirement for these virtual servers as it transitions to contemporary cloud services.</p>
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	<p>Council are adopting the State Government brokered Network Tasmania arrangements for all site-to-site networking, Internet and networking security over 2024, and therefore will have transitioned from owning networking assets to this aggregated outsourced arrangement.</p> <p>For Microsoft Office 365 licensing and Microsoft cloud services, Council utilise the Local Buy contract arrangement with other Queensland, Northern Territory and Tasmanian Councils. However, Council has no current access to State government's aggregated pricing arrangements – which would be of benefit.</p> <p>The current opportunity is for an increase in resourcing for further aggregation of other ICT procurements such as common Microsoft licensing and more bespoke council software needs, such as GIS software.</p> <p><i>Sharing of Asset Management Expertise Through a Centralised, Council-Owned Authority</i></p> <p>Council is well advanced in its asset management maturity and therefore doesn't see this as a priority area. Council's workforce includes experienced asset managers, and the majority of condition inspections for major asset classes and asset valuations are outsourced. Council is comfortable with the level of scrutiny and independence within the data used to manage its assets. Council is keen to keep control of our asset management system and renewal demand modelling.</p> <p>Council does not support a centralised, council-owned authority to share asset management expertise at this stage. It appears impractical as the operation of asset management is closely linked to different departments within Council, e.g., Finance, Work Centre (Capital and Maintenance) and Property departments. It is unclear how a centralised authority would function across council without interrupting those internal processes. It may be more practical and efficient for catchment councils to use the same contractors/consultants for condition inspections and valuations at the same time to improve efficiencies and provide consistency. This may also achieve costs advantages through economies of scale to participating councils.</p>
<p>Recommendation 14</p> <p>Include a statutory requirement for councils to consult with local communities to identify wellbeing priorities,</p>	<p>Council supports this recommendation.</p> <p>Council has a well-established community engagement framework, which it has recently reviewed.</p>



<p>objectives, and outcomes in a new Local Government Act. Once identified, councils would be required to integrate the priorities into their strategic planning, service delivery and decision-making processes.</p>	
<p>Recommendation 15</p> <p>To be eligible to stand for election to council, all candidates must first undertake – within six months prior to nominating – a prescribed, mandatory education session, to ensure all candidates understand the role of councillor and their responsibilities if elected.</p>	<p>Council supports candidate training for new candidates, however rerunning Elected Members should be exempt from this requirement. Training should be developed with a strong focus on accessibility for a broad and diverse range of potential candidates. The requirement for training and information on how to undertake the training should be widely promoted, to avoid creating any unintentional impediment to candidacy.</p>
<p>Recommendation 16</p> <p>The Tasmanian Government and the local government sector should jointly develop and implement a contemporary, best practice learning and ongoing professional development framework for elected members. As part of this framework, under a new Local Government Act:</p> <ol style="list-style-type: none"> 1. all elected members – including both new and returning councillors - should be required to complete a prescribed 'core' learning and development program within the first 12 months of being elected; and 2.- councils should be required to prepare, at the beginning of each new term, an elected member learning and capability development plan to support the broader ongoing professional development needs of their elected members. 	<p>Council supports Elected member training - Please see recommendation 3 above.</p> <p>Additionally, Council has developed an induction process and program for Elected Members. This program covers:</p> <ul style="list-style-type: none"> • The role and duties of Council, Mayor, Councillors and the General Manager; • Receipt of gifts and benefits; • Related party transactions; • Conflicts of interest; • Meeting procedures; • Safety; • Protocols; • Insurance cover provided; • Payments to Councillors; • Use of social media; • Working together; • A facilitated session on what is an effective Council; and • Key issues facing Glenorchy City Council. <p>However, this does not directly address any skills gaps individual Elected Members may have. A mandatory skills framework including financial acumen, effective decision making, community engagement techniques and use of social media would be beneficial.</p>

	Consideration should be given to how the framework is resourced.
Recommendation 17 The Tasmanian Government should further investigate and consider introducing an alternative framework for councils to raise revenue from major commercial operations in their local government areas, where rates based on the improved value of land are not an efficient, effective, or equitable form of taxation.	Council strongly agrees with this recommendation. Increased costs resulting from new commercial developments should be funded by each developer and not subsidised by residential rate payers. A consistent and fair cost framework should be mandated to ensure councils are able to compete on the same footing and developers understand how their costs will be calculated during the planning stage of any new development.
Recommendation 18 The Tasmanian Government should work with the sector and the development industry to further investigate and consider introducing a marginal cost-based integrated developer charging regime.	Council strongly agrees with this recommendation. New developments increase traffic loads on local road networks, leading to degradation of the traffic level of service, as well as degradation of the assets themselves. The cost for renewing and upgrading the impacted assets should not be borne by the rate payer. The same issue also applies to the stormwater network, where additional stormwater loads impact of the performance of both the quality and quantity of the stormwater network.
Recommendation 19 Introduce additional minimum information requirements for council rates notices to improve public transparency, accountability, and confidence in council rating and financial management decisions.	Council strongly supports this recommendation. Increased transparency would help explain Council function/activity area cost changes from year to year. e.g. Governance, Recreation, Planning, Roads, Waste, etc. This could be displayed effectively via year on year rate account comparison graph similar to water and electricity accounts.
Recommendation 20 Within the context of the national framework, the Tasmanian Government should seek advice from the State Grants Commission on how it will ensure the Financial Assistance Grants methodology: <ul style="list-style-type: none"> • is transparent and well understood by councils and the community, • assistance is being targeted efficiently, and effectively, and 	Council supports this recommendation. The State Grants Commission continually reviews funding allocation methodology using discussion papers, then assesses feedback from Councils to determine where changes are needed to more accurately allocate grant funding as well as quantifying the financial impact any changes have on each Council. However, reviewing and adjusting FAGs distribution methodology within Tasmania does not address the fundamental issue of local government not getting a fair share of federal tax revenue. Local government should receive at least 1% and be repositioned as a service provider and funded accordingly.

<ul style="list-style-type: none"> • is not acting as a disincentive for councils to pursue structural reform opportunities. 	
<p>Recommendation 21</p> <p>The Tasmanian Government should review the total amount of Heavy Vehicle Motor Tax revenue made available to councils and consider basing this total amount on service usage data.</p>	<p>Council supports this recommendation.</p> <p>Glenorchy City Council has a large industrial area which has very high heavy vehicle usage which damages our road infrastructure. A review of the Heavy Vehicle Motor Tax revenue amount and distribution methodology is welcome</p>
<p>Recommendation 22</p> <p>Introduce a framework for council fees and charges in a new Local Government Act, to support the expanded, equitable and transparent utilisation of fees and charges to fund certain council services.</p>	<p>Council supports this recommendation.</p> <p>In the absence of wholesale federal taxation distribution reform to adequately resource councils as service providers, full cost recovery should be mandated except where particular fees or charges are identified as providing a community service. This would create more transparency regarding how fee amounts are calculated (i.e., fee amounts necessary to cover the actual cost of providing each service).</p> <p>It is also important that a consistent fee calculation framework be mandated so all Councils use the same methodology.</p>
<p>Recommendation 23</p> <p>The Tasmanian Government should review the current rating system under the Local Government Act to make it simpler, more equitable, and more predictable for landowners. The review should only be undertaken following implementation of the Board's other rating and revenue recommendations</p>	<p>Council partially supports this recommendation.</p> <p>The LG Act already contains a wide range of rating options to suit individual Council needs and demographics. Careful consideration should be given to the effect that smoothing the rate calculation may have on council's flexibility. Essentially, rates are a wealth tax and therefore those that can afford to pay more contribute more to fund the services in their local community. The current rating system achieves this outcome. AAV is a simple method, is relatively equitable, and is already reasonably predictable. Any review of the rating system should lean heavily on subject matter expertise from the local government sector, as well as leadership by LGAT.</p>
<p>Recommendation 24</p> <p>The Tasmanian Government should work with the sector to develop, resource, and implement a best practice local government performance monitoring system.</p>	<p>Council supports this recommendation.</p> <p>The administrative burden of any proposed performance monitoring system needs to be factored into the level of detail required with the model. KPI style reporting models in other States may be</p>



	too detailed and are not transferable to the current resources of Tasmanian Councils. Council currently uses the NSW Governance traffic light reporting (developed in 2018) for internal monitoring, but this model may be beyond the capacity of small less resourced Councils.
Recommendation 25 The Tasmanian Government should develop clear and consistent set of guidelines for the collection, recording, and publication of datasets that underpin the new performance reporting system to improve overall data consistency and integrity and prescribe data methodologies and protocols via a Ministerial Order or similar mechanism.	Council supports this recommendation. As above. Availability of consistent public dataset would increase Council transparency. Further, the required datasets should ensure they are programmatically achievable, commercial in confidence is not breached, and privacy issues and other constraints from a legal perspective are adequately mitigated. The datasets should be an improvement on the existing processes and should include scope for variation between council types, as council service delivery and community expectations vary widely across Tasmania.
Recommendation 26 The new Strategic Planning and Reporting Framework should actively inform and drive education, compliance, and regulatory enforcement activities for the sector, and entities with responsibility for compliance monitoring and management – including the Office of Local Government and council audit panels – should be properly empowered and resourced to effectively deliver their roles. As part of this the Tasmanian Government should consider introducing a requirement for councils to have an internal audit function given their responsibilities for managing significant public assets and resources, and whether this requirement needs to be legislated or otherwise mandated.	Council supports this recommendation. Councils agrees that the Office of Local government should be well resourced from consolidated revenue and play a more active role monitoring and compliance for the sector. Council currently outsources its internal audit function to two contracted service providers. There is a shortage of Internal Auditors in the Tasmanian market. Internal audit does lend itself to a shared services model. However, its role in driving compliance and continuous improvement in Council corporate functions needs to be carefully monitored for effective service delivery. A shared service model may also assist in increasing consistency of approach across regions/local government sector.

<p>Consideration should also be given to resourcing internal audit via service sharing or pooling arrangements, particularly for smaller councils.</p>	
<p>Recommendation 27</p> <p>The Tasmanian Government should collaborate with the local government sector to support a genuine, co-regulatory approach to councils' regulatory responsibilities, with State agencies providing ongoing professional support to council staff and involving councils in all stages of regulatory design and implementation.</p>	<p>Council supports the recommendation.</p> <p>Increased collaboration between the Tasmanian Government and the local government sector in all areas, including regulation, is strongly supported.</p> <p>A major barrier Council faces in efficiently and effectively fulfilling its regulatory obligations is working with inadequate, ambiguous, or flawed legislation. When reviewing and drafting legislation, Council is keen to work closely with the State Government to provide information and experience that can ensure that the legislation that Council administers or enforces is operationally practical. Further, Council would welcome further clarity on the Tasmanian Government's plan to audit and report on improvements to the coregulation process.</p>
<p>Recommendation 28</p> <p>The Tasmanian Government should work with the local government sector to pursue opportunities for strengthened partnerships between local government and Service Tasmania.</p>	<p>Council is open to explore this recommendation further. A business case process would be required to include:</p> <ul style="list-style-type: none"> • problem statement • goals of a partnership • costings for implementation and ongoing delivery • predicted benefits for the community
<p>Recommendation 29</p> <p>Councils should migrate over time to common digital business systems and ICT infrastructure that meet their needs for digital business services, with support from the Department of Premier and Cabinet's Digital Strategy and Services (DSS).</p>	<p>Council does not support this recommendation.</p> <p><u>Common Digital Business Systems</u></p> <p>In principle, Council supports further exploration of the possibility of adopting common digital business systems, noting particularly the potential benefits for the community and users of a more standard approach.</p> <p>However, it is also noted that there are some challenges to unlocking these benefits which would need to be taken into account in developing the shared service business case:</p>



	<ul style="list-style-type: none">• Aggregation of business systems faces a challenge from a National Competition Policy perspective. The reduction to a single vendor would lessen competition and raises market contestability challenges. This might have the counter-productive effect of creating a thin market for local government business systems solutions over time - resulting in a reduction in systems innovation and leading to lower productivity gains for the sector.• There is also a need to consider scale differences existing in local government, with the business systems required for a larger metropolitan council likely different in complexity to a small island or rural council. It is acknowledged that it is possible for there to be numerous instances of the same Cloud-based solution to enable an approach that is tailored to local circumstances.• Contractual arrangements would need to be carefully explored to ensure definition of the contracted parties, clear lines of vendor accountability, clear performance parameters and maintenance of product integrity over time across industry (to avoid the potential for the loss of the benefits of standardisation as a result of customisation at the individual enterprise level).• Increasing the number of stakeholder parties involved in any arrangements may require more frequent service reviews to ensure the arrangement remain agile yet are balanced with the increased inertia and overhead the additional parties may bring.• Because digital business systems shadow corporate processes, structures, delegations and the like, there would need to be extensive investment in business needs analysis and change management over a period of several years to ensure a successful implementation. <p><u>Common ICT Infrastructure</u></p> <p>Lower maturity organisations typically do not bring a well-developed service centric approach to their ICT delivery. Councils can benefit from large scale contemporary cloud services to reduce ICT risks around cyber security, service availability and restoration times, while providing a better foundation for online 24/7 digital service channels.</p>
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	<p>Glenorchy City Council's ICT infrastructure consists almost solely of end user devices (laptops, PCs etc.) procured through existing Tasmanian Treasury common use contracts thereby accessing the State government's collective buying power.</p> <p>Council utilises a state government brokered contract to access 3rd party provided virtual servers infrastructure and therefore does not have a datacentre or own any server assets. Council has an ever-reducing requirement for these virtual servers as it transitions to contemporary cloud services.</p> <p>Council are adopting the State Government brokered Network Tasmania arrangements for all site-to-site networking, Internet and networking security over 2024, and therefore will have transitioned from owning networking assets to this aggregated outsourced arrangement.</p> <p>For Microsoft Office 365 licensing and Microsoft cloud services, Council utilise the Local Buy contract arrangement with other Queensland, Northern Territory and Tasmanian Councils. However, Council has no current access to State government's aggregated pricing arrangements – which would be of benefit.</p> <p>The current opportunity is for an increase in resourcing for further aggregation of other ICT procurements such as common Microsoft licensing and more bespoke council software needs, such as GIS software.</p>
<p>Recommendation 30</p> <p>The Tasmanian Government – in consultation with the sector – should review the current legislative requirements on councils for strategic financial and asset management planning documentation to simplify and streamline the requirements and support more consistent and transparent compliance.</p>	<p>Council supports a review that focuses on simplifying and streamlining the requirements and for asset management planning documentation, including standardisation of asset useful lives. There have been significant advances in technology in recent years resulting in a shift away from paper-based asset management plans. Instead, many organisations are now using online dashboards to display their asset management data. The legislation should be updated to reflect this change. There is also duplication with Asset Management Strategies and Strategic Asset Management Plans (SAMMP). These two documents should be combined.</p>
<p>Recommendation 31</p> <p>The Tasmanian Government – in consultation with the sector – should investigate the viability of, and seek to</p>	



implement wherever possible, standardised useful asset life ranges for all major asset classes.	
Recommendation 32 All Tasmanian councils should be required under a new Local Government Act to develop and adopt community engagement strategies – underpinned by clear deliberative engagement principles.	Council supports this recommendation. As noted earlier, Council has a community engagement framework which it recently reviewed.
Recommendation 33 A new Local Government Act should require councils, when developing and adopting their community engagement strategies, to clearly set out how they will consult on, assess, and communicate the community impact of all significant new services or infrastructure.	Council supports this recommendation. This recommendation should also include the discontinuation or material change to the availability of significant service delivery, except in the case of an emergency. Standard criteria for defining a significant services or infrastructure will be required to ensure consistency across the sector.
Recommendation 34 Following the phase 1 voluntary amalgamation program, the Tasmanian Government should commission an independent review into councillor numbers and allowances.	Council partially supports this recommendation. The review should be undertaken before voluntary amalgamations are finalised. It would be counter-productive to elect a new amalgamated Council and then change the number of candidates elected. The matter of Elected Member superannuation needs to be readdressed in the review. The lack of mechanism for super contributions (voluntary or mandatory) may create a barrier to candidacy and may limit existing Elected Members' ability to contribute additional time to their roles.
Recommendation 35 The Tasmanian Government should expedite reforms already agreed and/or in train in respect of statutory sanctions available to deal with councillor misconduct or poor performance.	Council supports this recommendation.



<p>Recommendation 36</p> <p>The Tasmanian Government should:</p> <ul style="list-style-type: none"> • support the Local Government Association of Tasmania (LGAT) to develop and implement – in consultation with councils and their staff – a workforce development toolkit tailored to the sector and aligned with the Tasmanian Government's workforce development system; • support councils to update their workforce plans at the time of any consolidation; • support LGAT to lead the development and implementation of state-wide approach to workforce development for key technical staff, beginning with environmental health officers, planners, engineers and building inspectors; • recognise in statute that workforce development is an ongoing responsibility of council general managers – and that it be included as part of the new Strategic Planning and Reporting Framework; and • include simple indicators of each council's workforce profile in the proposed council performance dashboard. 	<p>Council supports this recommendation.</p> <p>Council supports LGAT leading the development of a statewide plan for workforce development, funded by the Tasmanian Government. Key industry stakeholders and professional associations should also be included/consulted.</p> <p>Council agrees that is difficult to recruit experienced technical staff to local government. Council is often investing in training graduates, only for them to leave within 2-3 years. The labour pool is small, and councils are needing to poach technical staff from other councils, which is of no benefit to the sector. Lack of experienced technical staff is a key impediment to delivering effective or efficient services.</p> <p>Workforce shortage is included in Council's Workforce Development Plan. However, labour market constraints including a lack of technical expertise indicate a capacity deficit in this area. The proposed plan should include:</p> <ul style="list-style-type: none"> • a strategy for increasing the availability of technically skilled workers to benefit the sector long term • direct funding from the Tasmanian Government to encourage to encourage higher education in these areas • adequate resourcing arrangements to attract new trainees into relevant professions <p>The review appears to favour resource sharing as a solution to various workforce and efficiency issues. Council supports organic and practical resource sharing. However, mandated resource sharing either assumes that current staffing levels are sufficient and underemployed, or Councils are using these scarce resources ineffectively. Council does not have any evidence to support these assumptions.</p>
<p>Recommendation 37</p> <p>The Tasmanian Government should partner with, and better support councils to build capacity and capability to plan for and respond to emergency events and climate change impacts.</p>	<p>Council supports this recommendation.</p> <p>Emergency management arrangements currently function well in the Glenorchy municipality. This function may lend itself to a shared service model based on common interests. Emergency management is a wide-ranging function and outcomes are impacted by factors beyond individual</p>



	<p>Council control – such as climate change and large-scale asset management coordination. Modelling for impacts of climate change is at least regional and needs to be managed accordingly.</p> <p>Similarly, Climate change is a multi-agency issue that needs an overall coordinated approach such as where are the best places to place EV chargers, solar panel farms that can input power into the power grid, and emergency evacuation centres on a regional level.</p>
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praxisenvironment

heritage

planning

archaeology

po box 338
north hobart
tasmania 7002

0418 303 184
info@prax.com.au

Statement of Local Historic Heritage Significance

Glenorchy Aquatic Centre
2a Anfield Street
GLENORCHY TASMANIA

Brad Williams
Heritage Consultant

For Glenorchy City Council

November 2023

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This document was written by Brad Williams (BA.Hons Archaeology, G.Dip Maritime Archaeology, MA Cultural Heritage Management)
Historical Archaeologist, Heritage Consultant and Director of Praxis Environment – a division of Praxis Synergy Pty. Ltd. ACN 623 700 818.
Supplementary historical research was provided by Alan Townsend, consultant historian.

Unless otherwise stated, all photographs were taken by Brad Williams, September-November 2023.

Unless otherwise stated, the north point (or approximate) of maps and plans is to the top of the page – project north is designated as the deep end of the pool (although technically north-east).

Cadastral information depicted in this document must not be relied upon without verification by a Surveyor. Rectified aerial imagery has not been used; therefore the actual location as depicted in aerial images may differ to that of actual survey.

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Final provided	08/12/23	BW

1. Introduction, rationale and brief

This report has been commissioned by Glenorchy City Council to assess the possible local historic heritage significance of the Glenorchy Aquatic Centre at 2a Anfield Street, Glenorchy.

The brief for this project was to:

- *understand through a combination of historical research and site inspection, the heritage significance of the pool complex, and;*
- *establish whether any of the values identified meet the threshold-level that would justify any further consideration of the pool complex for entry via planning scheme amendment in the Local Historic Heritage Code Lists - GLE-Table 6.1 Heritage Places, TPS-Glenorchy.*

Via the following tasks:

- a) *Preparation of an illustrated history of the pool complex at a level of detail sufficient to establish its historic cultural heritage significance;*
- b) *Site inspection for the purposes of description and to inform assessment of the physical attributes/surviving integrity of the pool complex;*
- c) *Assessment of the possible historic cultural heritage significance of the site informed by Heritage Tasmania's guideline for Assessing Historic Heritage Significance and, where justified by findings;*
- d) *Preparation of a written Statement of Significance framed in accordance with the content requirements prescribed for Heritage Places in the Local Provisions Schedule GLE-Table C6.1 along with any mapping/written qualifications reflecting the recommended specific extent.*
- e) *Submission of an illustrated local Historic Heritage Assessment report addressing the content and deliverable requirements of this Brief.*

There is currently no statutory heritage requirements applicable to the place.

The cadastral configuration of the site and surrounding area is complex, with a number of Council-owned titles forming the site, carparks, Humphrey's Rivulet, the Tasmanian Transport Museum and KGV Oval. The study area defined here (as per the brief) comprises of C/T's 216773/1, 218468/1 and 134558/1 – which covers the 'fenced' area of the complex. As per Figures 1.1 – 1.3:



Figure 1.1 – Aerial photograph of the area (the place denoted in red) Adapted from www.thelist.tas.gov.au

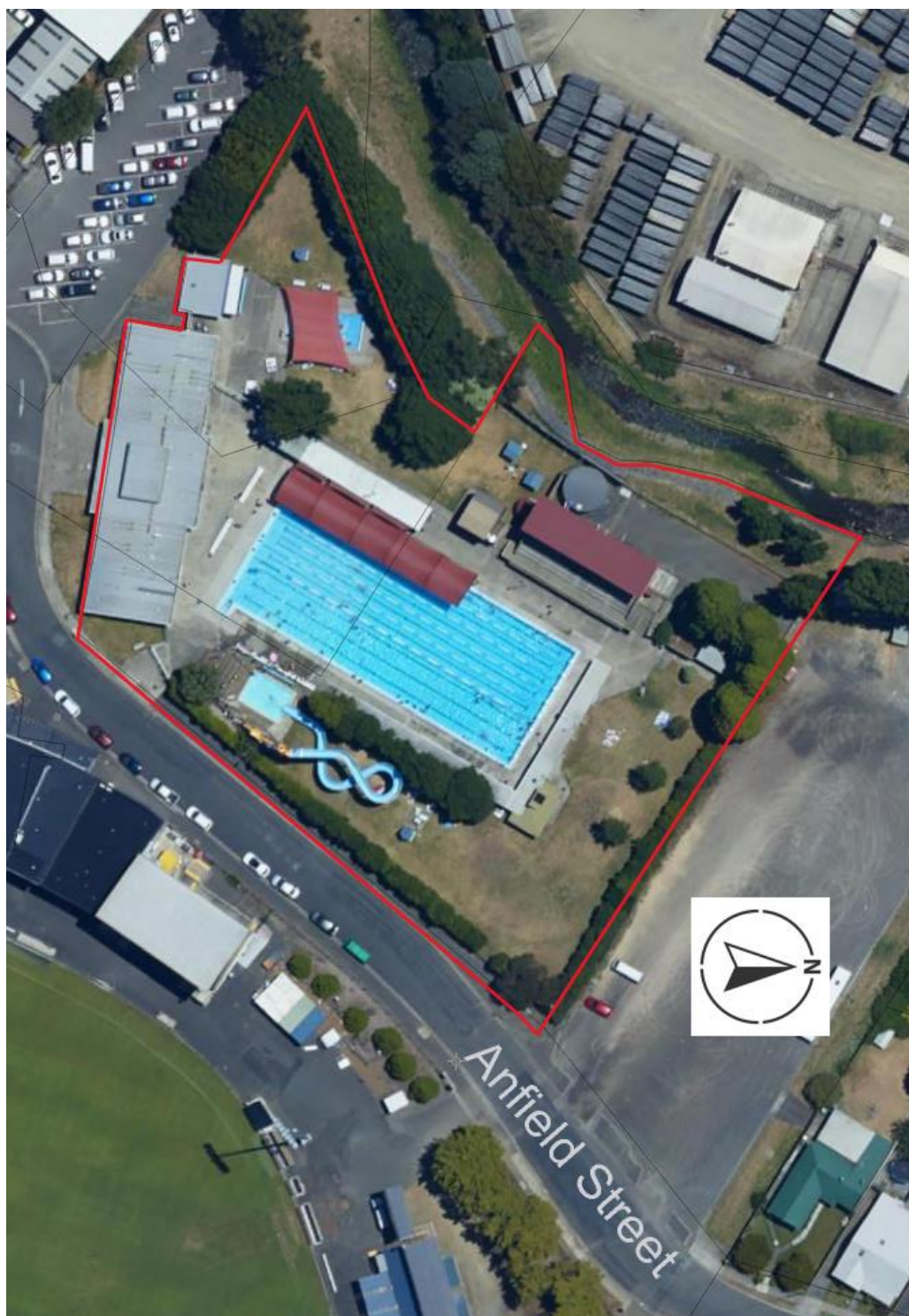


Figure 1.2 – Detailed aerial photograph of the place. Adapted from Adapted from www.thelist.tas.gov.au



Figure 1.3 – Cadastral boundaries of the site (the subject site shaded red) and wider area. Adapted from www.thelist.tas.gov.au

A note on nomenclature: The site has been (and is) known by a number of names. The official name as per www.thelist.tas.gov.au is the *Glenorchy Aquatic Centre*. Original plans name it the *Northern Suburbs War Memorial Olympic Pool*. The signage on site gives the name *Glenorchy War Memorial Pool*. For the sake of simplicity, this document will refer to the site as the *Glenorchy Pool* or more generically *the complex* (unless directly quoting another source).

2. Assessment methodology

This assessment has been undertaken in accordance with the ICOMOS Australia **Burra Charter**, which is considered to be the Australian heritage industry's benchmark for assessing, understanding and managing heritage values. Figure 3.1 depicts this process (note that the scope of the current project only seeks to achieve the first step of understanding significance):

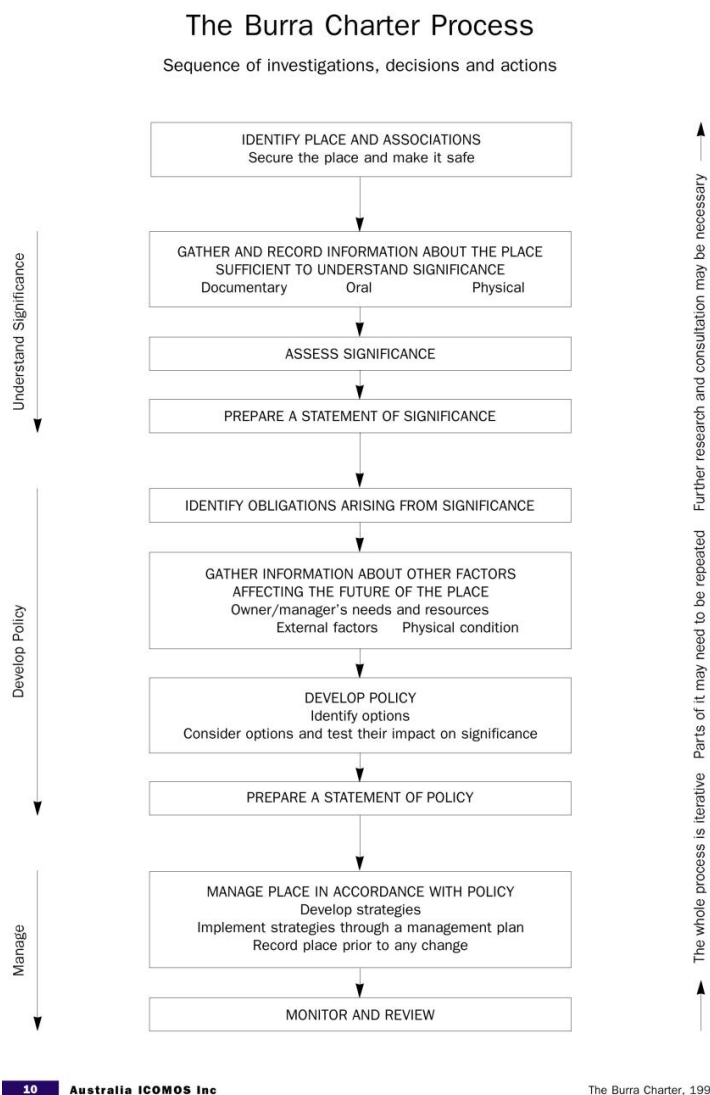


Figure 3.1 – The Burra Charter Process. ICOMOS Australia.

The method of assessing possible local historic heritage significance used here is the Tasmanian Government's *Assessing Historic Heritage Significance for Application with the Historic Cultural Heritage Act 1995* (October 2011) which is considered to represent a sound approach to assessing values – as further elaborated in Section 5.1.

3. Overview of the history and historical context of the place

3.1. Historical research methodology

As outlined in the methodology in Section 3, the key to assessing historic heritage significance is to gain an understanding of the history of the place, the context of it within its surrounds, associated thematic contexts, and other intangible values (e.g. community value, value associated with people, events etc.). Whilst the scope of the current assessment did not allow a full and comprehensive historical research project into the place, it has been commissioned to provide sufficient understanding of the physical context of the building and surrounds upon which decisions regarding the management of heritage values can be made.

The following sources were consulted as part of this project, in relation to the place, and within wider environs of Lenah Valley:



- Lands titles records, in particular titles transfers and memorials (DPIPWE).
- Early town maps/surveys of the area – held by DPIPWE and TAHO.
- Aerial photographs – held by DPIPWE (Aerial Photograph Division, 134 Macquarie Street, Hobart).
- Plans and photographs held by Glenorchy City Council.

3.2. Previous heritage studies and other secondary source material

There are no known previous conservation planning documents, heritage/streetscape assessments specifically regarding the place or immediate environs, however there is a brief heritage datasheet which was produced as part of a 2005 heritage survey of Glenorchy¹:

¹ DAVIES, P. TERRY, I. (2005): *Glenorchy Heritage Place Assessment Project*. Glenorchy City Council.

Glenorchy		8
Glenorchy War Memorial Pool		0
Anfield Street	Glenorchy	7010
Status	Type	Recreation
Tas Heritage Register <input type="checkbox"/>	Architectural_Style	Post-War Period c.1940-1960
Status Tick <input type="checkbox"/>	Date:	1963
Setting	<i>The pool is modest element in a setting dominated by a large expanse of car park and the KGV Oval opposite.</i>	
History	<i>The pool was built in 1963 as a war memorial to Glenorchy veterans. The construction of utilitarian memorials, including municipal swimming pools, was common in the post war period in recognition of the need for public amenities for a growing population.</i>	
Brief Description	<i>A municipal swimming pool with a low flat roofed brick clad façade with plate glass entrance and high mesh fences to the sides. The pool itself is an Olympic sized pool with later recreational additions.</i>	

STATEMENTS OF SIGNIFICANCE

(a)-Historical
The Glenorchy War Memorial Pool is significant as it demonstrates the post World War II movement away from symbolic to utilitarian war memorials.

(b)-Rarity

(c)-Research Potential

(d)-Representative of

(e)-Creative/Technical

(f)-Community
The Glenorchy War Memorial Pool is significant as it is a community expression of commemoration for the municipality's servicemen and women.

(g)-Association

Figure 3.1 – Datasheet from the Glenorchy Heritage Places Assessment Project (as cited above).

3.3. Early planning of the pool

A small children's pool had been built in Humphrey's Rivulet in 1953. The idea of a more substantial pool at Glenorchy was first mooted by local residents A.H. McGrath and R.G. Williams – who had proposed a site on a state government block of land on the corner of Goodwood Road and the Brooker Highway.

In January 1962 Council discussed the state of the "Swimming Pool in Humphrey's Rivulet", Upper Chapel Street. Concerns were raised that the pool was "in an almost stagnant condition due to the lack of running water". Samples of the pool water were taken and found to be highly contaminated; it was therefore recommended that, if the pool could not be thoroughly cleansed, then consideration should be given to banning its use entirely². The Chapel Street Pool was closed permanently once the new pool was opened³.

In June 1962, work had begun on a swimming pool at the Windermere Reserve. However the site soon proved problematic; probing indicated that the riverbed consisted of soft silt unsuitable for holding wooden piles; sandstone underlay the silt, which was too hard to allow wooden piles to be driven in. As a result of these issues, consideration was given to constructing a pool 25 yards by 25 metres and three feet deep, fed either by mains water or by river water.

However, Council's Engineer suggested that:

*"It is probable however that representations would be made at a later date to have the pool finished to a higher standard, i.e. tiled or painted, provided with a filtration plant, diving pool, fencing and provide general supervision. All these 'extras' would be exceedingly costly and before approving such a scheme the Council should consider whether a pool more centrally placed would not meet the needs of the public better"*⁴

3.4. The Anfield Street site

As per section 2, the land which comprises the complex is part of two larger titles plus one other title amongst a number of council-owned land forming a wider sporting and recreation complex.

² Tasmanian Archive & Heritage Office (TAHO) Glenorchy City Council Minutes (MCC12/69/1/22) 8 January 1962 and 30 January 1962

³ TAHO MCC12/69/1/22, 23 September 1963

⁴ TAHO MCC 12/69/1/22, 25 June 1962



Figure 3.2 – Council owned land in the vicinity of the complex (shaded orange). Adapted from www.thelist.tas.gov.au

In the consideration of the possible significance of the site, it is relevant to consider how the site came into Council ownership – i.e. was the land donated or allocated for that specific purpose? Early ownership of the sites is not considered relevant – the table below provides a brief commentary as to how Council ownership arose.



Figure 3.3 – The three lots comprising the complex. Adapted from www.thelist.tas.gov.au

Lot 1	Lot 2	Lot 3
C/T 218468/1	Part of C/T 216733/1	Part of C/T 134668/1
Purchased by the Warden, Councillors and Electors of the Municipality of Glenorchy on the 29 th April 1948 from Bertie Mollineux ⁵ . The land noted at the time as having a dam on it. Mollineux, a nurseryman, had sold this 2ac 0r 22p parcel from the south-eastern side of the rivulet from a larger landholding (the 29-acre remnant of the Grove Estate) which he had purchased the year before.	Purchased by the Warden, Councillors and Electors of the Municipality of Glenorchy 15 th October 1962 ⁶ from the estate of Eva Olive Bottcher (dec. 1960). Eva Bottcher had previously been married to William Henry Hills, a dairyman, who had owned the land since August 1942 ⁷ . This lot included a house facing King George V Avenue which was demolished sometime between 1978 and 1984.	The c20th title history of this portion of the site is complicated – as part of the wider area including KGV oval, owned by the War Service Homes Commissioner from 1927 until at least the 1960s ⁸ . It does not appear to have been formally transferred to Council until 1994 ⁹ although noting that the KGV oval was on the site (probably through informal arrangement) since at least the 1940s.

⁵ Lands Tasmania C/T 552/99.

⁶ Lands Tasmania C/T 620/76.

⁷ Lands Tasmania C/T 460/60.

⁸ Lands Tasmania C/T 350/193.

⁹ Lands Tasmania C/T 3206/74.



Figure 3.4 – The subject site in relation to c1927 land tenure. From Lands Tasmania C/T 350/193.

The summary of Council tenure of the land above suggests that the site and wider environs of the complex were acquired by Council during the mid c20th *probably* with the intention of providing for community recreation facilities as an adjunct to the occupation of the land to the east owned by the War Service Homes Commissioner. The core of the pool complex was the last acquired (by purchase) from the estate of a private owner in 1962 which would have probably been strategic in consolidating the large parcel of land from near Constance Avenue Road through to Humphrey's Rivulet. This coincides with the abandonment of the Windermere Bay scheme. No part of the land was a bequest to Council.

Figure 3.5 - Excerpt from a 1946 aerial photograph. DPIPWE 0016-215.



This aerial from 17 years prior to the construction of the pool shows the area as farmland, mostly part of what was likely to have been Hills dairy. The 'dam' on the Mollineaux portion can be seen as a dry area.

Figure 3.6 - Excerpt from a 1958 aerial photograph. DPIPW 0326-114



Comments as per 1946 aerial, although the 'dam' area appears to have been rehabilitated/filled by that time.

3.5. Planning and fundraising for the Anfield Street pool.

The *Northern Suburbs War Memorial Pool Committee* was formed in February 1961 and chaired by Mr. G Hodson. Patrons of the committee were Governor Sir Stanley Burbury and Premier the Hon. Eric Reece.

At the July 1962 Council meeting, the Council Clerk reported that Council had received a government grant of £20,000 towards the cost of the pool. The Clerk also reported that the Pool Committee had £2500, and Council committed £2500 in-kind. This made for a total of £25,000 which rendered Council eligible for a £25,000 loan under the Community Centres Loans Act 1959 (Tasmania). It was also reported that:

“a preliminary report from the Architects¹⁰ [sic] indicated the minimum cost of the swimming pool would be £70,000... In order that the work may be commenced within two months, it was considered that Council should approve, in principle, the proposal to build a £70,000 Swimming Pool and request the Architect to proceed with the designs immediately”¹¹.

The committee were charged with raising the shortfall for its construction and undertook consultation and fundraising activities with some 70 local community organisations. There are countless stories of local individuals and families all assisting with fundraising. Around £10,000 was raised by community organisations and fundraising.

Although the above seems to indicate that Council initially intended their own Architect to furnish the design, Council instead commissioned the firm of IG & LG Anderson. In August 1962, IG & LG Anderson confirmed their acceptance of the contract on condition that the costs be reduced from £84,390 to £71,340 by the following changes:

1. Pool reinforcement and steel being provided by Council	£2000
2. Concourse reinforcement steel ditto	£400
3. Omitting all tiling from pool floor and walls	£3500
4. Omitting pool floor cement rendering	£300
5. Savings on men’s dressing rooms, toilets, showers and change rooms	£1000
6. Savings on ladies ditto and managers office and first aid room	£1000
7. Savings on plant and boiler room	£500
8. Savings on chemical and store rooms`	£300
9. Omitting broadcasting box and pool equipment	£800
10. Savings in planning the foyer, ticket box, glass-walled supply room and doors and gates	£500
11. Reduction of PC allowance of £4000 as requested by the Warden from dressing room lockers	£1000
12. Deduction from furnishings, incidental equipment, fees and contingencies	<u>£1750</u>
Total reduction	£13,050

At the 11th September Council meeting, the Chairman of the *Northern Suburbs War Memorial Olympic Pool Committee* approved IG & LG Anderson’s reductions and reported that the preliminary detailed drawings were sufficient for work to begin on Saturday 26 August 1962¹². The Chairman was Mr G I A Hodson, who was later commended by Council *for his outstanding services as Chairman of the Pool Committee...he had been instrumental in bringing about the project and has put a lot of time and work into bringing about the establishment of a swimming pool in Glenorchy*¹³.

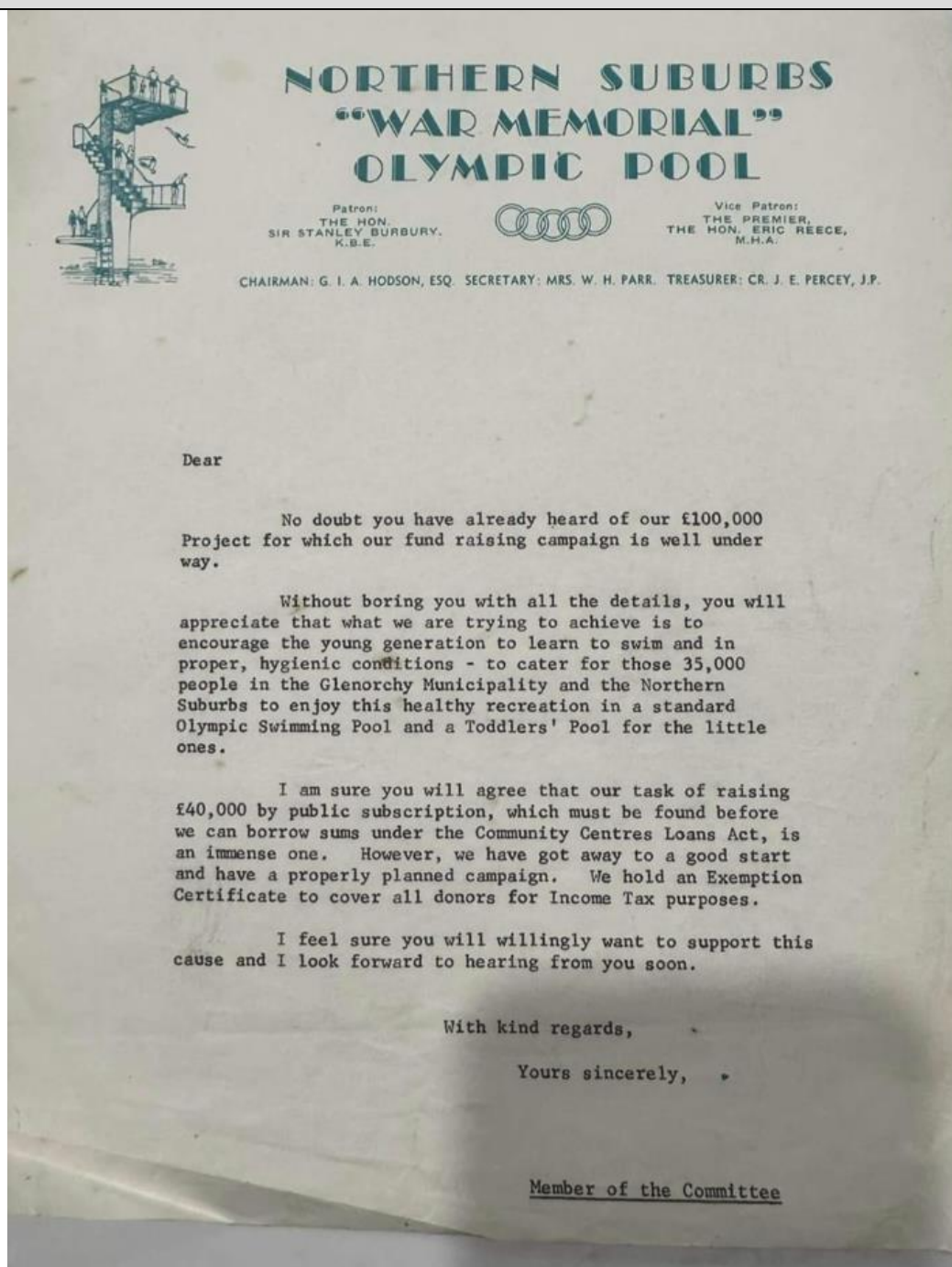
¹⁰ Read in context, this is probably a typo for ‘Architect’ – i.e., the Council Architect

¹¹ TAHO MCC12/69/1/22, 16 July 1962

¹² TAHO MCC12/69/1/22, 26 August 1962

¹³ TAHO MCC12/69/1/22, 14 August 1963

Figure 3.8 - Proforma letter to garner subscriptions. Save Glenorchy Pool Facebook Page.



In October 1962 IG & LG Anderson submitted their plans and estimates to Council; tenders were called in November 1962¹⁴. Six tenders were received for construction of the pool itself (exclusive of the change rooms, plant etc); in December 1962 the Council Engineer recommended the work be undertaken by J Dunn & Son for £14,777. The Engineer reported that:

“works that have been undertaken by this firm include St Charles Church Elizabeth Street, Brick Kilns at Hobart Brick Co, Chapel at Savio College, the top floor additions to Calvary Hospital and Snow’s Dry-Cleaning Factory. The first two projects listed involved substantial concrete works. Investigations into this firms activities have resulted in every case in good recommendations both for the method of executing and the type of work produced”¹⁵

Council agreed to accept Dunn & Sons’ tender, and in January 1963 accepted the tender of Filtration & Water Softening Pty Ltd.’s tender of £12,316 to supply and erect the water filtration plant¹⁶. For the pool itself (given that tiling to floor and walls had already been removed from the plan), Council’s Engineer recommended the use of chlorinated rubber paint¹⁷.

For erection of the change rooms, IG & LG Anderson received six tenders and recommended acceptance of AV Jennings’ tender for £27,959, noting that this company had recently built the new Glenorchy Municipal Administration Building¹⁸.

At the same time, Council took the naming of the new pool under consideration, adopting the recommendation of the Pool Committee that the pool be officially named “Glenorchy War Memorial Olympic Swimming Pool’as with the advent of City Status, the name ‘Northern Suburbs’ would not be applicable”¹⁹

In July 1963 consideration was given to the method of heating the pool water. Coal and wood were both considered but rejected on the grounds of cost “and the associated smoke problem”. Instead the decision was made to install electric heating at a cost of £2,750²⁰

In July 1963 Council considered options around leasing the pool to a community association but decided to operate the pool themselves; applications were to be sought for a Pool Manager and a new Advisory Committee established²¹. At the same time, the tender for pool fencing was awarded to E Blackburn for £649. By August 1963, construction had progressed to the point where the electrical work could begin, with the tender being awarded to Sandy Bay Electric for £8,569²². Concurrently, tenders were received for construction of the concourse, with the Engineer recommending that the

¹⁴ TAHO MCC12/69/1/22, 29 October 1962 and 19 November 1962

¹⁵ TAHO MCC12/69/1/22, 17 December 1962

¹⁶ TAHO MCC12/69/1/23, 21 January 1962

¹⁷ TAHO MCC12/69/1/23, 4 February 1963

¹⁸ TAHO MCC12/69/1/23, 6 May 1963

¹⁹ TAHO MCC12/69/1/23, 6 May 1963

²⁰ TAHO MCC12/69/1/23, 1 July 1963

²¹ TAHO MCC12/69/1/23, 8 July 1963

²² TAHO MCC12/69/1/23, 26 August 1963

earthworks and drainage be undertaken by Council labour, and the concrete concourse work be undertaken by Tasmanian Terrazzo Flooring for £1700²³.

With the pool almost finished, the ABC approached Council for permission to broadcast the Tasmanian Amateur Swimming Association's swimming carnivals²⁴. The opening date was set for Saturday 30th November 1963, with demonstrations of life saving, swimming strokes and diving preceded by a short speech. To help with the official opening, 10,000 copies of a commemorative brochure were produced.²⁵

Figure 3.8 - Inspecting plans for the site. Glenorchy City Council.



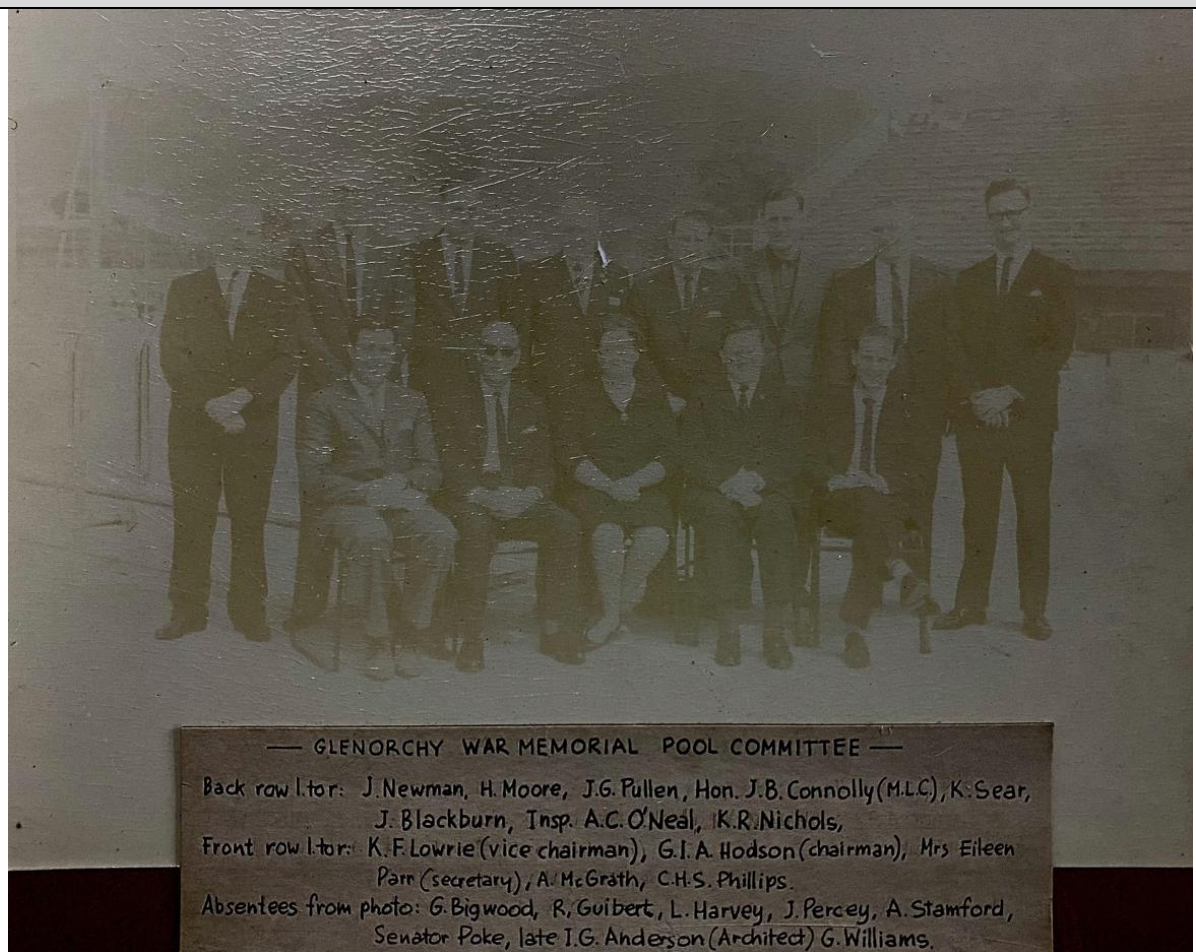
From left: Ian Johnstone (consulting engineer), G.I.A. Hodson (chairman of committee), late I.G. Anderson (architect), Inspector A.C. O'Neal (member of committee).

²³ TAHO MCC12/69/1/23, 9 September 1963

²⁴ TAHO MCC12/69/1/23, 23 September 1963

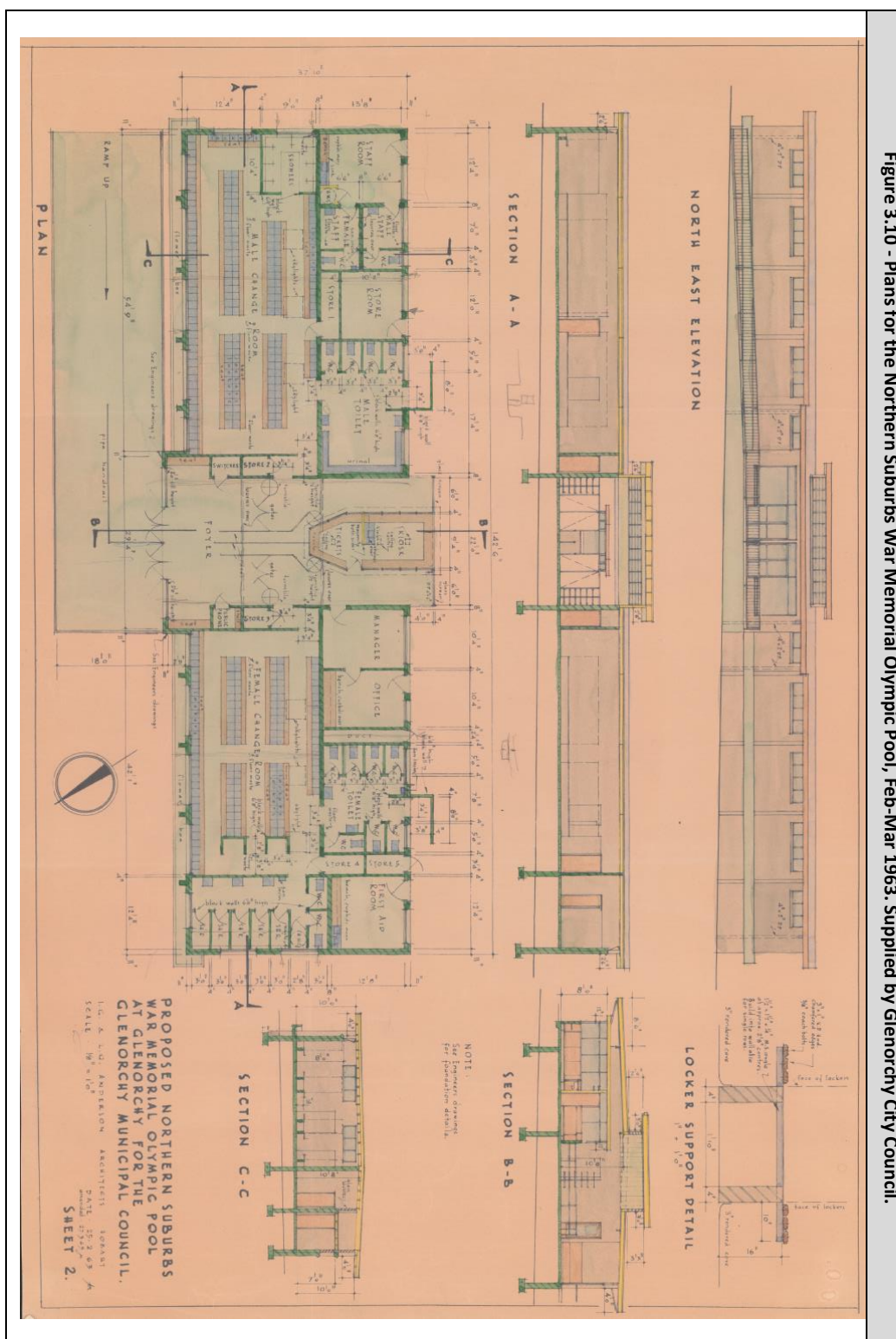
²⁵ TAHO MCC12/69/1/23, 14 October 1963

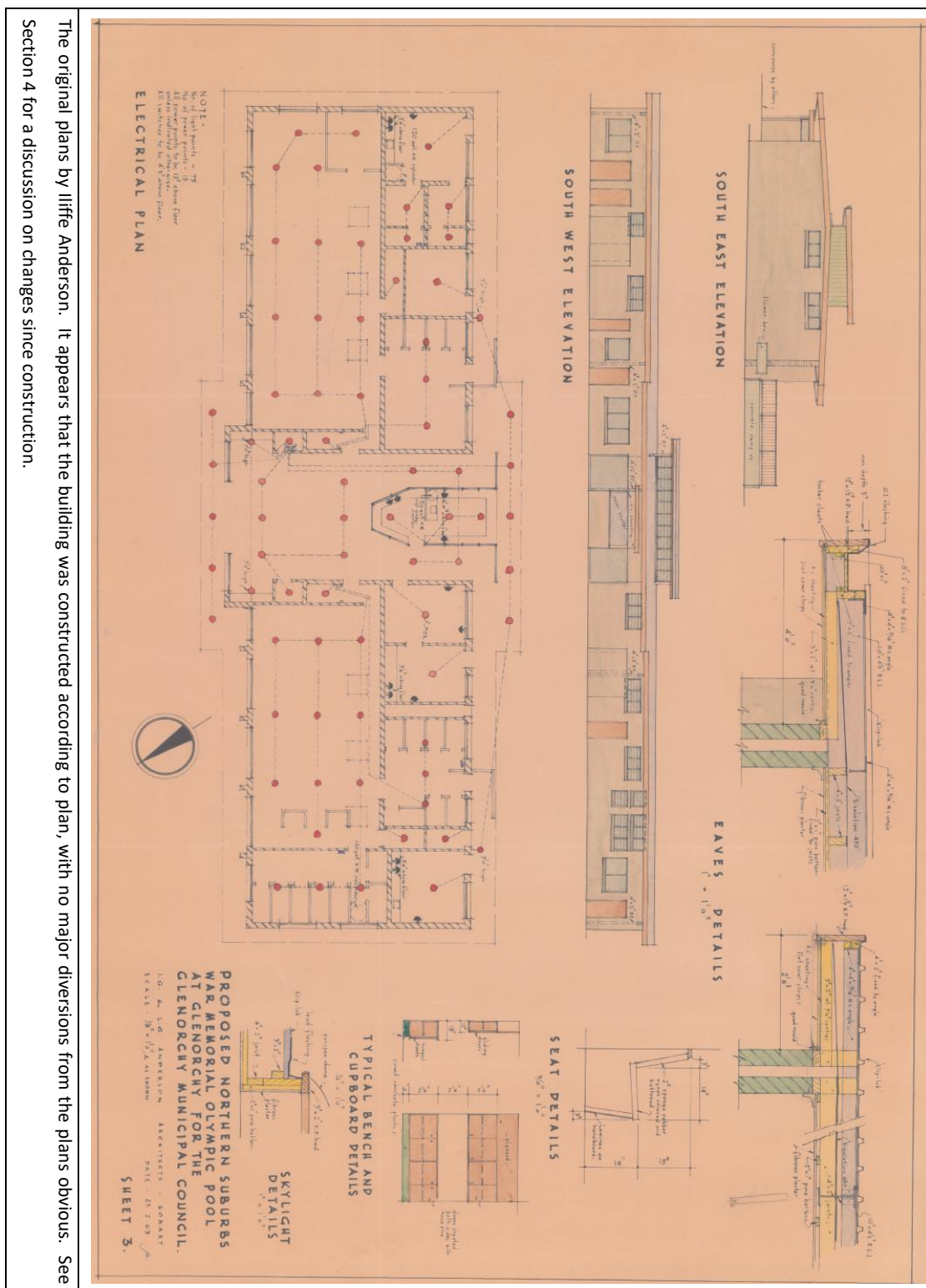
Figure 3.9 - The Glenorchy War Memorial Pool Committee. Glenorchy City Council.



From left: Ian Johnstone (consulting engineer), G.I.A. Hodson (chairman of committee), late I.G. Anderson (architect), Inspector A.C. O'Neal (member of committee).

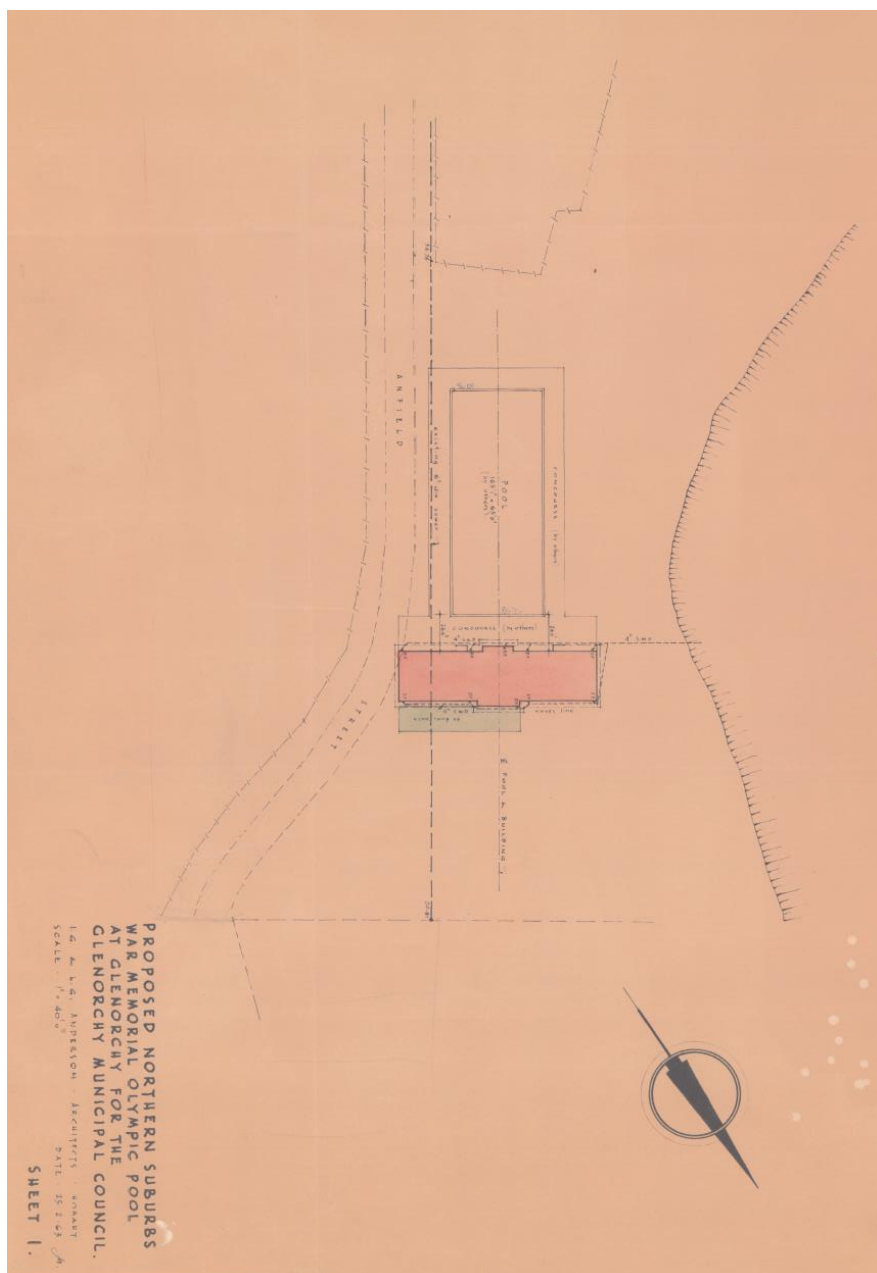
Figure 3.10 - Plans for the Northern Suburbs War Memorial Olympic Pool, Feb-Mar 1963. Supplied by Glenorchy City Council.





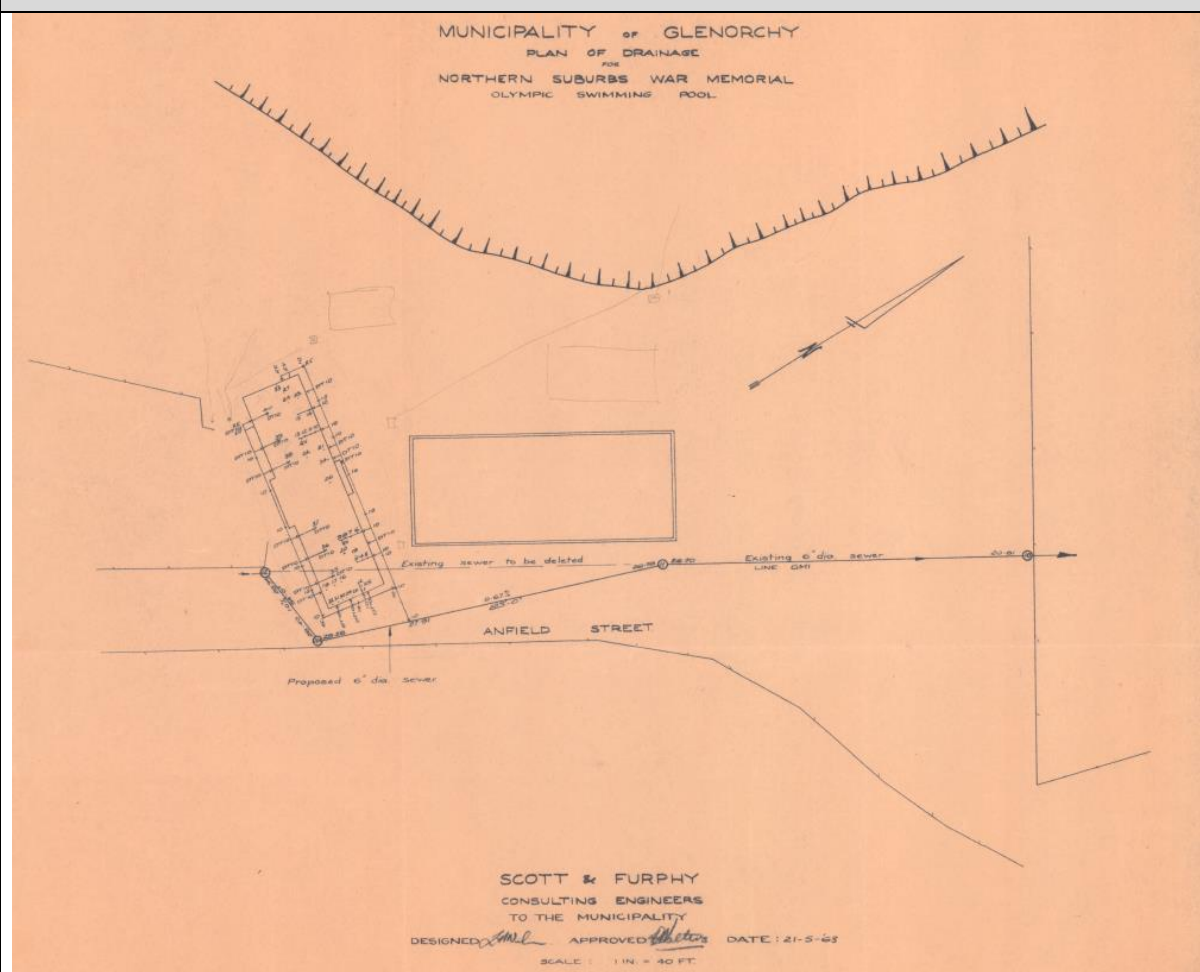
The original plans by Iliffe Anderson. It appears that the building was constructed according to plan, with no major diversions from the plans obvious. See Section 4 for a discussion on changes since construction.

Figure 3.11 - Originally intended site plan Feb 1963. Supplied by Glenorchy City Council.



This shows an alternative orientation of the building on the north-eastern side of the pool. The precise reason for 'flipping' the site layout is not known, however as per the discussion below the eventual location of the building provides an interesting (although probably not ever easily discernible on-ground) axial relationship with the contemporary council chambers building, which was designed and built by the same architect and builder at about the same time. This plan is dated February 1963, the drainage plan at Figure 3.12 is dated May 1963, so that gives timing of that decision.

Figure 3.12 - Site and drainage plan May 1963. Supplied by Glenorchy City Council.



Note the penciled in location of the grandstand and children's pool.

Figure 3.13 - Glenorchy Primary School children viewing work in progress 1963. Glenorchy City Council.



This image shows the shuttered concrete pool walls apparently complete, with integral concrete diving blocks at the shallow end (now removed). The blockwork walls of the main building appear complete.

Figure 3.14 - Working bee constructing the wading pool 1963. Glenorchy City Council.



The exterior of the main building appears complete by this time. Note the still-standing Bottcher/Hills homestead in what is now the pool/KGV carpark area.

The architect (I.G. Anderson) died before completion and the construction of the amenities building was undertaken by A.V. Jennings. J. Dunn and Sons were the contractors who built the pool itself and J.W. Cutliffe Pty. Ltd. built the grandstand.

Figure 3.15 - Working bee constructing the wading pool 1963. Glenorchy City Council.



Note the still-standing Bottcher/Hills house in what is now the pool/KGV carpark area.

300 people attended the official opening, where it was dedicated as a war memorial by the Rev. Marshall Potter (Rector of Moonah). The construction and dedication of utilitarian public facilities (e.g. pools, halls, libraries etc.), as opposed to purely commemorative structures, was a common mid-c20th occurrence to provide meaningful amenity to a booming population. Glenorchy was just about to celebrate its 100th year as a municipality and to be declared a city. Australia's

success in swimming at the 1956 Melbourne Olympics heightened the profile of the sport and the construction of the pool also followed a recent upgrade of the adjacent King George V oval and facilities.

In April 1964 five stainless steel plaques were installed on the diving blocks on the shallow end of the pool to commemorate major fundraising organisations – these plaques are still held by council. Whilst the grandstand did not appear to be part of the original plan, it was completed by the opening of the pool – documentation on the addition of the grandstand and associated funding has not been found in the course of the current research – nor was any documentation as to where the plant room may have been intended without the presence of the grandstand, therefore it is possible that it was always part of the scheme, albeit no plans have been found. The original scheme included a diving tower and pool and a restaurant – which were never realised. A railway overpass linking the pool (and KGV) with the town centre was underway by the end of 1963.

Figure 3.16 - Opening of the Olympic Pool, 30th November 1963 by Sir Stanley Burbury. Glenorchy City Council.



Figure 3.17 - Opening of the pool, 30th November 1963. The Saturday Evening Mercury, 30/11/63:3.



Figure 3.18 - Opening of the pool, 30th November 1963. The Mercury, 30/11/63.

Olympic pool in less than three years

GLENORCHY'S Olympic Pool became reality this morning less than three years after the formation of an appeal committee to take charge of the project.

The pool which the Chief Justice (Sir Stanley Burbury), who has been patron of the appeal since it was launched, opened today, is a war memorial that will provide a much-needed amenity for a fast-growing urban area with a large youthful population.

It is also a striking example of co-operation between State and local government, architects and engineers, ex-service and swimming organisations, and the community as a whole — stimulated by the enthusiasm and drive of civic-minded residents.

The pool has been built largely as a result of the efforts of many well-known Glenorchy people who have devoted time and energy to the project.

With the site given by the Glenorchy Council the original estimate of its cost was £70,000. The Government gave £20,000, the council raised £40,000, and the appeal committee undertook responsibility for £10,000.

Modifications and improvements to the plan increased the sum required to £90,000, and the council guaranteed the additional amount.

In addition to steady fund-raising, which embraced all kinds of efforts, from sporting fixtures to a big art union the appeal committee enlisted the support of ex-service organisations, several of which sponsored memorial lanes in the pool.

All those who helped can now look with pride and satisfaction on a pool and facilities that can accommodate 1,300, a grandstand for 450 spectators, and parking provision for 450 cars.

The right-hand pool measures 165 feet by 40 feet, and is 3½ feet deep at the shallow end sloping to 6½ feet.

Its capacity is 340,000 gallons, and the water is chlorinated, heated by an electric unit, and filtered every six hours.

Adjoining the main pool is a wading and learn-to-swim pool, 20 feet by 10 and varying in depth from 10 inches to 2½ feet, and purified every two hours.

Both pools are surrounded by a wide concrete concourse, and sheltered from the south by the amenities building.

This artist's drawing shows the location of the main pool, wading pool, amenities room, and grandstand at Glenorchy. The diving pool and tower on the right will be built later.

10½ hours a day

FROM tomorrow normal opening times at the Glenorchy Pool will be from 6.30 a.m. to 8.30 a.m. and from 10.30 a.m. to 7.00 p.m., seven days a week.

Admission charges will be 2/- for adults and 1/- for children, plus 3d. for a private locker if one is required.

Organised classes of schoolchildren, in the care of a teacher, will be admitted on school days for 4d. a child.

Another special children's concession — to cover the Christmas holiday period — will be made in the case of Glenorchy Junior Councillors who have been working steadily on civic projects for the past eight months.

Children who have earned at least 10 civic stars in their pocket books by the end of the school term will receive a half-price holiday concession, and the outstanding few with 25 or more star awards will be admitted free during the holidays.

Other concessions include: Season tickets priced at £5/5/- for adults and £2/15/- for children. In both cases, this includes 5/- deposit on a season locker — refunded on return of ticket and key.

PHILLIP LOVETT & CO.
ELECTRICAL CONTRACTORS
TO THE NEW
GLENORCHY OLYMPIC POOL
WERE ENTRUSTED WITH THE INSTALLATION OF
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GLENORCHY SWIMMING POOL.....
ANOTHER

It is a striking example of co-operation between State and Local Government architects and engineers, ex-service and swimming organisations and the community as a whole. The pool has been built largely as a result of the efforts of many well-known Glenorchy people who have devoted time and energy to the project.

Figure 3.19 - Oblique aerial photograph of the new pool, probably shortly after opening (c1965). Glenorchy City Council Heritage Photograph Collection GCC000396.



This image shows the recently completed pool, wading pool, main building and grandstand (noting that the grandstand was not initially roofed). Note the recently constructed KGV grandstand and council chambers. The (empty) former dam on the former Mollineux property can be seen to the right, and the former Bottcher/Hills homestead in the now carpark area was still standing.

3.6. Evolution of the site

Figure 3.20 - Excerpt from a 1969 aerial photograph. DPIPWE 0016-215.



This image shows the recently completed pool, wading pool, main building and grandstand. There appears to be bleacher seating on the western side of the pool and noting the shadow what appears to be shelter hedging to the eastern side. Note the 'rocket ship' play structure to the left (west) of the wading pool.

Figure 3.21 - Excerpt from a 1978 aerial photograph. DPIPWE 0760-122.



As per Figure 3.20 – noting the added building on the southern end of the wading pool – possibly built for added supervision or indoor activities. A shelter had been built on the northern end of the pool by this time.

Figure 3.22 - Excerpt from a 1984 aerial photograph. DPIPWE 0995-150.



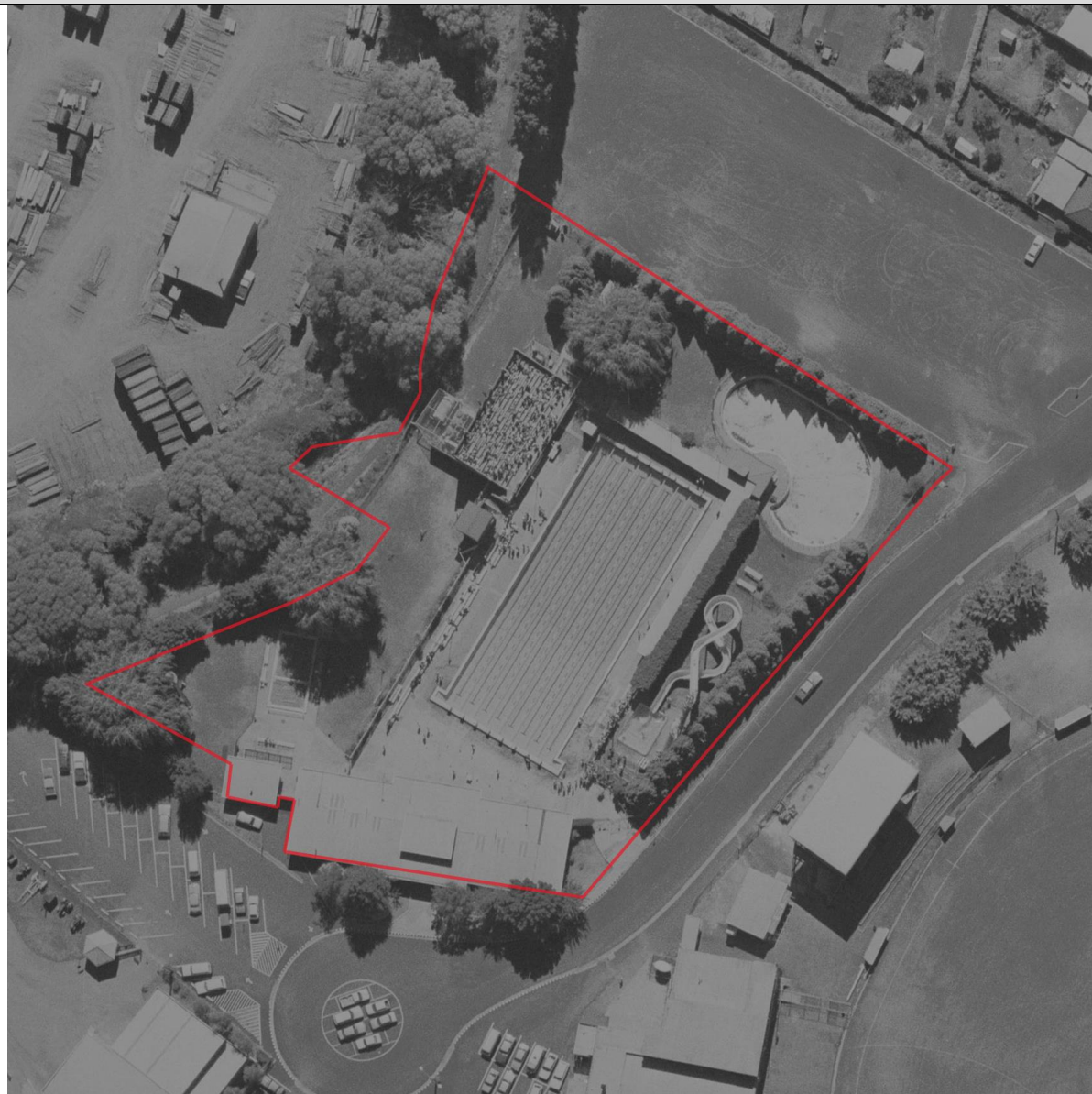
By this time there had been the addition of the bumper-boat pool and waterslide. The Bottcher/Hills homestead had been demolished by this time with expanded car parking. Shelters had been added along the eastern side of the pool near the established hedge.

Figure 3.23 - 1980s oblique aerial. Save Glenorchy Pool Action Group Facebook page.



This image shows the facility in much the same form as today, with the exception of the now removed/filled bumper boat pool.

Figure 3.24 - Excerpt from a 1990 aerial photograph. DPIPWE 1154-234.



This image shows the facility in much the same form as today, with the exception of the now removed/filled bumper boat pool. Also noting that the grandstand had not then been roofed. The timekeeper/judges box adjacent to the grandstand had been added (with function space beneath).

Figure 3.25 - Excerpt from a 2006 aerial photograph. DPIPWE 0410-064.



This image shows the facility in much the same form as today. By this time the bumper boat pool had been filled/removed and the grandstand partially roofed.

3.7. Iliffe Gordon Anderson, Architect (1890-1963)²⁶

Born in South Yarra in 1890, I.G. Anderson moved to Geelong in 1910. Listed as a carpenter in 1912, he later studied architecture at the Gordon Institute of Technology under George King and later at the University of Melbourne Architectural Atelier. Early projects included remodeling of the Grammar School Mansions at the Old Geelong Grammar School. He began designing residential houses in 1917. His first notable commission came in 1919, when he designed the Mildura Club in Mildura, Victoria. During the 1920s his firm was responsible for the designs of many substantial buildings in Geelong, including the Geelong West Town Hall, the 'O'Connell Block' of commercial buildings in Little Malop Street, CML Insurance building and Belcher's Corner building. By 1924, he was associated with the Melbourne architectural firm of Irwin and Stephenson for the design of the Corio Garden Suburb. During the 1930s, Anderson's Geelong practice was commissioned for works in Melbourne including Lonsdale House (since demolished). During the Second World War between 1939 and 1945, Anderson served as Chief Architect to the United States Army in Victoria.

In 1947 Anderson established his practice in Hobart in partnership with his son, Leslie Gordon. Other known examples of his work include:

- *Transport Department Building, Hobart (demolished);*
- *Hobart Swimming Pool (demolished);*
- *Lilydale Chalet Hotel (demolished);*
- *Richardson's Building, Murray St., Hobart, 1954;*
- *The Manhattan Cafe (opened 1955) and the Tattler Theatre; Criterion building, cnr. Criterion & Liverpool Sts., Hobart;*
- *Magnet Court Shopping Centre, Sandy Bay;*
- *Residence, 78 Nelson Rd., Sandy Bay, 1954;*
- *Additions to Hobart Railway Station, 1950s;*
- *Blue Hills Motel, Battery Point, Hobart, 1960;*
- *Blue Waters Motel, Orford;*
- *Motel, Bicheno;*
- *Motel, Scamander;*
- *Motel Derwent, Berriedale;*
- *Motel Hobart, Brooker Highway;*
- *Motel Marine; 153 Risdon Rd., Hobart ('Waterfront Motel');*
- *Howrah Methodist Church, 1960;*
- *Council Chambers, Ulverstone;*

²⁶ Biography drawn from Tasmanian Heritage Register datasheet 11248 for another of Anderson's works. See bibliography of that datasheet for further information.

- *Broad Arrow Cafe, Port Arthur (demolished);*
- *RSL Hall, South Arm;*
- *Community Hall (extension), Kempton;*
- *Community Hall, Woodbridge;*
- *Motel, Scottsdale;*
- *Council Chambers, Glenorchy;*
- *Remodeling of the Palfreyman's building in Burnie;*
- *Tasmanian Tyre Service building, 182 Brisbane St, Launceston.*

Anderson was also an artist, exhibiting works in Melbourne and Tasmania that included photo-lithographic etchings, watercolours and pencil drawings. Anderson participated in the Sesquicentennial Art Exhibition of the Tasmanian Museum and Art Gallery in 1954 and one of his watercolours of 'The reconstruction of Port Arthur in 1856' was purchased by the Tasmanian Art Gallery. He was honoured with a fellowship to the Royal Society of Arts. As a fellow of the Royal Victorian Institute of Architects (Victorian Chapter) since the 1920s, Anderson later joined the Royal Australian Institute of Architects (Tasmanian Chapter). Anderson also became a Fellow and Honorary Treasurer of the Australian Branch of the Incorporated Association of Architects and Surveyors, London, and a member of the Victorian Artists Society and the Tasmanian Artists Society. He served as an Alderman for Hobart Council from 1950-54. During his time as an Alderman, he designed the Hobart City Council Coat of Arms. Anderson was a Fellow of the Royal Society of Architects (London) and a member of the Incorporated Association of Architects and Surveyors (London). He died in 1963 aged 73.

In terms of a local Glenorchy connection, Anderson also designed the Glenorchy Council Chambers. The pool building has certain design features reminiscent of the Council chambers – as a long-fronted public building with a central focus on the entrance, clerestory windows lighting the central bay. In some ways the overall outward form of the pool building references a 'mini council chambers' building – part of a contemporary suite of civic buildings by the same architect. Anderson's complete hand in the design of the Council Chambers is however questionable – as he was working to scale-back an earlier design by Syd Blythe which was a much larger and more elaborate scheme – the scheme realised is reminiscent of that earlier scheme but how much latitude Anderson has beyond 'scaling back' is unclear. The slightly later design for the pool complex has certainly borrowed design elements (and an even more scaled back approach) – how indicative of Anderson's style these are, is questionable.

Also, there is perhaps an intentional axial relationship between these buildings. There is a direct alignment of the building frontages – which has probably never been wholly obvious – and is now severed by the development of Northgate, however that alignment can be seen on early aerial photographs. Note the original intention for the pool building to front north-east – at some point late in the design phase a complete about-face was decided to that it faces south-west and has that linear relationship with the Council Chambers.



Figure 3.26 – Axial relationship between the pool building and council chambers.

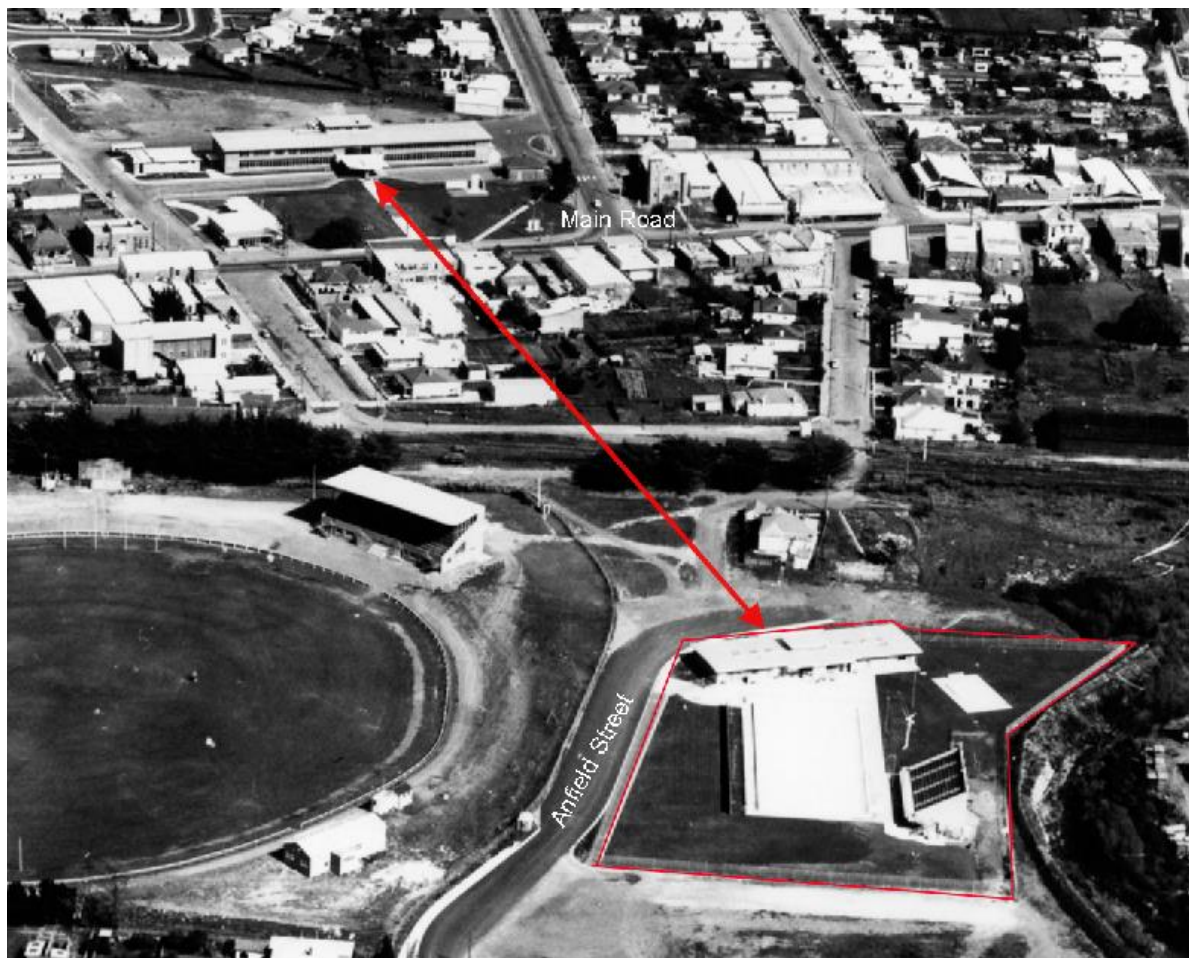


Figure 3.27 – Axial relationship between the pool building and council chambers.

3.8 Summary of key historical points

The following are salient points arising from the history of the complex:


- The land was purchased by the Glenorchy Municipal Council in 1948 and 1962, with part of the land acquired from the War Service Homes Commissioner. The complex is not on privately donated land.
- The complex was always intended to be a functional war memorial facility – this was not an attribution later added.
- It is likely that the 1956 Melbourne Olympics provided some indirect impetus for the desirability of a pool complex.
- Funds were provided from the State Government, Glenorchy Municipal Council, a State Government Loan (repaid by Council) however there was also an element of local fundraising (probably 10-20% of total cost).
- The complex was built at a time of great civic expansion of Glenorchy, namely at the 100th year of the municipality and at the time of declaration as a city.

4. Description of the place

The complex comprises of the pool itself, plus a number of buildings and other associated features as per Figure 4.1:



Figure 4.1 – Key to major site features as discussed below.

1. Main amenities and foyer building.		
Constructed	Architect	Builder
1963	I.G. Anderson Ian Johnstone (Engineer)	A.V. Jennings
Exterior description		
<p>The building footprint has a simple rectangular form with slight protrusions in the centre of the long elevations to accentuate the foyer entrances. The simple gable roof form is near-flat (approx. 3-degrees) and has a central roof lantern with clerestory windows serving the foyer. The walls are painted concrete block, and the roof is clad in metal. The south-western elevation faces the public carpark and apart from the entrance doors and side windows, all windows are obscure and high (servicing change rooms). The north-eastern elevation (inward facing) is more complex with the central main doors flanked by an asymmetrical arrangement of smaller doors and windows servicing staff areas, the kiosk and high obscure windows to toilets – these almost wholly reflect the original fenestrative pattern. The end elevations each have two high windows. Most of the original steel framed window frames remain, however a couple of these facing inward have been replaced with aluminium frames and the main doors to the front and inside elevations have been replaced with aluminium.</p>		
		

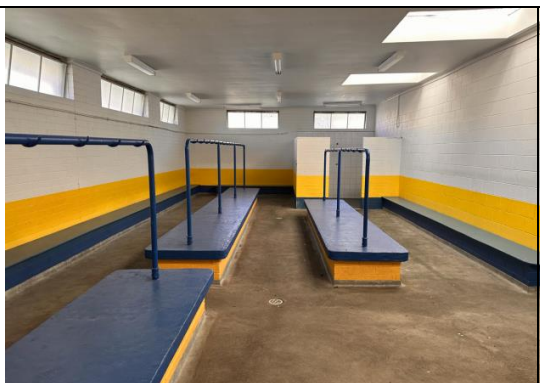


Interior description

The interior of the building has a large central foyer and reception area retaining its original overall form, but the fitout has been modified. The north-western wing houses the male change rooms and toilets as well as an externally accessed accessible toilet/shower, various storage and staff areas. The south-eastern wing houses the female change rooms, toilets, and kiosk.


The interior fitout is simple and functional, with walls painted concrete block, plasterboarded ceilings, minimal joinery and painted concrete floors to wet areas. Apart from minor upgrades of items such as door furniture, customer service fittings, electrical and plumbing fittings the interior is in largely original condition.





Overall integrity

The outward form of the building as well as the general internal arrangement remains as originally built. There have been some modifications on the south-eastern wing with conversion of an earlier office into an extended kiosk. Alterations have mainly been focussed on the entrance and reception area, along with the kiosk space. The foyer area has a different layout and fitout to the original and the original gates and turnstile arrangements have been removed. Change rooms, showers and toilets appear to have only ever had minimal upgrades (i.e. ad-hoc plumbing fitting replacement).

2. The pool and concourse.		
Constructed	Architect	Builder
1963		J. Dunn & Sons.
General description		
<p>The pool itself is 'Olympic size' (50m – 7 lane) The structure is concrete with a 1.2m shallow end to the south-west and the deeper 2.0m end to the north-east. The base and walls of the pool are painted concrete and there is a wide concrete apron around the pool. The concrete apron is probably not all contemporary and appears to have been extended as function/layout of the site has evolved.</p>		
		

**Overall integrity**

The pool retains its original form and fabric and has probably had instances of maintenance during its life. The concrete concourse has clearly been extended in various directions at different times. The diving blocks on the deep end have been replaced from the original ones which were concrete, and those from the shallow end have been removed.


3. Grandstand and plant room.		
Constructed	Architect	Builder
1963	Unknown. As a later design it may have been designed after the death of Anderson?	J.W. Cutcliffe
Exterior description		
<p>Although not originally part of the pool plan, it appears that the grandstand was built at the same time as the pool and main building – most likely as a response to make a more functional use of the plan room below. The roof is a much later addition.</p> <p>The walls are unpainted concrete block with an intermediate level sloping for seating in the form of concrete bleachers with rows of steps between seating segments, with an overall roof only covering the rear half of the building footprint. The roof is clad in iron. The rear elevation has a number of vents and ventilator tubes associated with the plant as well as a roller door and gantry rail.</p>		
 		
		
Interior description		
<p>The interior of the building (i.e. ground floor) houses the plant for the pool's heating and filtration systems. Some of this appears to be original, but there appears to have been replacement and upgrades. A detailed description</p>		


and assessment of the plant is not part of the brief for this project.






Overall integrity


The building is largely in original condition representing its minimalist and functional purpose of providing sheltered and tiered seating but to also utilise the space above the necessary plant room.


4. Wading pool		
Constructed	Architect	Builder
1963		Volunteer community labour.
General description		
A small concrete pool of maximum depth of 0.7m in two sections.		
		
Overall integrity		
The wading pool retains its original condition and has had routine maintenance upgrades and a shade sail added.		


5. Office		
Constructed	Architect	Builder
1970s.		
Exterior description		
A later-added building of concrete block with an iron roof. This originally housed the kiosk before it was moved into the main building.		
		
Interior description		
The interior includes an office and a divided area with a kitchenette.		
Overall integrity		
The building is largely in original condition.		


6. Waterslide		
Constructed	Architect	Builder
C1980		
Exterior description		
A waterslide with associated stairs, fencing and queueing dividers landing into a shallow concrete pool.		
		
Overall integrity		
The slide and pool are largely in original condition.		

7. Timekeeper's stand/function room.		
Constructed	Architect	Builder
C1980		
Exterior description		
A two-storey building clad in timber boards with an iron roof. The upper floor is accessed by an external stairway incorporated into the grandstand stairs.		
 		
Interior description		
Each level has a single room. The ground floor room appears to be a small function space.		
Overall integrity		
Largely in original condition.		

8. Open lawn space (former site of bumper boat pool).		
Constructed	Architect	Builder
C1980		
General description		
Large, grassed area in the north eastern corner of the complex. The pool was filled pre-2006.		
		
Overall integrity		
It is not clear if the pool has been filled or completely removed.		

9. Poolside shelters etc.		
Constructed	Architect	Builder
Northern end – 1970s Eastern side – 1980s Western side and canvas – c2000.		
General description <p>The shelters derive from different time periods. The earlier ones that are generally in-line with the grandstand, along the northern (deep) end and part of the eastern edge are steel framed with polycarbonate roof. Those adjacent to the wading pool area have polycarbonate walls (later added) which also form a retractable door system to isolate the wading pool area. A later steel pipe-framed canvas shade system has been added closer to the pool.</p>		
		

10. Misc sheds, tank etc.		
Constructed	Architect	Builder
General description		
There are a number of small sheds, tanks, minor infrastructure items etc. around the site, including the timber-clad kiosk associated with the former bumper-boat pool. None of these are of any particular notability.		
		

11. Plantings	
General description	
There are no notable old plantings on the site. There are various types of hedging and screening. The largest stand of trees are several cypresses which were planted in the late 1960s and are remnants of what was a row along the northern boundary. No pre-pool era plantings exist on the site.	
	

5. Statement of historic heritage significance

5.1. Assessment methodology

As noted in Section 1, there are no applicable statutory statements of significance for the place.

The place was identified in the *Glenorchy Heritage Place Assessment Project* (see citation in Section 3.1) which provided the following brief statements:

Historical: The Glenorchy War Memorial Pool is significant as it demonstrates the post World War II movement away from symbolic to utilitarian war memorials.

Community: The Glenorchy War Memorial Pool is significant as it is a community expression of commemoration for the municipality's servicemen and women.

The following assessment of historic heritage significance is based on the national HERCON standard for statements of significance, based on the amount of information currently at-hand as detailed in this document. Note that natural history and indigenous heritage values have not been assessed here, as these are beyond the scope of this assessment.

The assessment methodology for each criterion follows the methodology details in the Tasmanian Government's *Assessing Historic Heritage Significance for Application with the Historic Cultural Heritage Act 1995* (October 2011) which is considered to represent a sound approach to assessing values (and from which the expanded definitions in the table below are drawn).

Although that document cites the *Historic Cultural Heritage Act 1995* in its title (to which the place is not subject), its wider applicability as a framework for considering the significance of local heritage places is summarised on page 2 of that document:

The approach outlined in this document is intended to assist heritage practitioners, statutory bodies, local planning authorities and members of the community in understanding why places are entered in the Tasmanian Heritage Register or suggested for listing in a local planning scheme. Through the use of examples, the document suggests thresholds to assist in determining whether:

- (i) A place is of historic heritage significance at a STATE level as being important to the whole of Tasmania, and therefore eligible for entry in the Tasmanian Heritage Register;*
or
- (ii) A place is of historic heritage significance at a LOCAL level as being important to a region or local community and eligible for listing in a heritage schedule of a local planning scheme.*

This document follows Steps 1-3 of that document (as summarised on p.3) and in particular follows the methodology for determining whether the place meets any particular criteria (deriving from the HERCON standards) as detailed on p.5 of that document, which prescribes (beyond the basic significance test):

*a broader test providing an indicative list of factors (**inclusion factors**) that assist in determining whether the criterion is satisfied (**significance indicators**) and whether a place is considered as being of local or state historic heritage significance (**threshold indicators**); and*

*an indicative list of those factors (**exclusion factors**) which would generally disqualify a place from being considered to be of either state or local significance against that criterion.*

In order for this assessment to remain impartial and not prejudiced, the significance indicators for the place will be tested against **both the inclusion and exclusion factors** for all criteria as per the HERCON standard.

5.2. Assessment of historic heritage significance as per the Tasmanian Government standards

As per the methodology above, the following assessment of historic heritage significance will utilise the Tasmanian Government's assessment document (as cited above) and undertake a historical heritage assessment against the inclusion factors for each of the criteria (including those which are not included in the THR datasheet as a means of impartially considering those criteria nonetheless) and will also assess the place against the exclusion factors for each criterion.

A. The place is of importance to the course, or pattern of our cultural or natural history.

Inclusion Factors		Response
A1	Association with an event, or series of events, of historical significance.	<p>The complex is the result of conscientious fundraising and lobbying by the community in the early 1960s. Whilst an admirable expression of community this is not considered to represent any 'beyond-the-ordinary' historical event.</p> <p>Although a war memorial facility – the attribution of memorialism to functional infrastructure in the mid-c20th was a common occurrence and is not considered to be a historically strong association between event and place.</p> <p>Note that both of the above points are discussed in the consideration of social significance below.</p>

A2	Demonstration of important periods or phases of settlement.	<p>The complex represents part of a suite of civic infrastructure that was constructed at the time of the centenary of municipal government as well as on the eve of the declaration of Glenorchy as a city, e.g. new council chambers, KGV upgrades and the pool. The main pool building was designed by the same architect as the Glenorchy Council Chambers, in a similar (but downplayed) style and with an axial relationship in the wider townscape – which provides some stylistic and physical cohesion between these buildings in demonstrating a locally important historic phase – that of transition from rural municipality to city.</p> <p>The change in naming of the complex from ‘Northern Suburbs’ to ‘Glenorchy’ during its planning phase directly aligns the building with that important period of transition.</p>
A3	Association with important cultural phases or movements.	Although nationally there was a heightened interest in the sport of swimming following the 1956 Melbourne Olympics, this is not considered to be an attribute to which local historical significance can be ascribed.
A4	Demonstration of important historical processes or activities.	
A5	Symbolism and influence of a place for its association with an important event, period, phase or movement.	Apart from nomenclature as a ‘war memorial’ pool, and initial references to an ‘Olympic pool’ the place possesses no direct influence resulting from an historical event.
A6	Diversity of attributes – possessing multiple historical associations and physical qualities where the collective value is greater than the sum of the individual associations/qualities.	The complex is not considered to demonstrate an array of historical attributes that could be relied upon for a ‘sum of parts’ consideration of historical significance.

Exclusion factors		Response
XA1	The association of the place to the historically important event, phase, period, process or movement is either incidental (minor, secondary) or cannot be substantiated. For example, every farm house is not of historical importance in demonstrating the spread of European settlement or pastoral land use across Tasmania; while a local legend of a link between a place and an event may make an interesting story it needs to be backed up by reasonable evidence if the place is to be registered on the basis of that link.	As per above a local historical event which the pool directly represents is the 1960s expansion of civic infrastructure, which included the pool, Council Chambers and KGV upgrades. This transition of rural municipality to city is considered to be locally historically important.
XA2	The place has an association with, or demonstrates evidence of, an historical event, phase, period, process or movement that is of dubious historical importance. For example, the historical event, etc, needs to possess an importance 'beyond the ordinary' in respect of its state or local significance.	
XA3	The significant fabric of the place has been so altered that it can no longer provide evidence of a particular association.	The complex is not considered to be 'altered' to a point where any historical associations are indiscernible. As discussed below, an attribute of the community significance is the <i>presence</i> of the pool and not necessarily the built fabric.

This assessment concludes that the place contributes to demonstrating the local historic theme of mid-1960s civic expansion of the centre of Glenorchy – including the construction of the Council Chambers and upgrades of KGV. This theme is historically important and represents a period of change and major evolution in the city.

B. The place possesses uncommon, rare or endangered aspects of our cultural or natural history.

Inclusion Factors		Response
B1	Rare surviving evidence of an event, phase, period, process, function, movement, custom or way of life in Tasmanian history that continues to be practised or is no longer practised.	The place is not considered to exhibit any rare attributes. Whilst it is the only public pool in the city of Glenorchy - that is not an attribute which is considered to warrant assignment of heritage significance.
B2	Evidence of a rare historical activity that was considered distinctive, uncommon or unusual at the time it occurred.	
B3	Distinctiveness in demonstrating an unusual historical, architectural, archaeological, scientific, social or technical attribute(s) that is of special interest.	
B4	Demonstrates an unusual composition of historical, architectural, archaeological, scientific, social or technical attributes that are of greater importance or interest as a composition/collection.	

Exclusion Factors		Response
XB1	The place is not rare within the relevant state/local context.	As per above, the place could not be considered to demonstrate any rare attribute of relevance to Glenorchy's historical or cultural identity. To attempt to do so is likely to introduce too many qualifiers to be credible.
XB2	The claim of rarity or uncommonness has too many descriptive qualifiers linked to it. For example, this is the only stone house . . with a slate roof . . and a bull-nosed verandah. . . within the former estate of . .	
XB3	The place is the only one of its type and the event/custom/function is rare but its importance is questionable. For example, the only place to overlap the corrugated iron roofing four ridges instead of two; the only place to have a toilet suite in the kitchen; the only 2-storey potting shed; the only place having vinyl floor tiles on the ceiling, etc.	
XB4	The place is under threat of destruction, but its importance is questionable.	

This assessment concludes that the place is not of any historic cultural heritage significance against Criterion B as it in no way demonstrates any rare aspects of Glenorchy's history.

C. The place has the potential to yield information that will contribute to an understanding of our cultural or natural history.

Inclusion Factors		Response
C1	Potential to improve knowledge of a little recorded aspect of Tasmania's past.	Consideration of archaeological values of the site was not part of the brief for this project. However it is known that the site was farmland pre-pool construction therefore it is considered unlikely that the site holds any significant research (e.g. archaeological) potential.
C2	Potential to fill gaps in our existing knowledge of Tasmania's past.	
C3	Potential to inform/confirm unproven historical concepts or research questions relevant to Tasmania's past.	
C4	Potential to provide information about single or multiple periods of occupation or use.	
C5	Potential to yield site specific information which would contribute to an understanding of significance against other criteria.	

Exclusion Factors		Response
XC1	There is no physical, documentary or other evidence that would allow an assessment of likely research potential.	As per points in <i>Inclusion Factors</i> above.
XC2	The potential information is trivial, not important or not significant.	
XC3	The context of the physical remains is so disturbed that they cannot yield meaningful or important information, or the significance of the remains has been compromised through being relocated to the current location from somewhere else.	
XC4	The information that can be derived from the place is	

	already reasonably known or readily available from other resources, including other heritage places.	
XC5	A place which has had its research potential fully exhausted, for example, an archaeological site that has been excavated so that there is negligible physical remains left in situ, or a building whose significant fabric has been substantially removed or replaced with new work.	

It is concluded that the place has no potential to yield information that would contribute to any important attribute of our cultural history therefore is not of any historic cultural heritage significance against Criterion C.

D. The place is important in demonstrating the principal characteristics of a class of cultural or natural places or environments.

Inclusion Factors		Response
D1	Representative of a class of place/s that demonstrate an aesthetic composition, design, architectural style, applied finish or decoration of historical importance.	The complex does not represent a class of place that demonstrates any historically important aesthetic composition, architectural design, or decoration (etc.).
D2	Representative of a class of places that demonstrate a construction method, engineering design, technology or use of materials, of historical importance.	The complex does not represent a class of place or any individual construction method/ engineering design or technology/use of materials that is of historical importance.
D3	Representative of a class of places that demonstrate an historical land use, function or process, of historical importance.	The complex does not represent any class of place that represents an important historical land use, function or process.
D4	Representative of a class of places that demonstrates an ideology, custom or way of life of historical importance.	The complex does not represent a class of place that demonstrates an important historical ideology, custom or way life.

Exclusion Factors		Response
XD1	The place does not have a degree of distinctiveness within that class. For example, it is not a particularly, fine, intact or pivotal example. A place is not eligible simply because it is representative of a class of places as nearly every historic place in the state can be defined as representative of one class or another.	It is not considered that 1960s swimming pool complexes that exhibit no remarkable design or architectural merit are able to represent an important class of place in the history of Tasmania or the local area.
XD2	The place does not include a reasonable range of characteristics that define the class, either having never possessed them or having lost them through subsequent development, activity or disturbance.	
XD3	Lack of reasonable evidence to indicate the place is linked to a specific class of place/s.	
XD4	The class itself is of dubious importance. For example, a place is claimed to be a fine example of a post-World War II road culvert or milepost. Whilst it is conceivable a culvert or milepost might be significant, this would be an exceptional circumstance and it would be unreasonable to consider culverts and milestones as such significant classes that every fine example of each warrants inclusion on the Heritage Register.	

This assessment concludes that the place does represent any fine or distinctive example of any historically significant class of place.

E. The place is important in demonstrating a high degree of creative or technical achievement.

Inclusion Factors		Response
E1	Recognition of artistic or design excellence.	No aspect of the original design, nor subsequent works to the complex are considered to be of any particularly unusual, high-quality or innovative merit.
E2	Represents a breakthrough or innovation in design, fabrication or construction technique.	
E3	Distinctiveness as a design solution, treatment or use of technology.	
E4	Adapts technology in a creative manner or extends the limits of	

	available technology.	
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Exclusion Factors		Response
XE1	The place is not eligible simply because it is the work of an important designer or artist. It must be a substantial achievement that is demonstrated in the place itself and has been awarded or is otherwise worthy of recognition for its excellence.	Section 3 has provided an overview of the work of Iliffe Anderson, the complex is not considered to be of any particularly unusual or high achievement by that architect. Whilst Anderson was responsible for the design of several well-known Tasmanian public and commercial buildings, and although of some standing in Victoria, the complex is not considered to be a pivotal example of his work.
XE2	The place has substantially lost its design or technical integrity through subsequent changes to, or deterioration of, the significant element of the place.	The place is not considered to have ever had any special design or technical attributes which may have deteriorated.
XE3	The place has had its landmark or scenic qualities substantially and irreversibly degraded.	The place is not considered to have ever had any landmark or scenic qualities.
XE4	The place has only an indirect or loose association with creative or technical achievement.	The place is considered to have no (not even loose or indirect) association with creative or technical achievement.

This assessment concludes that the place is not of any historic cultural heritage significance against Criterion E as it in no way demonstrates any degree of creative or technical achievement beyond the ordinary.

F. The place has a strong or special association with a particular community or cultural group for social, cultural or spiritual reasons.

Inclusion Factors		Response
F1	Important to the community as a key landmark (built feature, landscape or streetscape) within the physical environment of Tasmania.	The complex has no landmark qualities.
F2	Important to the community as a landmark within the social and political history of Tasmania.	The complex was constructed at a time where Glenorchy was establishing itself as a city as part of a suite of infrastructure built at that time (e.g. Council chambers, KGV grandstand). The 1960s could be seen as an important phase in the social and political history of the establishment of Glenorchy as a city therefore have some <i>local</i> community significance.
F3	Important as a place of symbolic meaning and community identity.	See detailed commentary below regarding community identity, and public socialisation. It is likely that the place has some local significance consistent with these inclusion factors.
F4	Important as a place of public socialisation.	
F5	Important as a place of community service (including health, education, worship, pastoral care, communications, emergency services, museums, etc.).	
F6	Important in linking the past affectionately to the present.	

Exclusion Factors		Response
XF1	The place is important to the community solely for amenity reasons. For example, most modern picnic and parkland areas, playgrounds and beaches, used for contemporary recreation.	The complex is held in high regard by the community for amenity purposes. This however must not necessarily be confused with heritage value. See

XF2	The place is important to the community only as they seek to retain it in preference to a proposed alternative. For example, a place is occupied by an unremarkable development.	detailed commentary below regarding amenity-versus-significance and community attitudes to the place.
XF3	The community group for which the place is claimed to have strong or special meaning does not have reasonable standing. That is, it is not recognised within the wider Tasmanian community, or the group is unable to demonstrate an important cultural association with the place. For example, a residential lobby group formed in response to a proposed development or activity at the place and unlikely to have the capacity to maintain an ongoing involvement with the place; a state-wide organisation whose functions and operational history has no direct link to the place or places of a similar nature.	

A rigid and quantitative measure of associative/social value is often difficult – as social significance involves a measure of value against a contemporary community it usually involves a level of emotion arising from a direct contemporary connection to a place. For that reason, rigid and prescriptive criteria need to be interpreted within the particular community context of a place. Impartiality in such assessments is essential – as although emotion can indicate a social attachment to a place, it cannot necessarily be translated as social significance in a heritage sense. Similarly, a contemporary community group can have an attachment to a place due to its amenity - a place may be important to their current social existence, but that also does not necessarily mean that it has social significance in a heritage sense. Time depth is a factor which can assist in the attribution of social significance historically – an inter-generational social attachment by what is now a contemporary community can assist in projecting that significance into a historical sense.

Social values can also be dynamic (i.e. prone to change). Threat of the destruction or loss of a place can elicit a community response which might not ordinarily be as explicit. This is not to say that a place only becomes significant when that response is articulated – however assessors of associative/social value must balance that response impartially. Whilst such responses might (at least) temporarily inflate the perception of significance, they also may stimulate the actual recognition of inherent significance.

Another intangible measure of social/associative significance is resonance. Simply: “how far does that connection spread in any particular community?”. Definition of that community must not be blurred with notions of amenity, i.e. “the place is important to the people that use it” – for heritage significance to be ascribed there must be a

deeper connection of association, and potentially deeper temporal attachment – i.e. the importance must spread beyond the people who gain amenity from use of the place.

A 2018 study commissioned by the Heritage Council of Victoria provides an in-depth process for assessing social/associative significance which further explores the principles discussed above, based on sub-criteria which are discussed below²⁷:

²⁷ Derived from the following documents:

Assessing and Managing Social Value – Report and Recommendations. For the Heritage Council of Victoria. The University of Melbourne, Australian Centre for Architectural History, Urban and Cultural Heritage and Lovell Chen. June 2018.
Assessing the Cultural Heritage Significance of Places and Objects for Possible State Heritage Listing. The Victorian Heritage Register Criteria and threshold Guidelines. Heritage Council of Victoria (reviewed and updated April 2019).

Term	Definition	Comment on the complex
Social value	Social value is a collective attachment to place that embodies meanings and values that are important to a community or communities. The reasons for communal attachment may be spiritual, religious, cultural, political or derived from common experience.	The complex is considered to have amenity value. Whilst that value may be driven by common experiences by individuals relating to recreation and socialisation, that does not necessarily derive from a strong cultural connection.
		Memories of the place may be held in fond regard, however that does not necessarily equate to social heritage value.
Place	Place means a geographically defined area. It may comprise buildings, elements, objects, landscapes, spaces and views. Place may have tangible and intangible dimensions.	Insofar as defining the 'place', the pool complex is well defined in its own right – however its local heritage significance needs to be considered alongside contemporary sporting infrastructure (i.e. KGV oval – which was redeveloped at around the same time the pool was built – and has since been redeveloped) and possibly also with the Glenorchy Council Chambers which was also built around the same time, by the same architect and also represents the transition of the municipality to the city.
Community	A community is a group of people who share a common interest or purpose. Such a group may share a common belief system, cultural interest, ethnicity or values. In many cases, the community will live in the same locality. In other cases, the community will be imagined (to the extent that it is socially constructed and its members may have shared affinities but may never actually meet in person), or virtual (formed online by	The community who values the complex is difficult to define beyond 'the past and present citizens of Glenorchy' (not that this geographical entity is necessarily a limiting factor – but it would seem unlikely that people from other regions would hold any such value to the place). A 'local community united by a common interest in swimming' is a likely definition. As a place that offers recreation and amenity, the complex does not

	<p>people who identify with common issues).</p> <p>The 'community' associated with the complex could be described as <i>informal community</i> – Groups of people whose activities, practices and associations unite them around common interests. They may participate in widespread cultural activities and/or spread over broad geographic areas. Members of informal communities may not specifically identify the community, instead they participate through common activities.</p>	<p>represent any common belief system, relationship to ethnicity, religion, customs or values. Whilst 'cultural interest' could be extended to include 'the swimming population of Glenorchy' – to ascribe heritage significance to a place because of amenity value to swimmers is somewhat of a long-shot.</p> <p>It is noted that part of the build costs were community raised and that is likely to contribute to a sense of value/ownership (albeit to an earlier generation) – although this is likely to demonstrate community pride this is not necessarily translatable as heritage significance per-se.</p> <p>However, it is also acknowledged that the complex is (and has always been) a war memorial – which potentially opens a wider community attachment and belief system. This is discussed further below.</p>
Attachment	<p>Attachment describes people's connection to place. This includes feelings, memories and associations that are important to a community's sense of identity, as well as practices, expressions and representations. The reason(s) may be related to a common cause, experience, ideal, belief or cultural practice. The intensity of attachment to place can fluctuate in intensity over time and the values that are at the core of the attachment may not be uniform within the community/communities. Both intensity and values may change over time.</p> <p>Attachment to place as a response to proposed change should</p>	<p>Whilst there is no doubt that a sporting facility such as this complex has importance to the community for recreational amenity, this does not necessarily mean that this attachment equates to associative heritage value.</p> <p>Attachment to the place is probably felt more at an individual level, informed by personal experience and unlikely at a level which could be considered 'profound'.</p>

	not in and of itself necessarily be accepted as evidence of social value. It is a conclusion of this report that social value that exists independent of 'threat' is quite different to the emotionally-charged sentiment, and heightened sense of community, which is generated when a place valued by a community is proposed for change.	
Time depth	Time depth, or duration of attachment should, in typical circumstances, have endured over a sustained period of time – a generation, or 25 years, may be accepted as a rough guide. However, it is recognised that there exists potential for community sentiment for place to be of more recent origin. In such circumstances there is a requirement for intensity of attachment and the size of the community to be clearly demonstrated as balancing the short time-depth.	<p>The pool complex is 60 years old, which does give inter-generational time depth and the discussion on Criterion A (historical) indicates some local historical significance as the complex being part of a suite of civic/recreational infrastructure arising from the time that Glenorchy was proclaimed a city.</p> <p>This type of historical significance may not necessarily be embodied in the form and fabric of a place – but it may be embodied in the <i>existence</i> of such a place (i.e. a new pool complex might retain that associative and significance). For example, if any part of the site was replaced for upgrades, or even if the facility were completely replaced with a new pool facility, that amenity and therefore attachment would most likely prevail to the individual – the association is in <i>use</i> (or amenity) rather than in <i>place</i> (or fabric). Any upgrades and changes to maintain/improve use/amenity would be a progression in the history of the use and association and therefore add to that time depth.</p>

Resonance	Resonance is the extent to which the value of a place/object to a community can be demonstrated to exert an influence that resonates in a particular geographical context. For a place or object to satisfy Criterion G it will be associated with, represent or be identified with a story/theme that contributes to or forms part of the State's identity. Recognising that identity is fluid, new or emergent themes have the potential to satisfy this definition.	It is not considered likely that the contextual resonance of the complex would extend beyond the local area. Local swimming pools, although representing recreation and an element of lifestyle, are not considered to be a key part of the wider region or state's cultural identity.
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A key consideration in the community significance of the complex is the fact that it was built as a war memorial pool. This is very clear from the early correspondence of the fundraising committee – it was always intended to be a functional war memorial and did not simply have the memorial attribute added later. The complex is included on the (non-statutory) Monument Australia list as a war memorial.²⁸ Heritage Tasmania has undertaken some research on war memorial pools in Australia and has compiled a list of 102 war memorial pools across Australia, including 6 in Tasmania. Further research is required on other utilitarian war memorials such as halls, libraries, parks, community centres etc. but is likely that these would number over 100 in Tasmania alone²⁹.

The fact that the complex was an intended and conscientious effort by community members to provide for a functional facility as a war memorial results in the likelihood that the place is of local historic heritage significance. This draws-in the meaning of memorialism intent, community fundraising, community labour inputs, nomenclature and an association with people and events past through constant but passive amenity of the place as a place of commemoration. Given that the establishment and use of utilitarian places as a function of commemoration was a common occurrence in the mid-c20th, these places are considered to be just as important as the more traditional and focussed memorial places such as cenotaphs, memorial clocks, gateways etc. although that significance is not considered to be necessarily embodied in the form or fabric of the place, but the amenity, access and use of the place.

For this reason, the complex is considered to have local historic heritage significance to the community. That significance is not necessarily embodied in the fabric and form of the place, but the fact that the community facility exists. For example, if any part of the infrastructure needed to be upgraded to allow continued use of the place, then that is unlikely to impact the community significance. If the place were to be removed, then there would be an impact upon that significance.

This assessment concludes that the place has a local level of community significance embodied in the presence, memorialism and ongoing use of the place.

²⁸ <https://monumentaustralia.org.au/themes/conflict/multiple/display/101867-glenorchy-war-memorial-pool>

²⁹ For example. A search of place names on www.thelist.tas.gov.au shows 140 places named as 'memorial', including 25 'memorial halls', 28 'memorial parks', 5 'memorial pools' and 1 'memorial library'. Note that this does not reflect the number which may be deemed to be of heritage significance.

G. Special association with the life or works of a person, or group of persons, of importance in our history.

Inclusion Factors		Response
G1	A key phase(s) in the establishment or subsequent development of the place were undertaken by, or directly influenced by, the important person(s) or organisation.	<p>Whilst the establishment of the complex can be associated with and/or attributed to prominent Tasmanians such as Sir Stanley Burbury and Eric Reece, the architect Iliffe Anderson as well as prominent locals who assisted with lobbying and fundraising – these associations are not considered to be extraordinary and represent a not-unusual achievement in providing community infrastructure.</p> <p>Section 3 has provided an overview of the work of Iliffe Anderson, the complex is not considered to be of any particularly unusual or high achievement by that architect. Whilst Anderson was responsible for the design of several well-known Tasmanian public and commercial buildings, and although of some standing in Victoria, the complex is not considered to be a pivotal example of his work.</p>
G2	An event or series of events of historical importance occurring at the place were undertaken by, or directly influenced by, the important person(s) or organisation.	
G3	One or more achievements for which the person(s) or organisation are considered important are directly linked to the place.	
G4	Social or domestic events occurred at the place that are inseparable from the achievement(s) of the important person(s) or organisation, were a major influence upon an achievement(s) or are otherwise of public interest.	

Exclusion Factors		Response
XG1	The person(s) or organisation associated with the place lacks reasonable prominence or historical importance to the relevant state or local area.	As per inclusion factors above.
XG2	The association of the person(s) or organisation with the place cannot be demonstrated or substantiated.	
XG3	The association of the person(s) or organisation with the place is not strong, unusual or extraordinary enough to warrant recognition in this way. For example, the person spent a brief,	

	transitory or incidental time at the place without leaving evidence or achieving anything relevant to their importance; and the association of the person or organisation with the place is totally unconnected with their achievement and not of historical interest in interpreting the context of their life and achievement.	
XG4	The person or organisation is perceived to draw more importance from their connection with the place than vice versa. For example, a person who acquires a famous property cannot be considered important merely for being the one-time owner of the property.	Not applicable.

This assessment concludes that the place is not of any historic cultural heritage significance against Criterion G, as there are no extraordinary associations of any persons/organisations/events of any historic interest or significance associated with the place.

5.3. Summary of historic heritage significance

The above assessment concludes that the place is of some local historic heritage significance against for the following criteria:

Criterion	Statement of significance	Embodied in
A (historical)	The complex is of local historic heritage significance as it demonstrates a part of the suite of public infrastructure that was constructed at the time that Glenorchy transitioned from a rural municipality to a city.	The presence of a sporting facility in this location as part of a suite of civic infrastructure. The relationship of the architectural qualities and location of the main building with the Glenorchy Council Chambers provides some tangible demonstration of this historical association.
F (community)	The complex has community significance as a place that demonstrates community spirit through fundraising to construct a functional war memorial which has provided a place of passive commemoration for several generations.	This is not embodied in the fabric of the place, but the presence, amenity and nomenclature of the complex as a functional war memorial.



Monthly Financial Performance Report

For the year-to-date ending 31 January 2024

Statement of Comprehensive Income

Glenorchy City Council Financial Report Statement of Comprehensive Income to 31 January 2024					
Year-to-Date (YTD)	Note	2024 Budget \$'000	2024 Actual \$'000	2023 Actual \$'000	2024 Variance Actual to Budget
Operating Revenue					
Rates	1	49,365	49,279	45,659	↓
User charges and licences	2	11,188	11,950	11,052	↑
Interest	3	691	709	401	↑
Grants	4	2,286	2,911	2,466	↑
Contributions - cash	5	24	160	30	↑
Investment income from TasWater	6	1,086	1,086	1,086	↔
Other income	7	209	357	225	↑
Total Operating Revenue		64,849	66,452	60,918	↑
Operating Expenditure					
Employment costs	8	15,916	14,903	14,132	↓
Materials and services	9	11,315	10,009	9,992	↓
Depreciation and amortisation	10	10,952	10,614	8,717	↓
Finance costs	11	89	88	14	↓
Bad and doubtful debts	13				↔
Other expenses	14	4,004	3,864	4,647	↓
Total Operating Expenditure		42,276	39,477	37,501	↓
Total Operating Surplus/(Deficit)		22,573	26,976	23,418	↑
Non-Operating Revenue					
Contributions – non-monetary assets	15	-	-	1,559	↔
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	16	(205)	10	430	↑
Capital grants received specifically for new or upgraded assets	17	5,540	6,394	3,111	↑
Total Non-Operating Revenue		5,335	6,403	5,101	↑
Non-Operating Expense					
Assets written off	12	-	-	341	↔
Total Non-Operating Expense				341	
Total Surplus/(Deficit)		27,908	33,378	28,519	↑

Operating Revenue

Year-to-date operational revenue is \$66.452m compared to budgeted operational revenue of \$64.849m. This represents a favourable result of \$1.603m or 2.5% against budget.

Note 1 – Rates Revenue

Unfavourable against the year-to-date \$49.365m budget by \$86k, noting supplementary valuation rate revenue is on target, however new charitable exemptions result in an extra \$71k expense and penalty on overdue instalments is \$45k less than budgeted due to a reduced rate.

Note 2 – User Charges and Licences Revenue

Favourable against the year-to-date \$11.188m budget by \$762k, noting increased landfill fees of \$179k, property services leases & licences \$197k and development applications \$86k.

Note 3 – Interest on Investments

Favourable against the year-to-date \$691k budget by \$17k, noting \$835k in interest has been received to date less accruals back to last year of \$126k.

Note 4 – Operating Grants

Favourable against the year-to-date \$2.286m budget by \$625k, noting unspent grants from last year of \$396k have been carried forward, the Glenorchy Pool Feasibility Study of \$200k has been received, 26TEN Community grant of \$145k, Digital Ready for Life of \$127k and Stormwater Flood Mitigation \$33k, but less Financial Assistance Grant prepaid in 2022/23 of \$383k will not be received in 2023/24.

Note 5 – Contributions

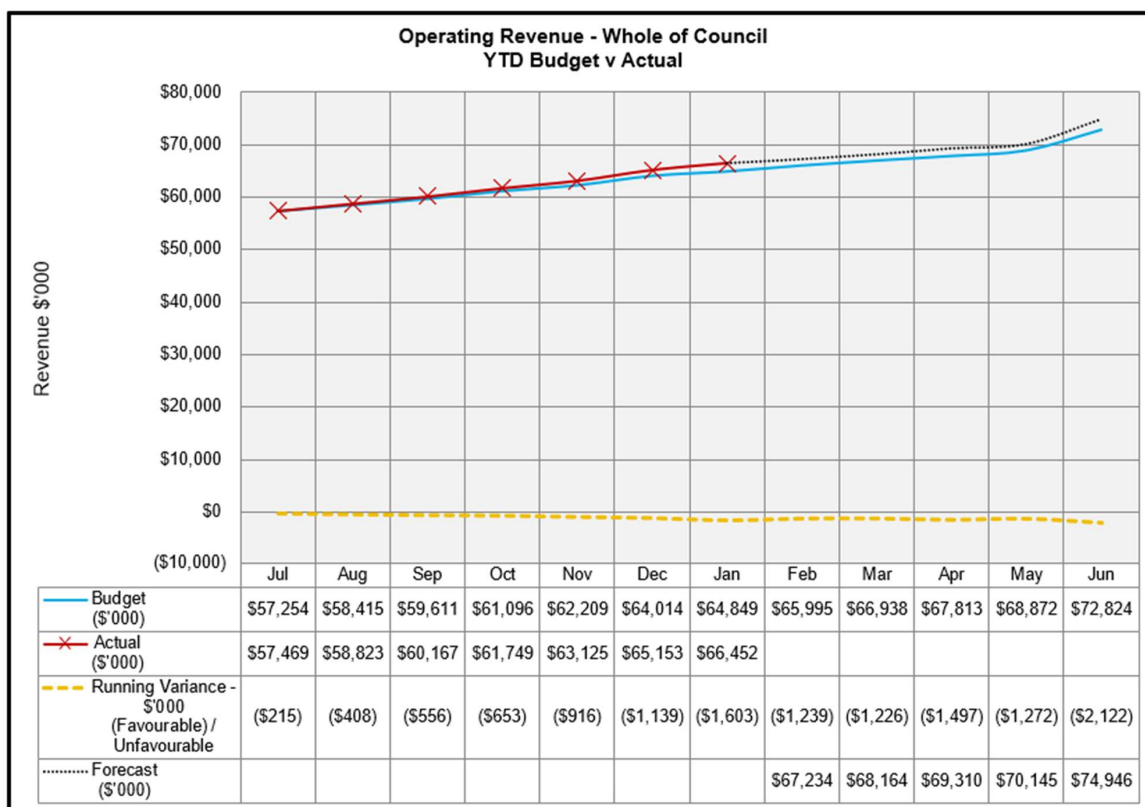
Favourable against the year-to-date \$24k budget by \$136k, noting a donation of \$127k for accessible playground equipment at Benjafield Park has been received.

Note 6 – TasWater Income

On track noting two dividend payments totalling \$1.086m have been received against an annual budget of \$2.172m.

Note 7 – Other Income

Favourable against the year-to-date \$209k budget by \$147k, noting insurance claim refunds \$94k and Childcare Inclusion Support Subsidies (ISS) of \$32k have been received.



Operating Expenditure

Year-to-date operational expenditure is \$39.477m compared to budgeted expenditure of \$42.276m. This represents a favourable result of \$2.799m or 6.6% against budget.

Note 8 – Employment Costs

Favourable against the year-to-date \$15.916m budget by \$1.014m, representing positions remaining vacant for extended periods during the recruitment process.

Note 9 – Materials and Services Expenditure

Favourable against the year-to-date \$11.315m budget by \$1.306m, noting underspends across many areas including regional contributions \$418k, professional contractors \$365k and Glenorchy Jobs Hub mid-year budget review \$219k.

Note 10 – Depreciation and Amortisation

Favourable against the year-to-date \$10.952m budget by \$338k, noting infrastructure depreciation \$186k and fleet and equipment \$146k.

Note 11 – Finance Costs

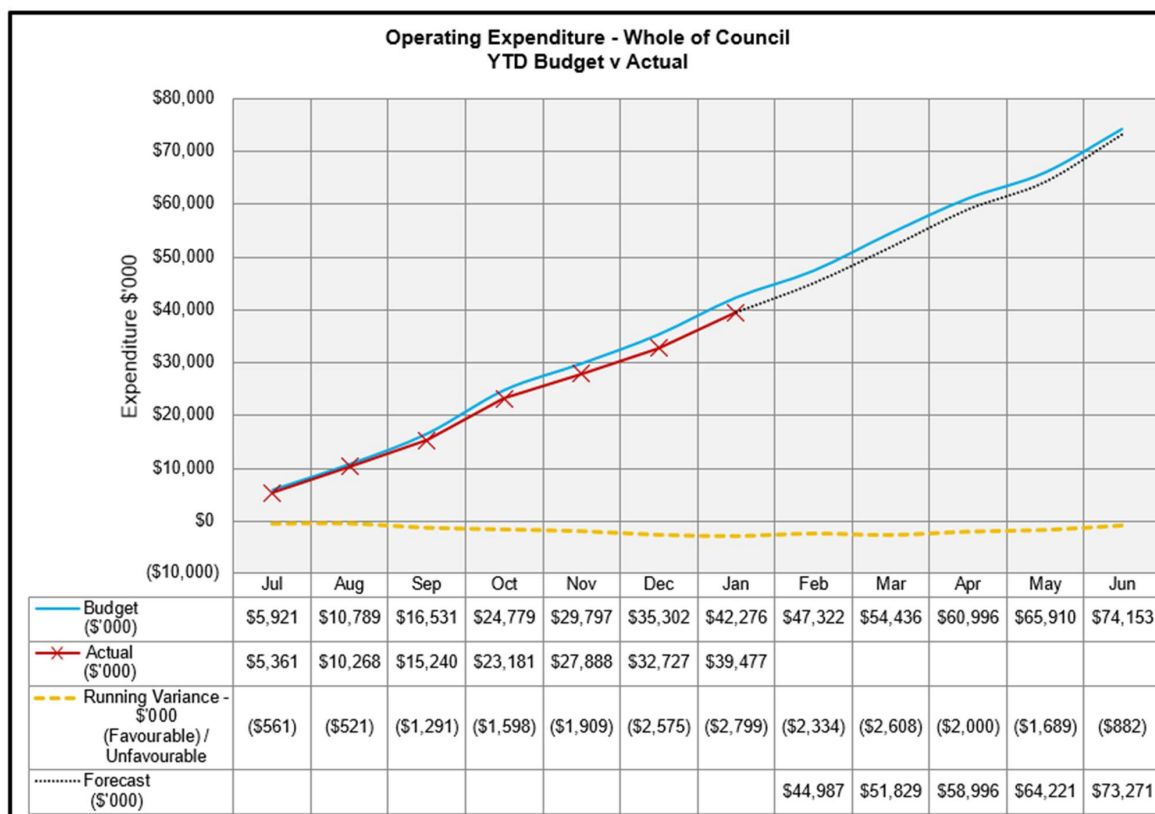
Favourable against the year-to-date \$89k budget by \$1k, with no notable variances to report.

Note 13 – Bad and Doubtful Debts

No bad or doubtful debts identified this year to date.

Note 14 – Other Expenses

Favourable against the year-to-date \$4.004m budget by \$140k, noting increased land tax of \$102k.



Non-Operating Revenue

Note 15 – Contributions – Non Monetary Assets

No non-monetary assets have been received to date against an annual budget of \$3.500m.

Note 16 – Gain or Loss on Disposal of Assets

Favourable against the year-to-date \$205k budget loss by a \$10k gain, noting upfront expenditure has been incurred on properties identified as being eligible for disposal \$75k, less minor assets sales of \$84k.

Note 17 – Capital Grants

Favourable against the year-to-date \$5.540m budget by \$853k, noting \$606k of unspent grants from the previous financial year were carried forward, federal government LRCI grants of \$679k and state government grants for various projects \$763k received, less federal major projects grants yet to receive \$1.195m.

Non-Operating Expenditure

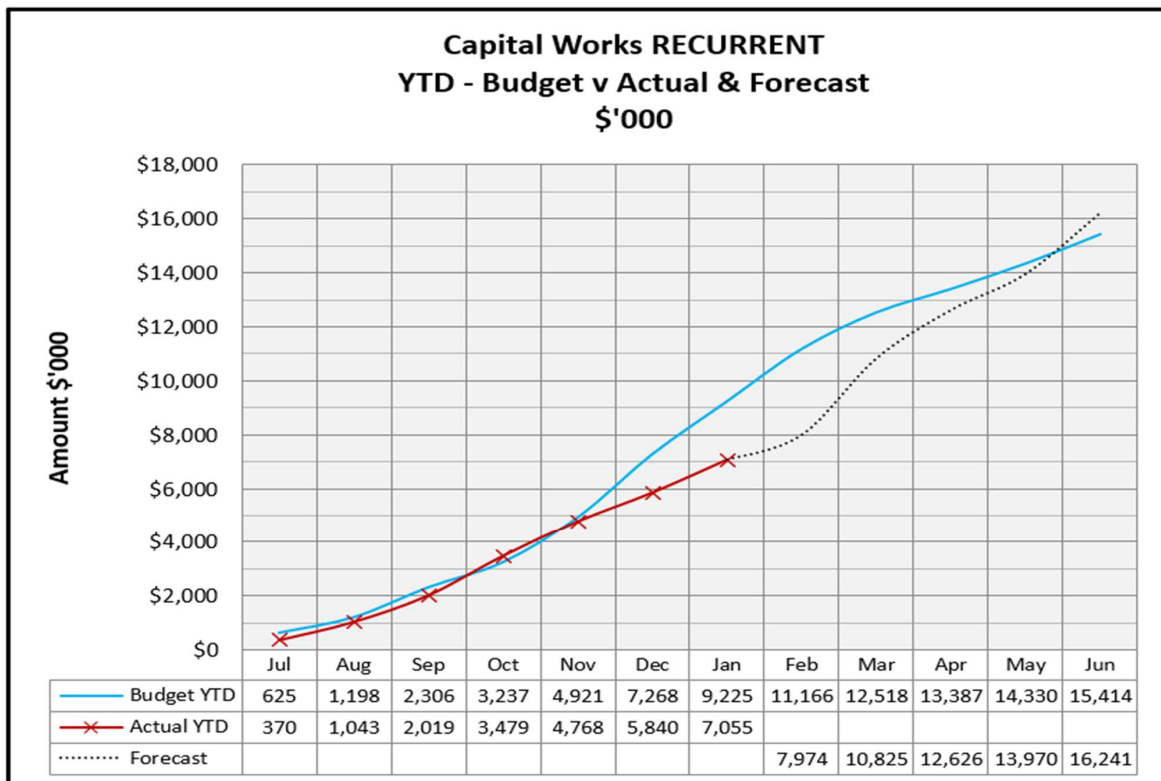
Note 12 – Assets Written Off NA

No assets have been written off to date against an annual budget of \$1.920m.

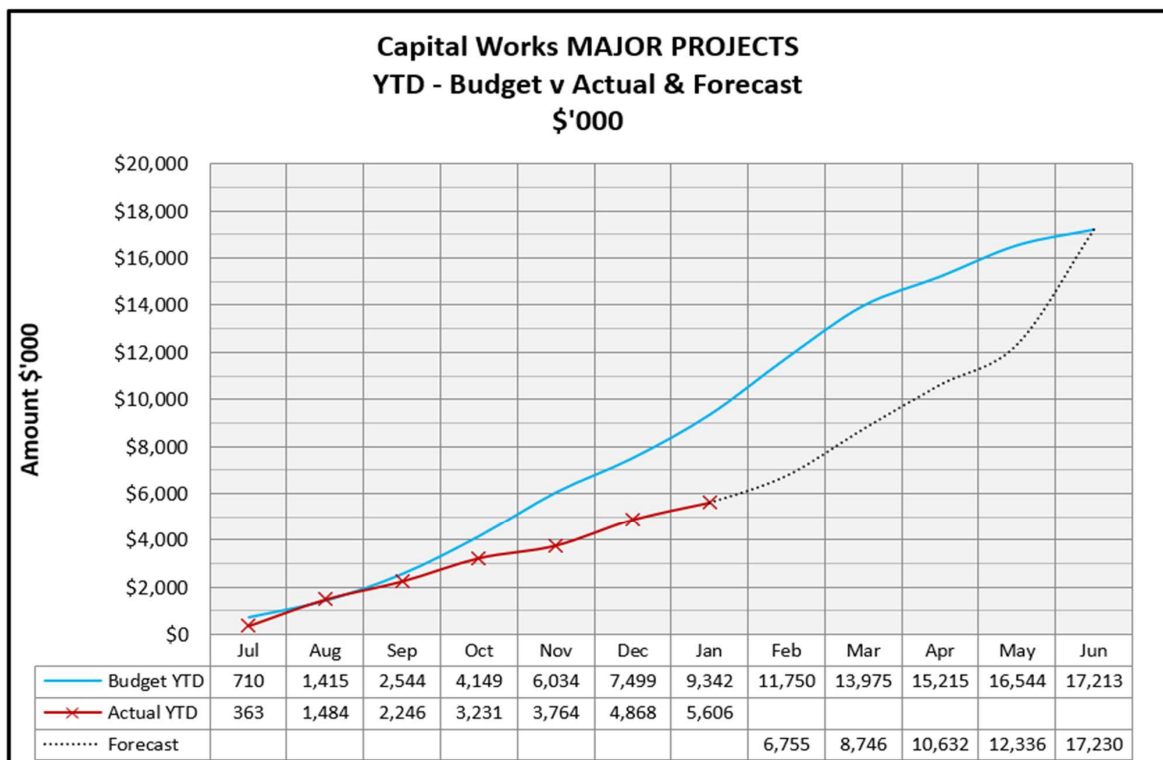
Capital Works

Year-to-date Capital Works expenditure is \$12.661m against a combined annual budget of \$32.686m and a combined annual forecast spend of \$33.471m. At the end of January, \$7.055m or 46% of the annual recurrent budget has been expended on recurrent projects and \$5.606m or 33% of the major projects budget has been expended.

Capital Program – Recurrent



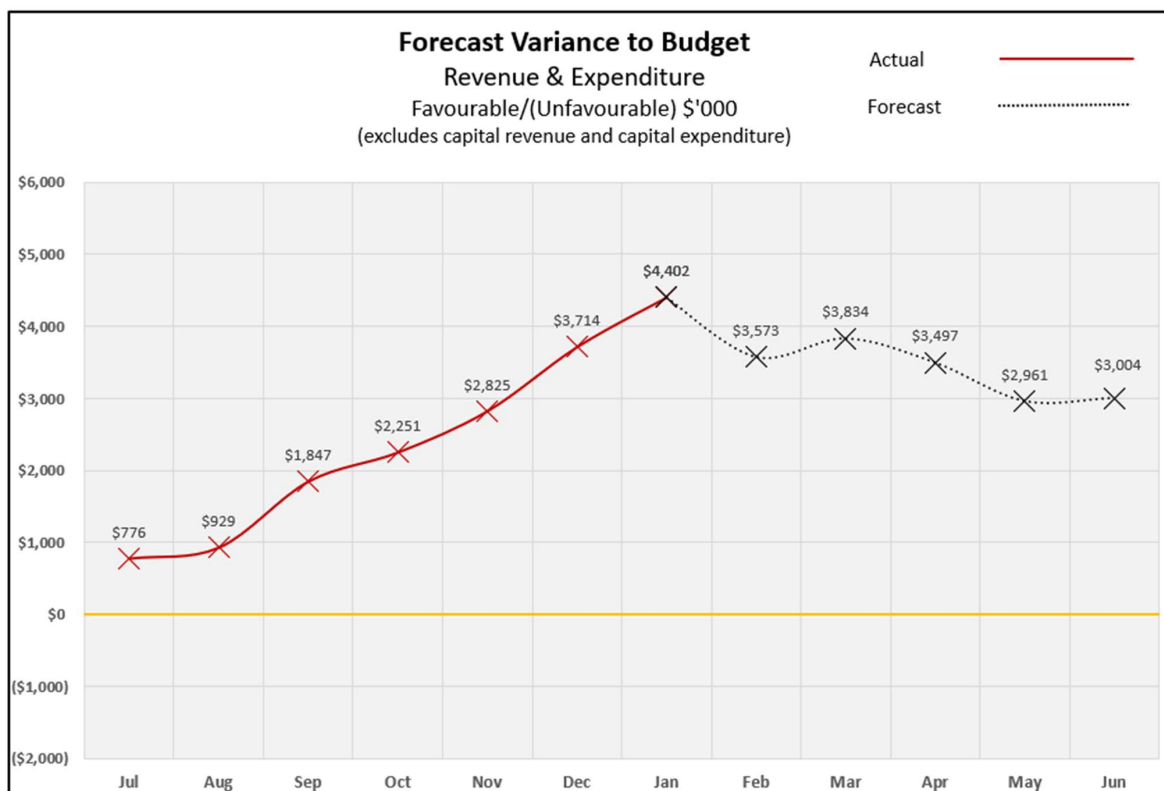
Capital Program – Major Projects*



*The following projects form the Major Projects capital works program:

Project	YTD Actual	ANNUAL Budget	ANNUAL Forecast
101059 - CSR - KGV Soccer - Design & Construction	\$896,521	\$2,500,000	\$2,546,521
101246 - Grant - Giblins Reserve Play Space	\$1,808,152	\$2,500,000	\$2,433,152
101250 - Grant - North Chigwell Football and Community Facility	\$125,935	\$4,000,000	\$3,525,935
101282 - Grant - Montrose Foreshore Park Skatepark	\$236,606	\$0	\$316,606
101517 - Upgrade Interchange Facilities at KGV Oval for GDFC	\$150,692	\$145,000	\$190,692
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	\$0	\$3,195,000	\$2,894,468
101767 - Relocation of Terry Street to Chambers	\$364,468	\$200,000	\$490,730
101914 - MP - Benjafield Playground Renewal	\$490,730	\$1,234,138	\$1,234,138
101915 - Grant - Playground Renewal - Federal	\$887,896	\$1,500,000	\$1,500,000
101916 - Benjafield Childcare Centre Stage 1 - Sleep Area	\$0	\$700,000	\$711,145
101917 - Benjafield Childcare Centre Stage 2 - Amenities	\$25,145	\$580,000	\$223,000
101930 - Eady St Sportsfield Lighting	\$127,020	\$0	\$127,020
101931 - Mountain Bike Renewal	\$245,639	\$0	\$245,639
101953 - Municipal Revaluation 2024	\$29,625	\$395,000	\$395,000
101954 - Multicultural Kitchen	\$22,277	\$164,000	\$166,277
101956 - Cadbury Changerooms	\$195,131	\$100,000	\$230,131
TOTALS	\$5,605,729	\$17,213,138	\$17,230,346

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.

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.

Attachment 1



2023/24 Revised Budget Estimates

GLENORCHY CITY COUNCIL 2023/24 REVISED BUDGET ESTIMATES Operational			
<i>s82 Local Government Act 1993</i>			
	2023/2024 Revised Budget \$'000	2023/2024 Original Budget \$'000	Change \$'000
Operating Revenue			
Rates	42,967	43,138	(171)
State Fire Commission Contribution	6,521	6,521	0
Statutory Charges - Development, Building & Health	1,484	1,676	(192)
User Charges	1,129	1,193	(64)
Waste Charges	9,720	9,535	185
TasWater Investment	2,172	2,172	0
Grants – State and Other	2,840	2,840	0
Grant – Federal Assistance	3,917	2,575	1,342
Interest	1,100	1,100	0
Childcare	768	768	0
Rental	865	785	80
Other	1,219	510	709
Total Operating Revenue	74,702	72,814	1,889
Operating Expenses			
Employee Costs	28,038	28,594	(556)
Materials & Services	19,222	19,188	34
State Fire Commission Contribution	6,521	6,521	0
Depreciation	17,180	17,180	0
Amortisation	0	0	0
Lease Amortisation	1,665	1,665	0
Finance Charges	238	238	0
Other	951	729	222
Total Operating Expenses	73,815	74,115	(300)
OPERATING SURPLUS / (DEFICIT)	887	(1,301)	2,189
Non-Operating Income / (Expenses)			
Assets Written Off	(1,920)	(1,920)	0
Asset Disposal	(418)	(418)	0
Total Non-Operating Income / (Expenses)	(2,338)	(2,338)	0
UNDERLYING SURPLUS / (DEFICIT)	(1,451)	(3,639)	2,189
Capital Income / (Expenses)			
Donated and Found Assets	2,500	2,500	0
Capital Grants	13,099	10,198	2,901
Total Capital Income	15,599	12,698	2,901
RESULT FROM CONTINUING OPERATIONS	14,148	9,059	5,089

GLENORCHY CITY COUNCIL 2023/24 REVISED BUDGET ESTIMATES Capital			
EXPENDITURE VARIATIONS			
Account Number	Project	Amount	Status
101282	Montrose Bay skatepark irrigation system	\$90,000	Not Budgeted
To be created	Structural roof works, (hold down points) for Solar Panels	\$50,000	Not Budgeted
101931	MTB Park (contaminated soil removal and park signage)	\$84,000	Variation
101767	Council Chambers office alterations to create additional workstations	\$278,000	Variation
101979	Moonah Arts Centre structure maintenance and plaster repairs	\$45,000	Not Budgeted
101967	Wilkinsons Point Pavilion handrail	\$33,000	Not Budgeted
101517	KGV (AFL) interchange boxes	\$55,000	Variation
101914	Benjafield Playground renewal/upgrade	\$245,900	Variation
101956	Cadbury Change rooms upgrade/addition	\$93,000	Variation
101978	Tolosa St Bus Interchange Cladding Replacement	\$61,000	Not Budgeted
101246	Additional BBQ and shelter at Giblins Reserve Playspace	\$75,000	Not Budgeted
101512	Tolosa St Shared path link (Domanic to Tolosa Park)	\$98,100	Not Budgeted
(NEW)	Foamstream weed killer	\$73,000	Not Budgeted
100004	Unallocated Capital Account	\$70,200	Not Allocated
	Subtotal of Variations / Not Budgeted	\$1,351,200	

EXPENDITURE SAVINGS / DEFERRALS			
Account Number	Project	Amount	Status

101644	General Signage	\$20,000	Reallocate Budget
101906	Eady St Demolition	\$40,000	Defer until 2024/25
101917	Childcare extension/upgrade	\$357,000	Reallocate Budget
101645	Fencing and gates budget	\$30,000	Reallocate Budget
101918	Playspace Renewal	\$204,200	Variation
101631	Renfrew Circle Road Reconstruction	\$700,000	Reallocate Budget
	Subtotal Savings / Deferrals	\$1,351,200	

Quarterly Report

Quarter 2 2024



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STRATEGIC AND OPERATIONAL HIGHLIGHTS FOR THE QUARTER

I am pleased to bring you the strategic and operational highlights for the second quarter of the 2023/2024 financial year, ending 31 December 2023.

GLENORCHY WAR MEMORIAL POOL

With the Glenorchy War Memorial Pool remaining closed until further notice for safety reasons, Council has engaged MI Global Partners to undertake an investigation into pool redevelopment and alternative options for the Pool site. MI Global Partners has more than 20 years' experience working on events, sport and other projects, and has associations with firms both nationally and locally to undertake various aspects of the project.

As the project progresses, Council will keep the community informed about ways it can be involved in the project's extensive consultation process to help MI Global provide the best guidance to Council on the future of this important recreational site in our City.

CAPITAL WORKS STATUS REPORT

During the second quarter,

- Giblins Playspace – The regional playspace, plus MUGA court and outdoor table tennis table, and new accessible toilet block is now complete.
- Benjafield Playspace – A district playground, rocket/space themed is progressing well and on track to be completed in March 2024. A carpark upgrade also to be undertaken once the playground is completed.
- Tolosa Park Dam Reintegration – Works, led by TasWater, are now underway and due for completion in July 2024.
- KGV Football Park – A new change room facility is under construction, following completion of the new playing surface and sportsground lighting.
- North Chigwell – The planning permit is close to finalised for the new facilities building, with the procurement process underway following completion of the new playing surfaces and sportsground lighting.

A grant deed was signed with the Federal Government to enable rollout of the \$1.5m election commitment on playground renewals:

- Alroy Court, Rosetta
- Cooina Park, West Moonah
- Roseneath Reserve, Austins Ferry
- Chandos Drive Reserve, Berriedale

- Pitcairn Street Reserve, Montrose
- Battersby Drive, Claremont
- Collinsvale Reserve, Collinsvale (completed)
- Lutana Woodlands, Lutana
- Barossa Road, Glenorchy
- International Peace Park, Berriedale

Programming for these playspace renewals is now complete, with upgrades planned to take place in the first half of 2024.

TASMANIAN GOVERNMENT BUDGET SUBMISSION 2024 / 2025

Glenorchy City Council is keen to deliver important community projects that will provide significant economic and social benefits to the people of Glenorchy and Greater Hobart, but we can't do it alone. We are seeking investment and partnership for our priority projects, that will provide lasting benefits to our city and ensure it continues to grow and thrive with the rest of the region. At its November meeting, Council resolved to identify its key priority projects and submit them to the 2024-2025 State Government Community Budget submission process. The priority projects are:

- Tolosa Park continued development as per the masterplan
- Redevelopment of 2A Anfield Street (Glenorchy War Memorial Pool)
- Glenorchy Multicultural Hub operational funding
- Youth engagement program funding
- Northern Suburbs Transit Corridor activation

A copy of the Priority Projects Prospectus that has been sent to both the Tasmanian and Federal Government can be found [here](#).

COMMUNITY AND VOLUNTEER AWARDS

Council at its meeting on 30 October decided to continue the new format for our Community and Volunteer Awards, which we trialled last year. This new format combines Council's previous Community Awards and Volunteer Awards programs and ceremonies. Bringing the two events together expands the award categories so that we can really celebrate the contribution of people who are doing so much in and for our City.

The next annual Community and Volunteer Awards are scheduled for May 2024. Call for nominations is now open and I encourage anyone aware of worthy community members to head to our website and nominate now. Categories will include:

- Glenorchy Citizen of the Year
- Glenorchy Young Citizen of the Year
- Glenorchy Senior Citizen of the Year
- Local Hero Award
- Glenorchy Sports Achievement Award
- Glenorchy Business Person of the Year
- Volunteer recognition

APPLICATION FOR PLANNING SCHEME AMENDMENT AND PLANNING APPLICATION - 8-10 MAIN ROAD, CLAREMONT - MCDONALDS

At its 13 December 2023 meeting, the Glenorchy Planning Authority (GPA) considered a planning scheme amendment request for a site-specific qualification (for a drive-through facility and business signage) combined with a planning permit application for a takeaway food premises with a drive through facility and signage.

The draft amendment was found not to meet the requirements of Section 34(2) LPS Criteria of the *Land Use Planning and Approvals Act 1993*.

The applicant argued that a McDonalds franchise could bring employment opportunities to the local area and that McDonalds contributes to significant social programs at a local, regional and State level. However, the impacts from the proposed amendment – which relates to the drive through and business signage – are the only aspects that must be assessed in considering the amendment. The GPA considered that the negative impacts of the amendment outweighed the economic and social benefits of a McDonalds business. The GPA determined to refuse to prepare the planning scheme amendment and therefore the permit application could not be considered.

AFL HIGH PERFORMANCE CENTRE PROPOSAL

In late 2023, the Tasmanian Government sought expressions of interest in the proposed AFL High Performance Centre (Centre).

After exploring potential sites within the municipal area, officers presented the option for this Centre to be located across both KGV Oval and the Eady St Recreation Reserve. Council noted that such a proposal would displace four community sporting clubs and likely place restrictions on a fifth.

There are obvious benefits to being a home to an AFL High Performance Centre, however Council also needed to consider the impact on community clubs and ratepayers if the proposal was to proceed.

Ultimately, Council decided at its meeting on 30 October not to submit an expression of interest to the Tasmanian Government for the Centre to be based in the City of Glenorchy.

This decision was based on the shortage of playing fields for community sport; the availability of land to develop new ones; the extremely difficult task of relocating community clubs; and the significant cost to the ratepayer.

SPEED LIMIT REDUCTIONS

At its November meeting, Council determined to recommend speed limit changes in our area to the Transport Commission. The following speed limit reductions were recommended:

Roads to be changed from 60km/h to 50km/h:

- Main Road from Abbotsfield Road to Stony Point Drive
- Marys Hope Road from Crosby Road to Berriedale Road
- Berriedale Road from Catherine Street to Marys Hope Road
- Barossa Road from Tolosa Street to Bimburra Road
- Roads to be changed to permanent 40km/h:
- Main Road, Moonah CBD from Amy Street to Florence Street

Council's recommendations to change speed limits are subject to approval by the Transport Commissioner. The Transport Commissioner also holds the authority to authorise the installation and adjustments to speed limit signage.

The revisions also support the Tasmanian Government's "Towards Zero Action Plan 2020-2024 Tasmanian Road Safety Strategy," as the data suggests that lower speeds have a significant positive impact on reducing the occurrence of severe crashes.

Once the recommended speed limits are approved, necessary actions will be taken, including the replacement or adjustment of speed limit signs and the installation of advanced warning signs where needed. Community will receive notification of these changes via various mediums to ensure transparency and awareness of the changes.

GLENORCHY CITY COUNCIL ANNUAL GENERAL MEETING

Council held its Annual General Meeting (AGM) on 4 December 2023. Several motions were put by community members and carried by the majority of electors present at the meeting. Motions related to several topics:

- the Glenorchy War Memorial Pool
- development applications related to non-residential development at 8-10 Main Road Claremont
- composition of the Glenorchy Planning Authority.

Council considered each of the motions at its December Council meeting and determined not to support the motions.

SUBMISSION ON THE DEVELOPMENT ASSESSMENT PANEL FRAMEWORK POSITION PAPER

At its November meeting, Council endorsed a submission to the State Planning Office providing feedback on the Development Assessment Panel (DAP) Framework Position Paper and the Tasmanian government's proposal to introduce independent DAPs to take over some of Council's decision-making functions on certain development applications.

In summary, Council is not opposed to the concept of a DAP. However, the proposed model is not considered appropriate. The following concerns were raised:

- The proposed referral triggers are too broad and ambiguous.
- Non-mandatory referrals should be at the discretion of the planning authority, not the applicant. However, applicants should have the right to appeal this decision.
- Removing appeal rights, delaying exhibition until a recommended decision has been made and introducing Ministerial intervention are not supported.
- The DAP process proposed is too complex and should instead align with the process for assessment of a discretionary application.
- Clarity regarding the operation of the process resulting from different trigger points is required. An ad-hoc process determined by the Minister on a case-by-case basis does not represent procedural fairness and is not supported.

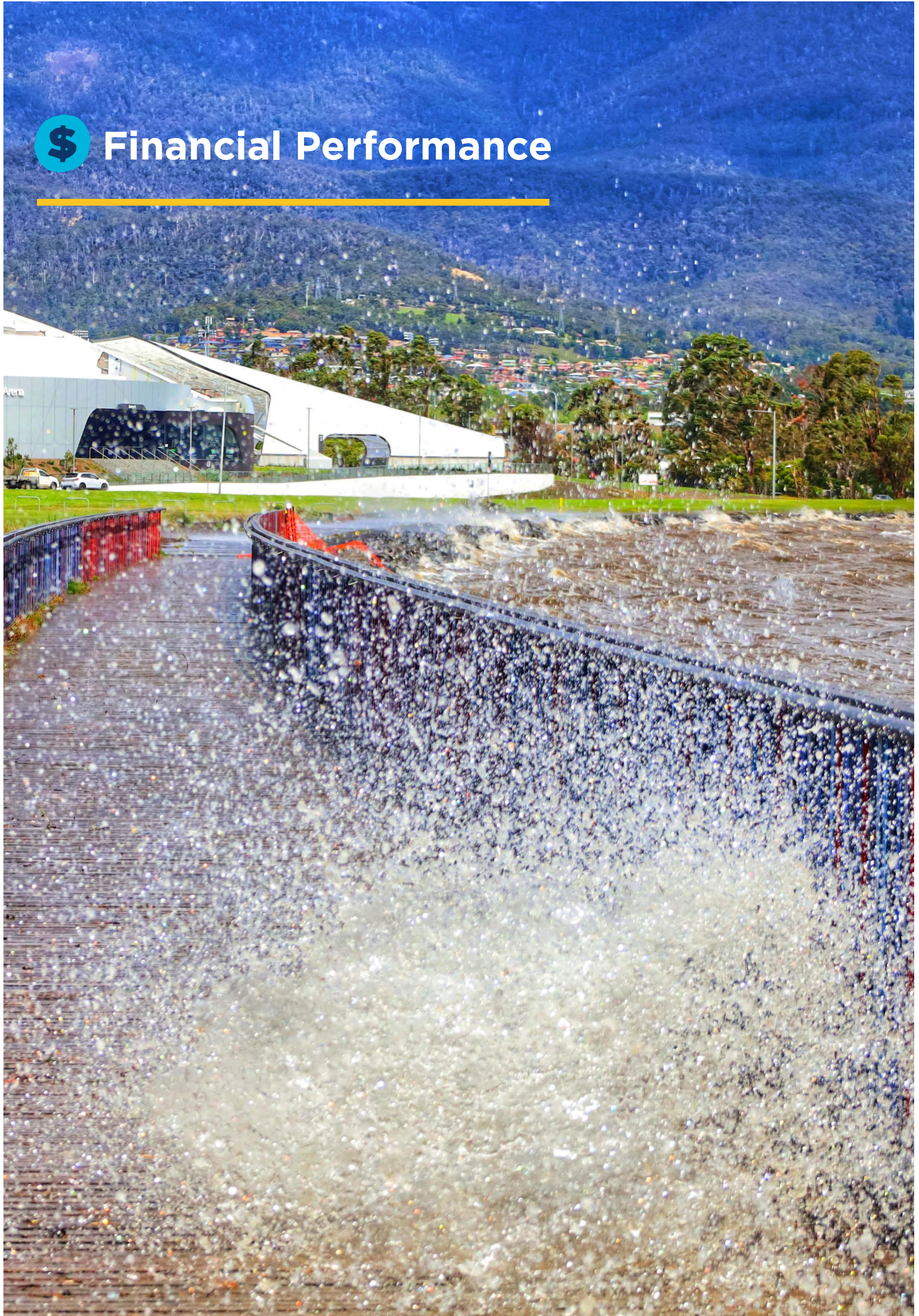
FIRE AND EMERGENCY SERVICES ACT REFORM SUBMISSIONS

The Tasmanian Government is reviewing its Fire and Emergency Services (TFES) Legislation and has carried out consultation on proposed changes.

At its November meeting, Council endorsed the making of a submission on the changes. Broadly, Council is supportive of the proposed structural changes to the TFES. However, there are several areas Council believes require further consideration. Of particular concern are the proposed changes to the funding model and the seeking clarification and assurance that the State Fire Management Council (SFMC) and the Hobart Fire Management Area Committee (FMAC) will continue in a form that allows the same efficacy as they currently do.



Financial Performance

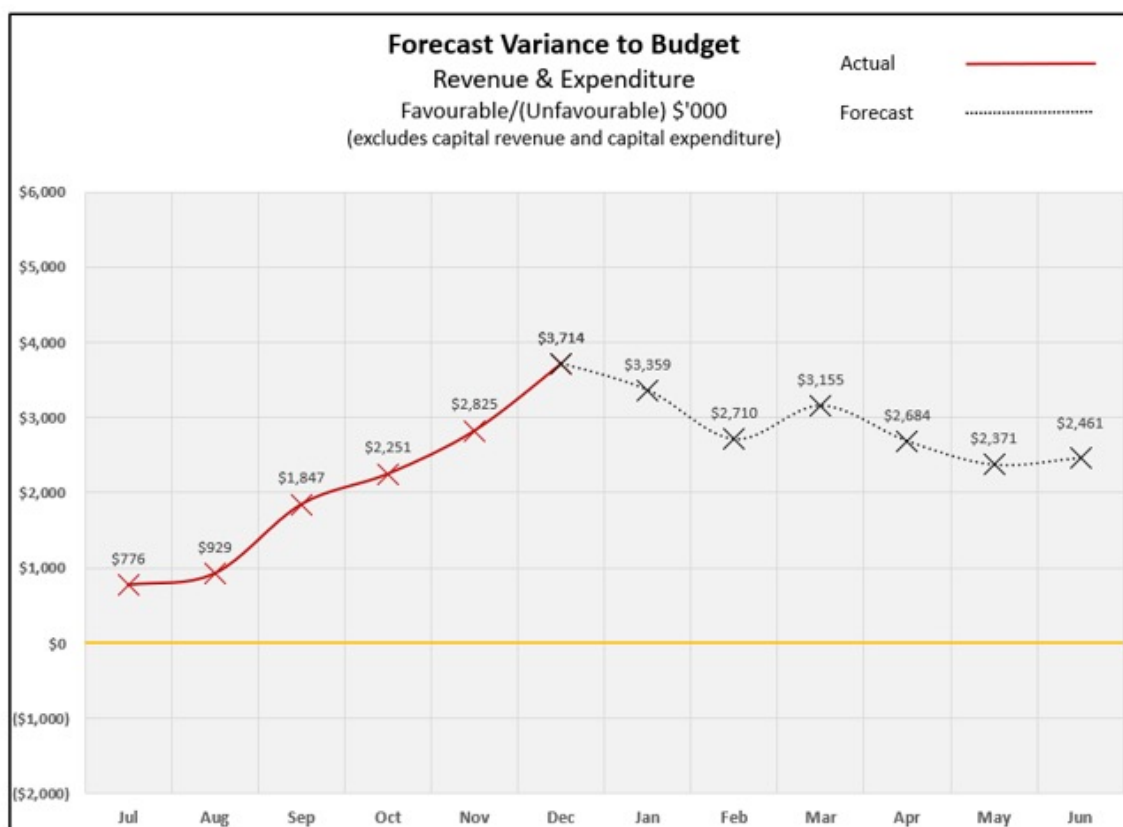


Quarterly Financial Performance Report

OPERATING SUMMARY

Council's operating result as at the end of the December 2023 quarter is \$3.714m better than the budgeted position. The favourable variance is the combined result of \$1.139m more revenue than budgeted and \$2.575m less expenditure than budgeted.

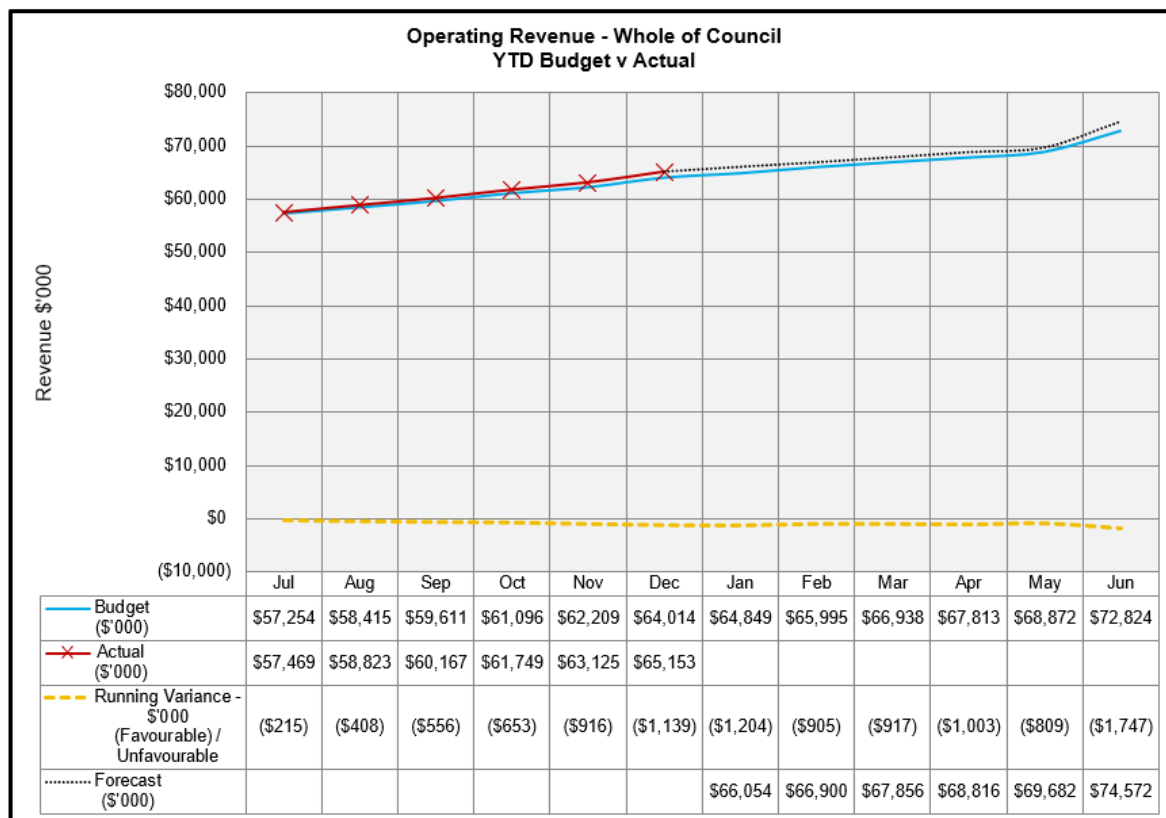
Operating Forecast to 30 June 2024



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

Year-to-date operational revenue is \$65.153m compared to budgeted operational revenue of \$64.014m. This represents a favourable result of \$1.139m or 1.8% 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

Unfavourable against the year-to-date \$49.365m budget by \$107k, noting supplementary valuation rate revenue is on target, however new charitable exemptions result in an extra \$66k expense and penalty on overdue instalments is \$44k less than budgeted due to a reduced rate.

NOTE 2 - USER CHARGES AND LICENCES REVENUE

Favourable against the year-to-date \$10.674m budget by \$211k, noting a one-off work cover premium refund of \$142k has been received, additional property leases/licences of \$147k, landfill user fees of \$88k and planning fees of \$41k, however building fees are lower by \$164k as are animal registration fees \$57k.

NOTE 3 - INTEREST ON INVESTMENTS

Favourable against the year-to-date \$599k budget by \$60k, noting \$659k in interest has been received to date, less accruals back to last year of \$126k.

NOTE 4 - OPERATING GRANTS

Favourable against the year-to-date \$2.136m budget by \$691k, noting unspent grants from last year of \$396k have been carried forward, the Glenorchy Pool Feasibility Study of \$200k has been received as has 26TEN Community grant of \$145k, Digital Ready for Life of \$127k, but less Financial Assistance Grant prepaid in 2022/23 of \$392k will not be received in 2023/24.

NOTE 5 - CONTRIBUTIONS

Favourable against the year-to-date \$20k budget by \$139k, noting a donation of \$127k for accessible playground equipment at Benjafield Park has been received.

NOTE 6 - TASWATER INCOME

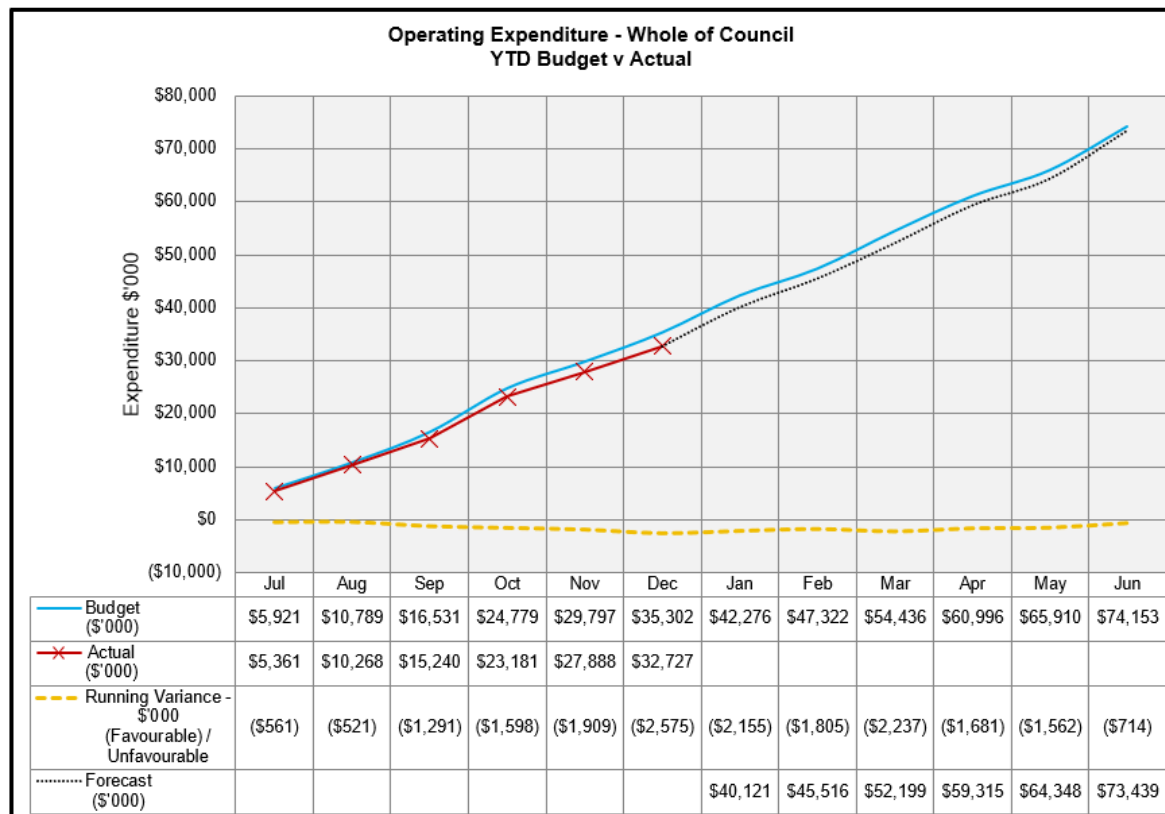
On track noting two dividend payments totalling \$1.086m have been received against an annual budget of \$2.172m.

NOTE 7 - OTHER INCOME

Favourable against the year-to-date \$132k budget by \$146k, noting insurance claim refunds of \$93k and Childcare Inclusion Support Subsidies (ISS) of \$39k have been received.

OPERATING EXPENDITURE

Year-to-date operational expenditure is \$32.727m compared to budgeted expenditure of \$35.302m. This represents a favourable result of \$2.575m or 7.3% against budget.



NOTE 8 - EMPLOYMENT COSTS

Favourable against the year-to-date \$13.744m budget by \$641k, representing positions remaining vacant for extended periods during the recruitment process.

NOTE 9 - MATERIALS AND SERVICES EXPENDITURE

Favourable against the year-to-date \$9.970m budget by \$1.497m, noting underspends in waste management \$242k, regional contributions awaiting invoices \$270k, public utility charges timing \$195k and internal cross-program cost recovery \$249k.

NOTE 10 - DEPRECIATION AND AMORTISATION

Favourable against the year-to-date \$9.388m budget by \$287k, noting these figures are on an accrual basis until asset reconciliations are undertaken in January 2024.

NOTE 11 - FINANCE COSTS

Favourable against the year-to-date \$78k budget by \$1k, with no notable variances to report.

NOTE 13 – BAD AND DOUBTFUL DEBTS

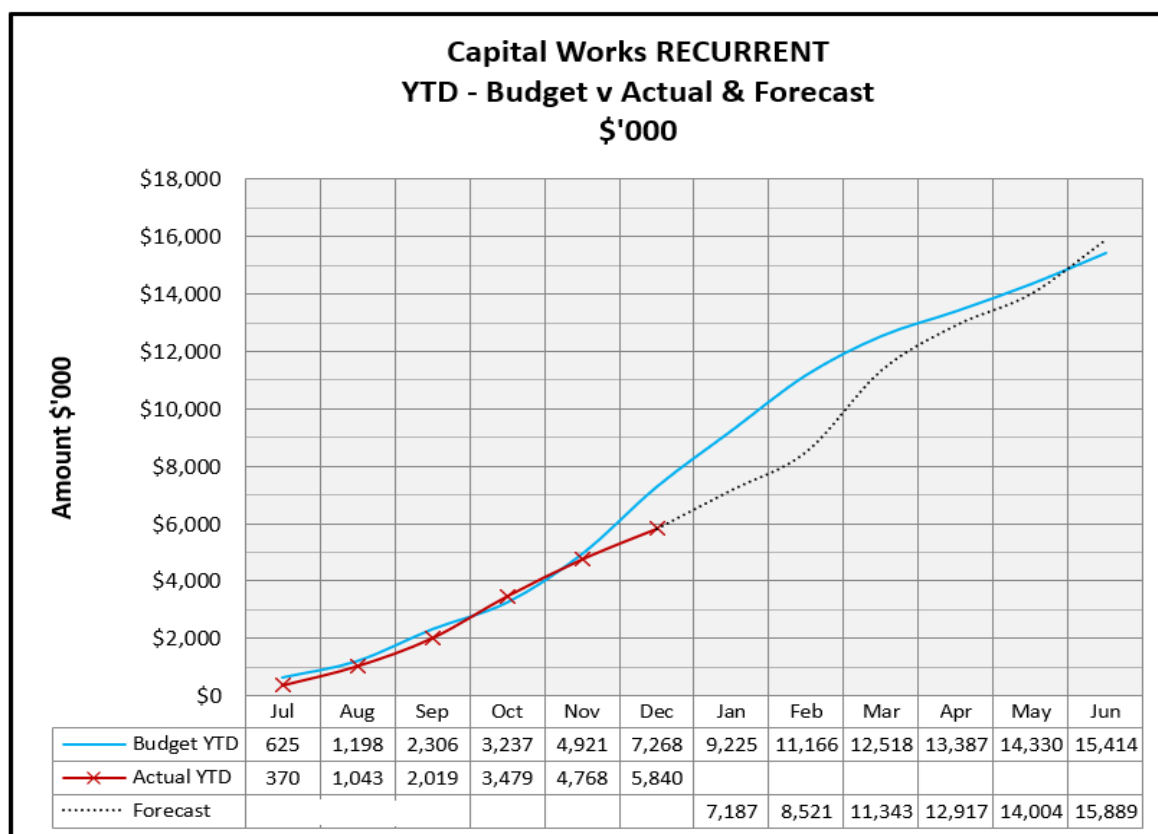
No bad or doubtful debts identified this year to date.

NOTE 14 – OTHER EXPENSES

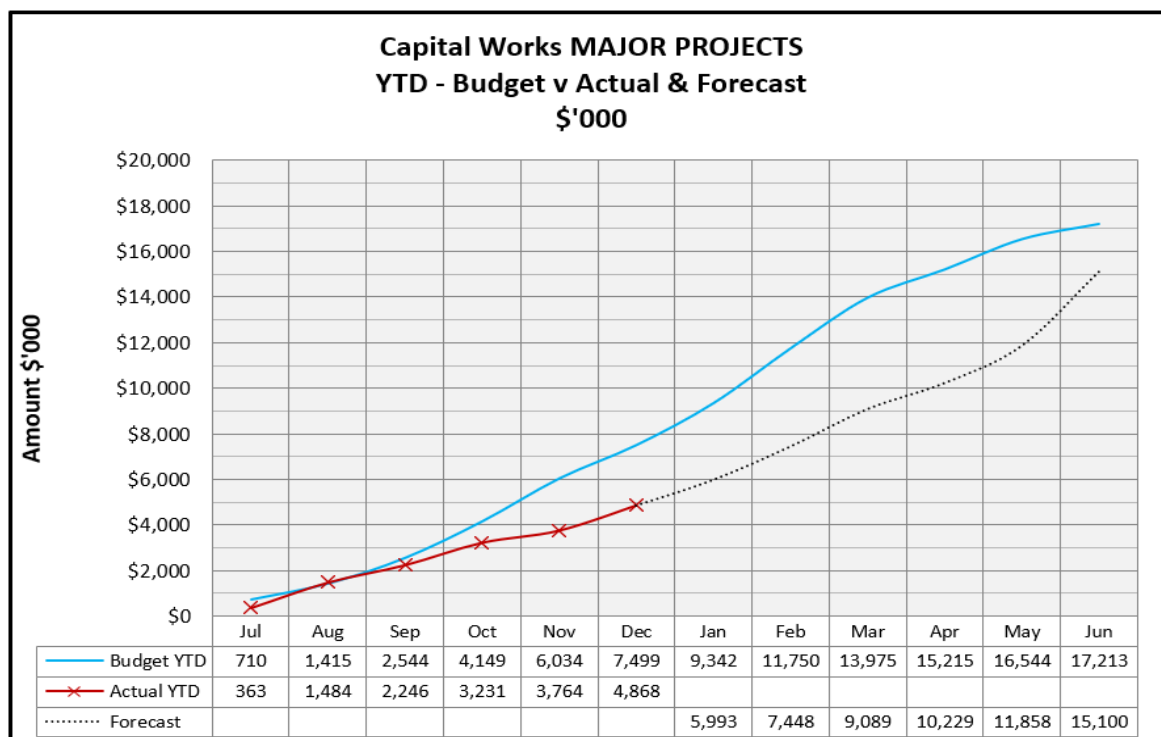
Favourable against the year-to-date \$2.122m budget by \$150k, noting increased land tax of \$61k.

CAPITAL WORKS

Year-to-date Capital Works expenditure is \$10.708m against a combined annual budget of \$32.686m and a combined annual forecast spend of \$30.989m. At the end of December, \$5.840m or 38% of the annual budget has been expended on Council funded Recurrent projects and \$4.868m or 28% for Major projects.

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	\$778,769	\$2,500,000	\$2,678,769
101246 - Grant - Giblins Reserve Play Space	\$1,720,599	\$2,500,000	\$1,820,599
101250 - Grant - North Chigwell Football and Community Facility	\$117,447	\$4,000,000	\$2,542,447
101282 - Grant - Montrose Foreshore Park Skatepark	\$236,606	\$0	\$316,606
101517 - Upgrade Interchange Facilities at KGV Oval for GDFC	\$147,327	\$145,000	\$199,327
101518 - Upgrade to the Claremont Junior Football Clubrooms	\$0	\$0	\$0
101519 - New Lighting at Cadbury Oval	\$686	\$0	\$686
101536 - Tolosa Park Dam Rehabilitation	\$6,995	\$3,195,000	\$2,301,995
101767 - Relocation of Terry Street to Chambers	\$474,564	\$200,000	\$474,564
101914 - MP - Benjafield Playground Renewal	\$887,896	\$1,234,138	\$1,234,138
101915 - Grant - Playground Renewal - Federal	\$0	\$1,500,000	\$1,500,000
101916 - Benjafield Childcare Centre Stage 1 - Sleep Area	\$25,145	\$700,000	\$711,145
101917 - Benjafield Childcare Centre Stage 2 - Amenities		\$580,000	\$223,000
101930 - Eady St Sportsfield Lighting	\$127,020	\$0	\$127,020
101931 - Mountain Bike Renewal	\$225,139	\$0	\$265,139
101953 - Municipal Revaluation 2024	\$29,625	\$395,000	\$345,625
101954 - Multicultural Kitchen	\$22,277	\$164,000	\$166,277
101956 - Cadbury Changerooms	\$67,955	\$100,000	\$192,955
TOTALS	\$4,868,050	\$17,213,138	\$15,100,292

NON-OPERATING REVENUE

NOTE 15 – CONTRIBUTIONS – NON MONETARY ASSETS

No non-monetary asset contributions have been received to date against an annual budget of \$3.500m.

NOTE 16 – GAIN OR LOSS ON DISPOSAL OF FIXED ASSETS

Favourable against the year-to-date \$205k budget loss by a \$4k gain, noting upfront expenditure has been incurred on properties identified as being eligible for disposal \$61k, less minor assets sales of \$75k.

NOTE 17 – CAPITAL GRANTS

Favourable against the year-to-date \$5.540m budget by \$516k, noting \$606k of unspent grants from the previous financial year were carried forward, federal government LRCI grants of \$679k and state government grants for various projects \$763k received, less federal major projects grant yet to receive \$1.232m.

NON-OPERATING EXPENDITURE

NOTE 12 – ASSETS WRITTEN OFF

No assets have been written off to date against an annual budget of \$1.920m.

CASH AND INVESTMENTS

At 31 December 2023, actual funds available in cash and investments totalled \$46.642 million compared to \$40.017 million for the same period last year. The increase in available funds reflects the reported favourable operating position of \$3.714m plus works yet to be undertaken in the capital program totalling \$20.282m for the remaining six months of the year.

Rates Collections

At 31 December 2023, Rates collected totalled 63.94% compared to 66.75% in the prior year. The rate payment changes Council approved in this year's budget distorts prior year comparisons, including:

- payment due dates have been extended
- penalty and interest rules have been relaxed
- recovery of overdue rate timeframes have been modified

It is expected a meaningful year-on-year comparison of rate collections will not be available until June.



STATEMENT OF COMPREHENSIVE INCOME

Glenorchy City Council

Financial Report

Statement of Comprehensive Income to 31 December 2023

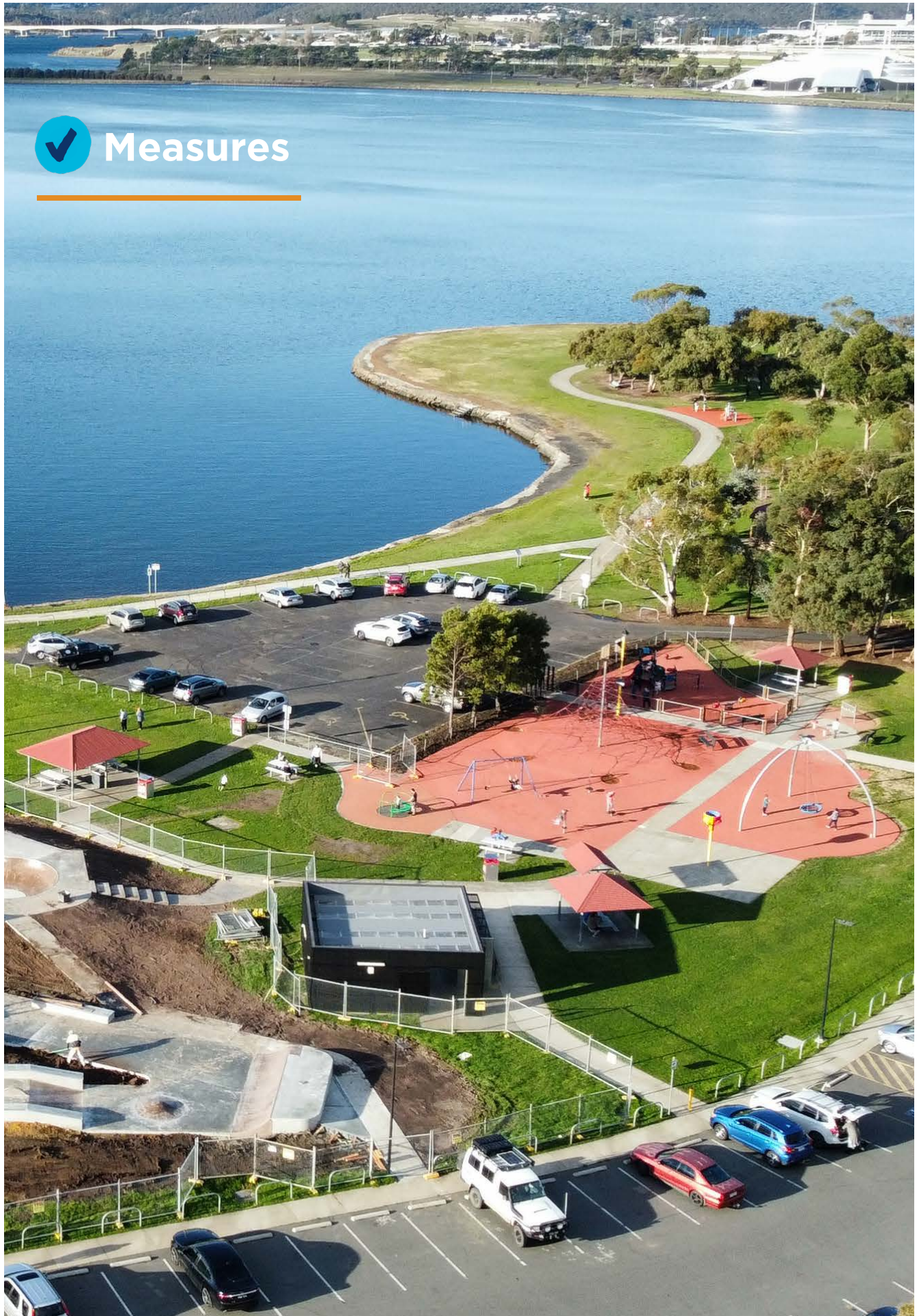
Year-to-Date (YTD)	Note	2024 Budget \$'000	2024 Actual \$'000	2023 Actual \$'000	2024 Variance Actual to Budget
Operating Revenue					
Rates	1	49,365	49,258	45,574	▼
User charges and licences	2	10,674	10,885	10,479	▲
Interest	3	599	659	276	▲
Grants	4	2,136	2,827	2,334	▲
Contributions - cash	5	21	160	28	▲
Investment income from TasWater	6	1,086	1,086	1,086	↔
Other income	7	133	278	147	▲
Total Operating Revenue		64,014	65,153	59,923	▲
Operating Expenditure					
Employment costs	8	13,744	13,103	12,442	▼
Materials and services	9	9,970	8,473	8,318	▼
Depreciation and amortisation	10	9,388	9,101	7,323	▼
Finance costs	11	78	77	14	▼
Bad and doubtful debts	13	-	-	-	↔
Other expenses	14	2,122	1,973	2,703	▼
Total Operating Expenditure		35,302	32,727	30,800	▼
Total Operating Surplus/(Deficit)		28,712	32,426	29,124	▲
Non-Operating Revenue					
Contributions - non-monetary assets	15	-	-	1,322	↔
Net gain/(loss) on disposal of property, infrastructure, plant, and equipment	16	(205)	4	528	▲
Capital grants received specifically for new or upgraded assets	17	5,540	6,056	3,111	▲
Total Non-Operating Revenue		5,335	6,060	4,961	▲
Non-Operating Expense					
Assets written off	12	-	-	338	↔
Total Non-Operating Expense				338	
Total Surplus/(Deficit)		34,047	38,487	34,084	▲

STATEMENT OF FINANCIAL POSITION

Glenorchy City Council Financial Report Statement of Financial Position to 31 December 2023	2024 YTD \$'000	2023 YTD \$'000
Asset		
Current assets		
Cash and Cash Equivalents	3,463	5,216
Trade and Other Receivables	22,050	18,746
Inventories	137	69
Assets Classified as Held for Sale	1,196	5,424
Contract Assets	-	-
Current Investments	41,841	33,463
Other Current Assets	70	70
Total Current Assets	68,758	62,990
Non-Current Assets		
Property, Infrastructure, Plant and Equipment	858,752	807,731
Investment in Water Corporation	168,373	163,198
Intangible Assets	(32)	3
Right of Use Assets	1,528	2,078
Other Non-Current Assets	22,906	15,476
Total Non-Current Assets	1,051,528	988,488
Total Assets	1,120,287	1,051,479
Liabilities		
Current Liabilities		
Trade & Other Payables	8,960	741
Provisions	5,110	5,165
Borrowings	319	314
Trust Funds and Deposits	833	588
Lease Liabilities	558	701
Contract Liabilities	-	-
Other Liabilities	153	32
Total Current Liabilities	15,935	7,479
Non-Current Liabilities		
Provisions	7,536	3,864
Borrowings	984	1,620
Lease Liabilities	1,037	1,442
Total Non-Current Liabilities	9,557	6,927
Total Liabilities	25,493	14,407
Net Position	1,094,794	1,037,072

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.



Measures

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 31 December 2023

Program	Targeted Expenditure	Employee Effort	Total Direct Expenditure	Percentage of Total Direct Expenditure	Annual Budget	Percentage of Program Annual Budget Spent
Bushfire Mitigation	\$45,437	\$101,066	\$146,503	2.28%	\$513,380	28.54%
Childcare	\$67,108	\$1,171,091	\$1,238,199	19.23%	\$2,677,737	46.24%
Community Development	\$235,300	\$271,467	\$506,768	7.87%	\$1,045,062	48.49%
Community Engagement	\$49,278	\$164,913	\$214,192	3.33%	\$510,447	41.96%
Environment	\$14,620	\$167,786	\$182,406	2.83%	\$773,370	23.59%
Glenorchy Jobs Hub	\$115,936	\$138,817	\$254,753	3.96%	\$649,770	39.21%
Moonah Arts Centre	\$63,341	\$245,675	\$309,016	4.80%	\$645,958	47.84%
Parks & Recreation	\$360,739	\$604,681	\$965,420	14.99%	\$2,121,059	45.52%
Roads & Stormwater	\$561,069	\$574,391	\$1,135,460	17.63%	\$2,811,021	40.39%
Urban Services	\$298,026	\$464,832	\$762,858	11.85%	\$1,841,314	41.43%
Vegetation Control	\$386,479	\$336,708	\$723,186	11.23%	\$1,291,190	56.01%
Total Direct Expenditure - Priority Community Services	\$2,197,333	\$4,241,427	\$6,438,761	100%	\$14,880,309	

Percentage of capital works expenditure actual to budget.

Council's Capital Works program has an annual budget for this year of \$32.7 million. Council's expenditure on its normal body of capital works is slightly behind forecast (90% vs forecast), however spending always ramps up as the financial year progresses. It is anticipated that Council will complete the majority of all road, footpath, bridge, stormwater and property renewal and upgrade works that have been planned for this financial year.

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

Council is continuing to experience delays in the supply of materials and contract services due to market constraints, increases in construction costs and the availability of contractors, due to a buoyant and heated construction market. 86% of expenditure has been spent against original forecasts. However, the majority of expenditure wasn't forecast until later in the year due to these factors.



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 17 individuals with occasional support provided to a number of others
- 26TEN Foundation - "Building a 26TEN Community" 263 people have participated in programmes/workshops/events during the October - December 2023 period
- MCoT at the Multicultural Hub - 4,526 individuals have used the Multicultural Hub during the quarter
- Mission Australia Youth Beat program - The Youth Beat program has had 408 engagements with young people aged between 8 and 18 years during the last quarter

Amount of advocacy undertaken on community priorities

- *Number of mayoral advocacy letters and deputations*

During the quarter the following advocacy correspondence was sent:

1. Minister Roger Jaench – Support for the 26TEN Communities Program
2. Minister Michael Ferguson – Foreshore Toad, Duncan Street and Brooker Highway Traffic Signals

- *Number of Council submissions on policy and legislation reviews*

During the quarter Council made submissions on the Fire and Emergency Services Bill, the Development Assessment Panel Framework Discussion Paper, and the State Budget.

Council land released for housing development and social housing projects.

All process for the disposal approval for 23A Norman Circle were completed and the site was prepared for sale and listing, however historical errors in the property title were uncovered that need to be resolved prior to sale. A Land surveyor has been engaged to undertake this work.

The process to remove restrictive covenants at 84 Sunshine Road and Baltonsborough Road, Austins Ferry commenced with notification to the 477 registered title holders required under the *Local Government Act 1993*. No objections were received and the process to formally remove these restrictive covenants with the Land Titles Office is underway. Once this is completed the first stage of the community engagement process for potential disposal will commence.

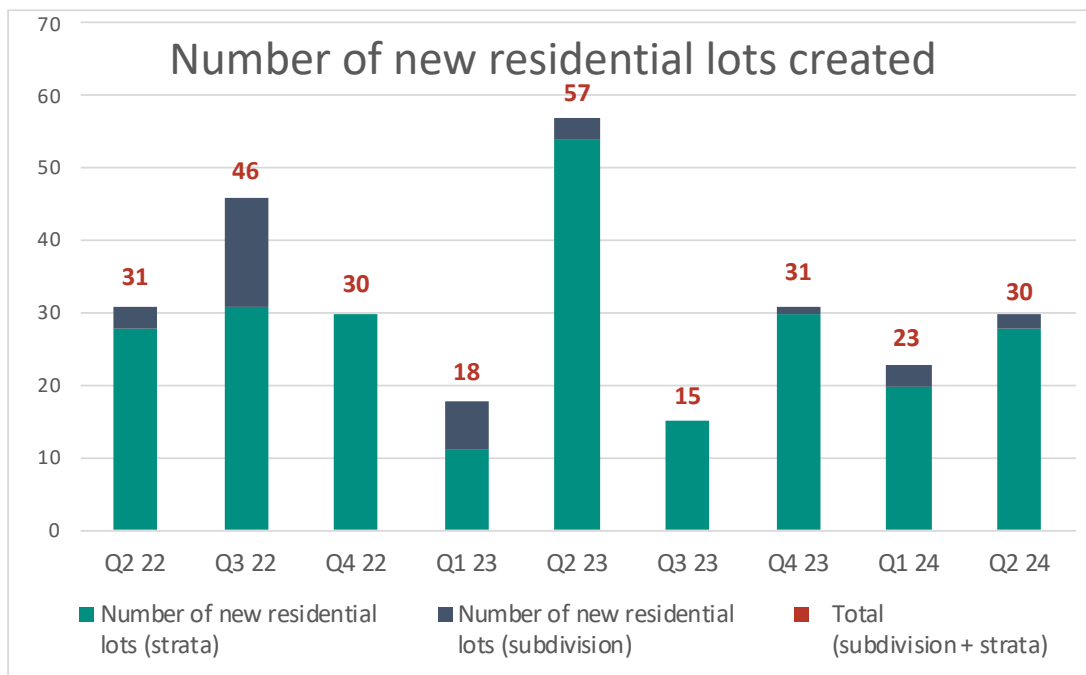
Number of rezoning amendments prepared to increase capacity for housing.

Two planning scheme amendments to promote housing within the municipality (PLAM-22/04 to revitalise the Glenorchy CBD and PLAM-22/10 to allow residential apartments in the Commercial Zone along Main Road) progressed through to panel hearings with the Tasmanian Planning Commission in September. Officers provided responses to the Commission's directions on 24 November 2023.

A third planning scheme amendment for the Mill Lane Precinct has undergone informal consultation. The proposed amendment aims to rezone the land to a more suitable zoning and to provide opportunities for medium density housing close to the CBD.

Number of new residential lots created.

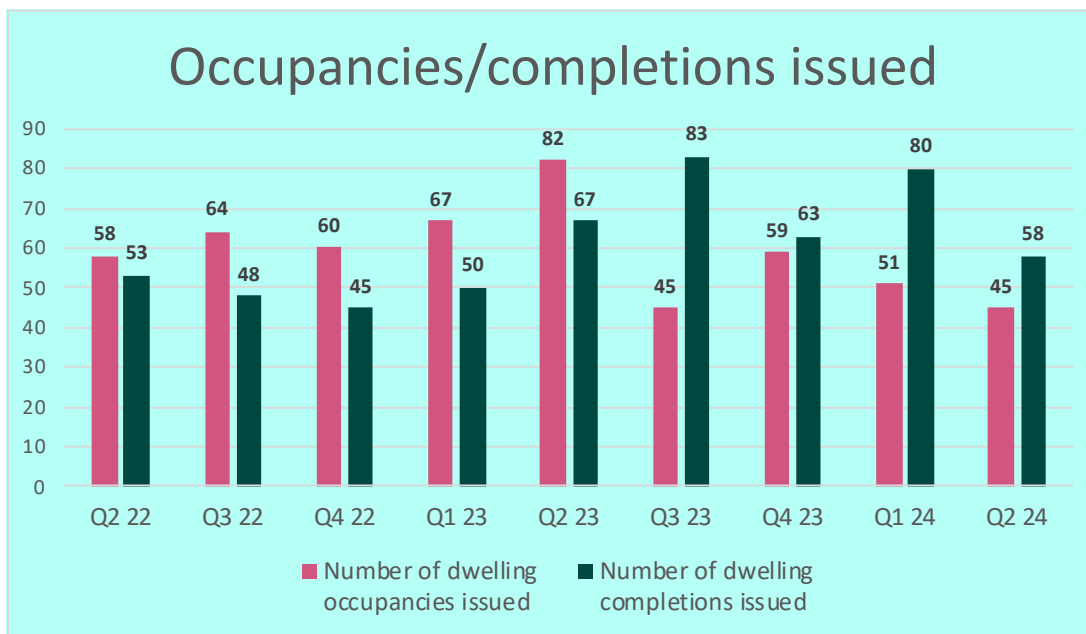
The number of new lots created this quarter was 30 which takes the YTD total for FY24 to 53. This would indicate that the final figure for FY24 will be relatively consistent with the two previous years.

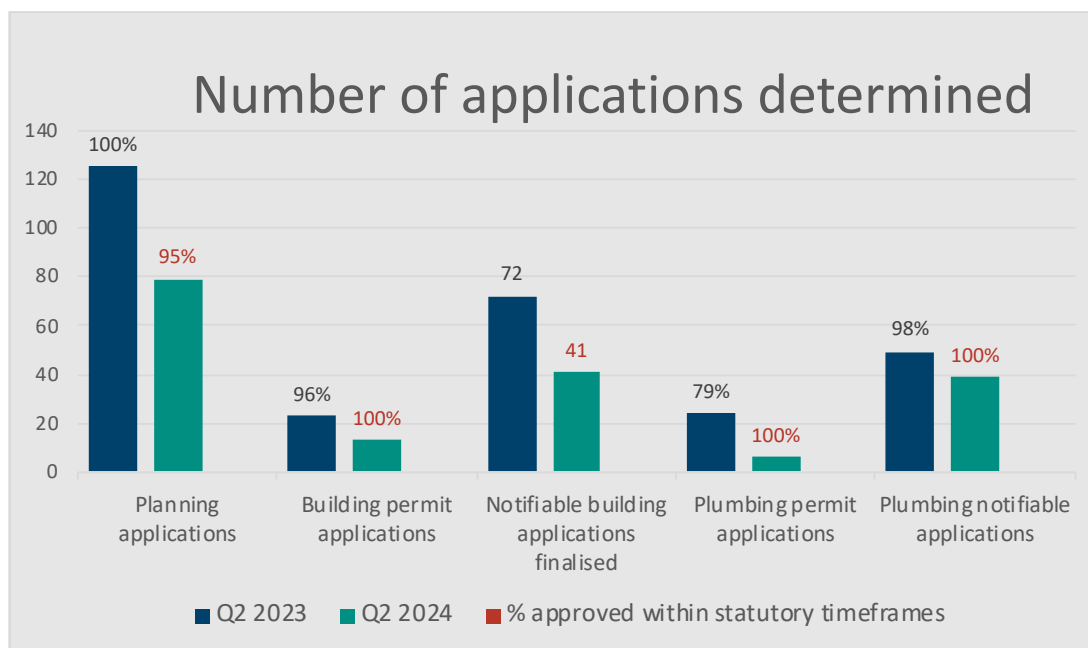


Number of dwelling completions.

Completion numbers are generally lower than expected. There are also fewer days in this reporting period (early finish for Christmas) that may account for a minor drop in numbers.

*Note, completions include buildings other than dwellings so the truer indicator for housing numbers is occupancy.





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.

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

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

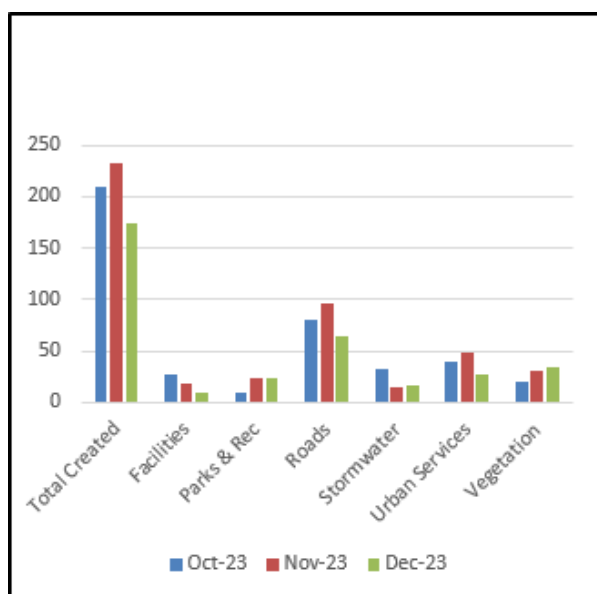
The Safe City Lead position was filled in December 2023. The October and December Safe City Monthly updates did not include data about the number and type of PCYC contacts. The November Safe City report included PCYC engaging with 17 young people during the period. From January PCYC has been required to complete daily timesheets and log all contacts (by type) electronically to ensure robust data is collected going forward.

Number of meetings with Glenorchy Police Inspector with Mayor / GM

During the period Oct to Dec 2023, two meetings have been held between the Glenorchy Police Inspector, the Mayor, the General Manager and Coordinator Community Development.

Number of completed maintenance activities (service requests) for different asset classes:

- Roads
- Parks and Recreation
- Stormwater
- Facilities
- Urban services
- Vegetation



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

The CBD areas are subject to daily litter collections and Council's vacuum sweeper truck has been active with both the street sweeping program and other reactive work such as oil spill clean ups and debris on roads.

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

8020 people attended the events hosted at the MAC during the quarter. Events included 21 different shows, ranging from captivating theatre performances to lively concerts and informative community group conferences. The MAC also hosted 24 training and workshop events where attendees could learn new skills and knowledge. The twice-weekly school holiday program was a big hit for kids and parents. The MAC had a successful MAC family open day, where families could enjoy various fun activities together. The MAC Makers Market showcased the creative talents of local artists and makers. There were also three development residencies, supporting emerging artists in honing their craft. Two exhibition opening events were also held, where people could enjoy unique artworks and connect with the artists behind them.

Data:

Facebook

- Users who saw MAC content (including posts, stories, tags, shares): 75 036 users (15% increase since last quarter)
- MAC followers: 8209 (333 new followers since last quarter)
- Engagement with content (post reactions, comments, and shares): 1900 (76.1% increase since last quarter)

Instagram

- MAC followers 4159 (221 new followers this quarter)
- Users who saw MAC content: 8300 (65% increase from last quarter)
- Engagement with Instagram content (post reactions, comments, and shares): 1600 (45.5% increase from last quarter)

Paid social media advertising

- MAC ran two dedicated social media marketing campaigns this quarter, with great success. The combined reach 60 140 users across Facebook and Instagram (500% increase in paid reach since last quarter)

MAC E-newsletter

- 3003 Subscribers (an increase of 77 new signups, 35 unsubscribes and 16 hard bounces)

Emails sent during this quarter

- 22 839 (55% increase since last quarter)

Open rate

- 37% (0.68% increase in since last quarter).

The average email open rate in Australia for our industry is 20.6% (Campaign Monitor)

Visitation at the Multicultural Hub.

There was an estimated 4,526 people who attended the Multicultural Hub September to December 2023. Throughout 2023 (calendar year), 575 bookings were made, providing 1 or 2 activities daily at the Hub.



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

During the quarter there was one Australian Citizenship Ceremony held on Tuesday 28 November at KGV. The ceremony had 60 conferees, 44 guests and 11 special invited guests. The ceremony commenced at 5:00pm and ran for approximately one hour.

Overall estimated attendance at, International Day for People with Disability.

GCC hosted an event on the Council lawns on 1 December for International Day for People with Disability. 15 service providers had pop-up stalls and approximately 150 people participated on the day to access a diverse range of services and activities.

Number of Reflect Reconciliation Action Plan actions implemented.

The Inclusive City Officer is responsible for collating updates from Council staff on actions implemented from the Reconciliation Action Plan. The Inclusive City Officer was appointed to the role in late November 2023. In December, new appointments were also made to the roles of Manager Community and Coordinator Community Development. Updates to the Reflect Reconciliation Action Plan were not collated for the period October-December, 2023.

Property

- *Action 5.5 - Explore the inclusion of local and Aboriginal cultural story telling and cultural awareness information and naming of public spaces.*
 - Approval was sought and granted from the TAC to utilise Aboriginal language on Council's playground signage as per the below image – “riyawina lumi (have fun here) In palawa kani, the language of Tasmanian Aborigines”. These words have been included in the new playground at Goblins Reserve and will also be incorporated in future playground signage throughout the city.



- *Action 5.8 – Acknowledge the importance of Land handback and explore Land custodian and stewardship opportunities in consultation with the Aboriginal and Torres Strait Islander community.*
 - All the required Council and Statutory processes completed for the donation of Council-owned land at 12 Rothesay Circle Goodwood to the Karadi Aboriginal Corporation. A formal handover of the land between Council and Karadi planned for Q3.
- *Action 8.3 – Engage with local Aboriginal organisations before commencing works on Council-owned land when Aboriginal values are likely to be present.*
 - Engagement with Karadi regarding a proposed trail upgrade on the Berriedale foreshore near known Aboriginal heritage sites was undertaken and supported by Karadi. A permit has been sought from AHT for the works with a proposed no-dig methodology to ensure no disturbance of any potential artefacts.

- *Action 8.4 – Support Aboriginal and Torres Strait Islander groups to access and use Council-owned spaces or assist to find other community spaces.*
 - Licence provided to the Glenorchy Reconciliation Group to use rooms at the Berriedale Hall for meetings and workshops etc.

OPEN FOR BUSINESS

Number and types of engagement with Glenorchy businesses.

During the quarter the Glenorchy Jobs Hub had 41 interactions with local employers. Interactions include activities such as assistance with recruitment for local business, industry sessions within the Jobs Hub and formal introduction meetings. Industry sessions hosted by the Jobs Hub included: Mona with a Tourism and Hospitality focus, Childcare with guest speakers from Glenorchy City Council, Work & Training, TasTafe and Metro with a focus on recruitment into Bus Operator roles.

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

Council's Customer Satisfaction (CSAT) Score for the second quarter of 2023/24 is 85.3%. This score was calculated from 696 responses received from customers via after-call, e-mail signature and tablet surveys.

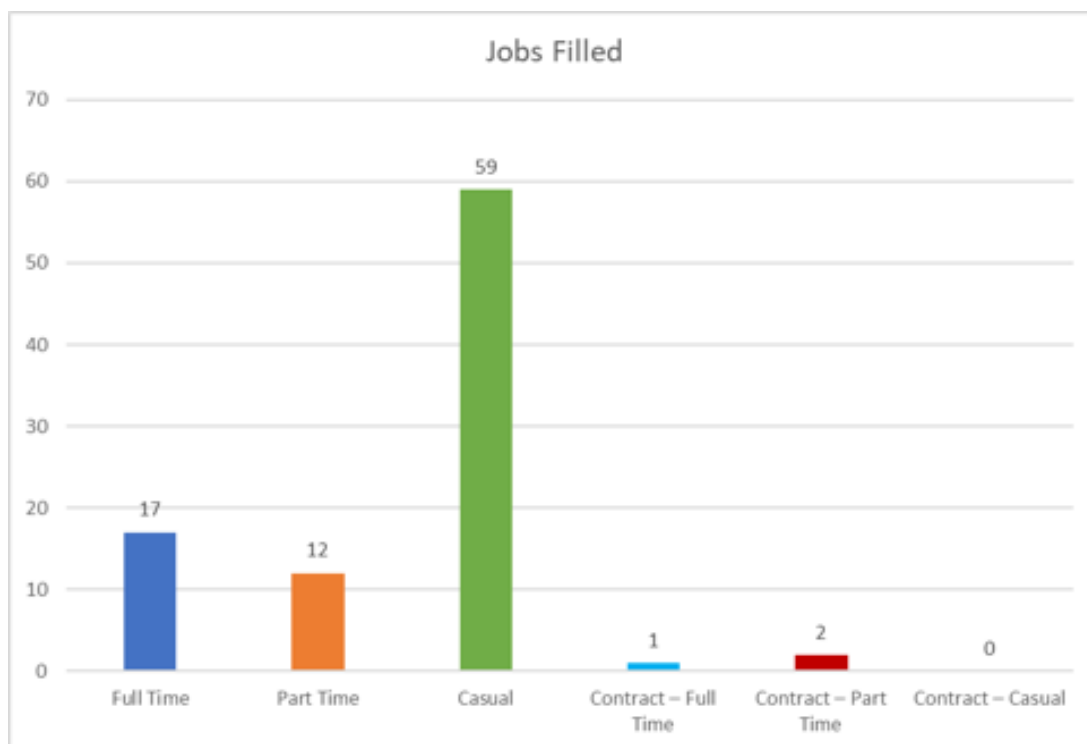
Number of Breaches or formal complaints received .

For quarter 2, the Customer Service Centre has answered 81% of the 7,752 calls received within 1 minute and completed 96% of the 2,850 enquiries under 5 minutes on front counter. Council has responded to 12 (86%) of the 14 complaints received this quarter, within 10 days. Unfortunately, according to our data, only 53% of the 939 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.

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

There was a total of 91 jobs filled between 1 October 2023 – 31 December 2023.

- 17x Full Time
- 12x Part Time
- 59x Casual
- 1x Contract – Full Time
- 2x Contract – Part Time
- nil Contract – Casual



Status of structure plans for northern suburbs growth areas.

Preparation of a Structure Plan for the Hilton Hill area by Council officers has significantly progressed and is ready to be informally advertised with the Granton structure Plan.

A planning scheme amendment request to implement a Structure Plan for the Granton greenfield development precinct area has been lodged by the landowner group. However further information was requested on 20 July 2023.

While preparation of a Structure Plan for the Hilton Hill area by Council officers has significantly progressed, Council officers would like to seek informal consultation on both Hilton Hill and the Granton projects at the same time.

Number of actions delivered from the Glenorchy Parking Strategy

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

- Develop Parking Plan – 10% complete
- Develop Cash -in-lieu Policy – 10% complete

LEADING OUR COMMUNITY

Number of community engagements completed by type.

Work continues in implementing various recommendations from the Community Engagement Review held in 2022-2023, including finalising a 12-month roster of community pop-ups and yarns. Our Engagement Officer is working with Granicus (engagement platform provider) on training for staff. The Annual Future Direction Survey was also a focus of Q2 with strong participation numbers.

There were 4 external engagement projects during Q2:

- Speed Limit Changes
- Mill Lane Precinct Review
- Have Your Say on Child & Youth Safety in Glenorchy
- Annual Future Direction Survey

Of these, 2 engagements were at the “Consult” level on the Spectrum of Public Participation, 1 was at the “Involve” level, and 1 at “Inform” level. 1 engagement was at Level of Impact 4 (Lower Impact Local), and 3 were at Level 3 (Lower Impact on Glenorchy LGA).

There were 2 internal engagement projects during Q2:

- Mind Body Spirit Committee
- Project Hudson Game Plan

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

- What’s On at the Glenorchy Library
- Local Government Review
- The Voice Referendum
- Community Protection Flood Guides
- CCYP Program

Ongoing projects include Council Land Disposals and Community Yarns and Pop-Ups.

During Q2 Council’s online engagement platform site (Let’s Talk, Glenorchy) had a total of 4,542 visitors – a 58% increase on visitors during Q1:

- 3,041 aware participants (visited at least one page)
- 1,538 informed participants (viewed a video or photo, downloaded a document, visited multiple project pages, contributed to a tool)
- 549 engaged participants (participated in surveys or quick polls, contributed to ideas)

There are 1,582 people registered on the site, with 138 new registrations during Q2.

Claremont Community Library visitors

Visitors:

- October – 61
- November – 84
- December – 67

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

During the quarter, the following actions were undertaken:

- PCYC delivering youth engagement activities every weekday in the CBD
- Mission Australia (Youth Beat) delivers youth engagement activities on Council Lawn every Monday during school terms
- 1 x 8-week Full Gear Motorbike Safety program, including marketing campaign for young people delivered in Chigwell
- Delivered a Mental Health Week event with service providers and community organisations on the Council Lawns, attended by approximately 180 people (1 October)

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

During the quarter Council has received 30 reports in the open section of Council meetings with 3 being received in the closed section of the agenda.

There have been 62 resolutions made relating to those reports in the open section of meetings with another 11 resolutions being made in the closed section.

Number of engagements with strategic partners and peak bodies

During the quarter the following engagements with Strategic Partners were held:

October 2023

- Glenorchy Jobs Hub Steering Committee meeting
- Northern Suburbs Table Tennis League meeting
- Local Government Association of Tasmania Mayors' workshop
- Historical Arms and Military Society of Tasmania's
- Understorey Network Nursery Home Grower program
- Joint Glenorchy City Council and Hobart City Council meeting
- Glenorchy Golden Years Club
- Greater Hobart Strategic Partnership meeting with Executive Officer
- Ochre Health
- Beacon Foundation High Impact Polish Program
- 26TEN Week reception
- Southern Regional Waste Authority Board Meeting, Local Government Forum and Annual General Meeting
- Garage Sale Trail launch for Southern Tasmania
- Football Tasmania

November 2023

- Local Government Association of Tasmania Annual General Thursday 2 November 2023
- MONA
- Clubs Tasmania
- Tasmanian Transport Museum
- Family Planning Tasmania
- Greater Hobart Mayors forum
- 26TEN Coalition
- Labor Leader and Member for Lyons the Hon. Rebecca White MP
- Safer Australian Roads and Highways
- TasWater
- Southern Tasmanian Regional Waste Authority
- Goodwood Community House
- Greater Hobart Strategic Partnership

Completed fuel reduction burns (hectares).

Two fuel reduction burns were completed by the Tasmania Fire Service Bushfire Risk Unit in Glenorchy during the spring quarter. One 15ha burn near Collinsvale on GCC managed land, and one 40ha burn in private bushland in the Mount Faulkner foothills west of Claremont.

Metres of fire tracks maintained.

45km of fire trails, which is the entire GCC managed network, has been inspected and maintained to specification. 120 culverts have been inspected and cleaned, and 2 culverts were replaced. Approximately 30km of trail verge vegetation has also been managed to specification.

Number of storm water pits installed.

During the period there have been 10 storm water pits installed and modified.

Metres of pipe and drains installed.

During the period there has been 66 meters of stormwater pipe installed.

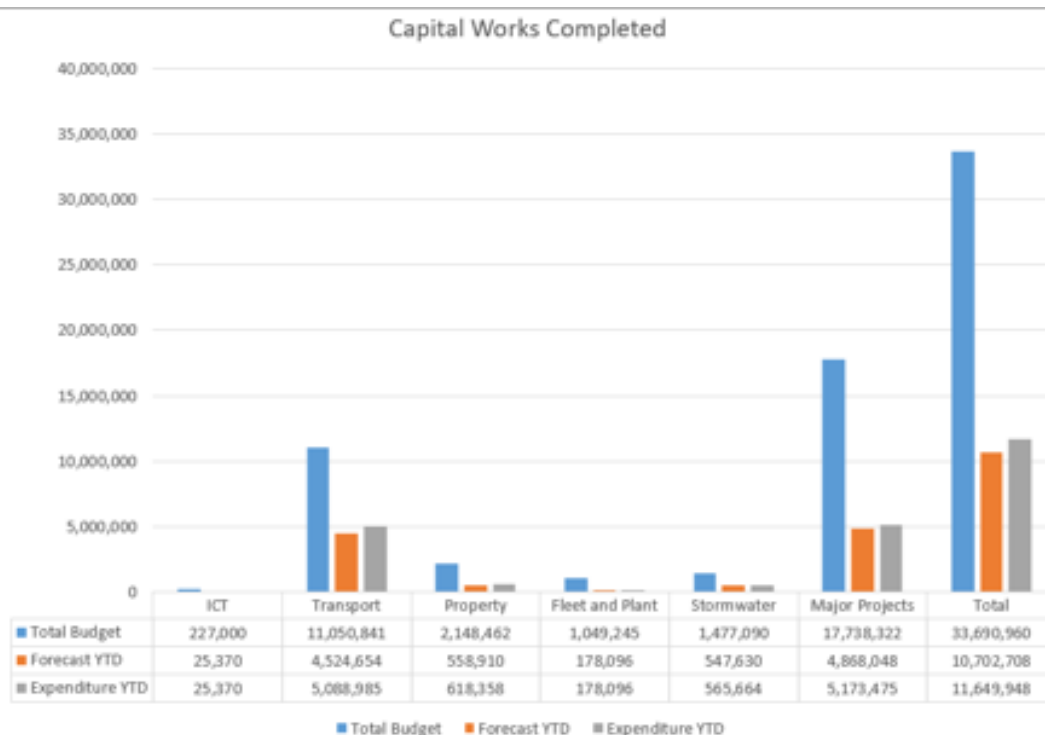
Emergency Management organisation preparedness.

During the quarter the Municipal Coordinator has attended all Southern Regional Emergency Management meetings on a range of topics.

Updating the Municipal Emergency Management Plan commenced, with particular focus on the updated flood modelling data.

The Recovery Coordinator also updated the listing of evacuation centre volunteers prior to bush fire season commencing.

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

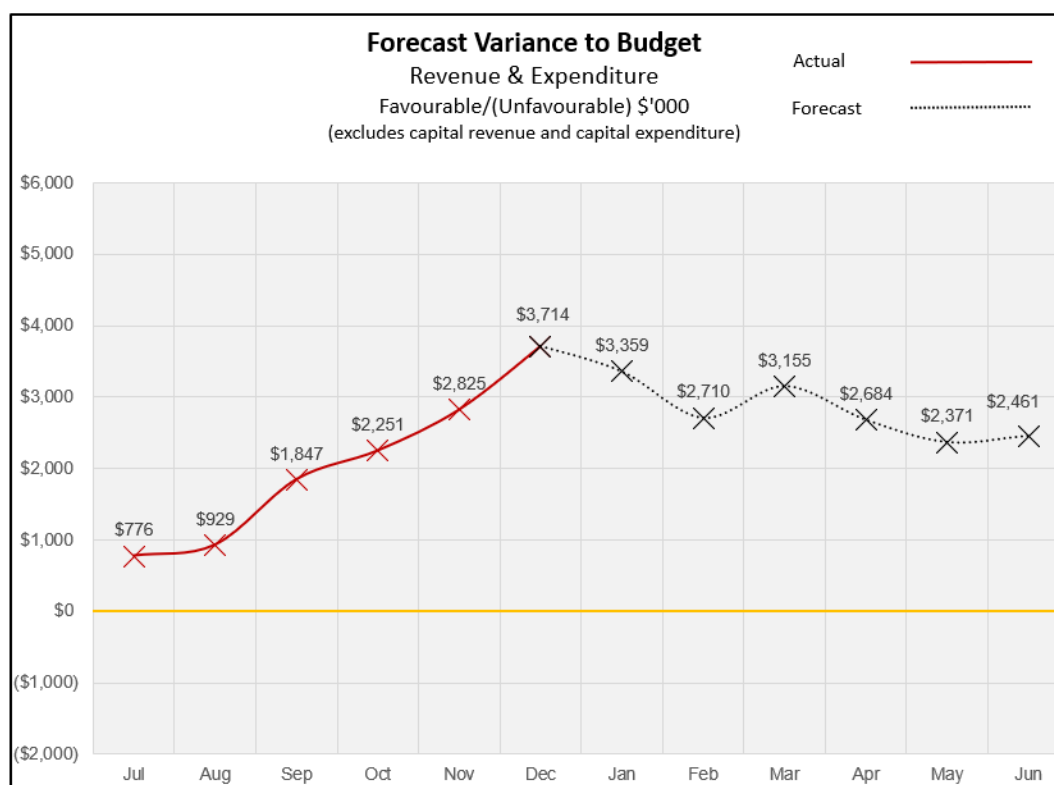


Number of Improvement Plan actions delivered from Council's Strategic Asset Management Plan.

Actions due this FY:

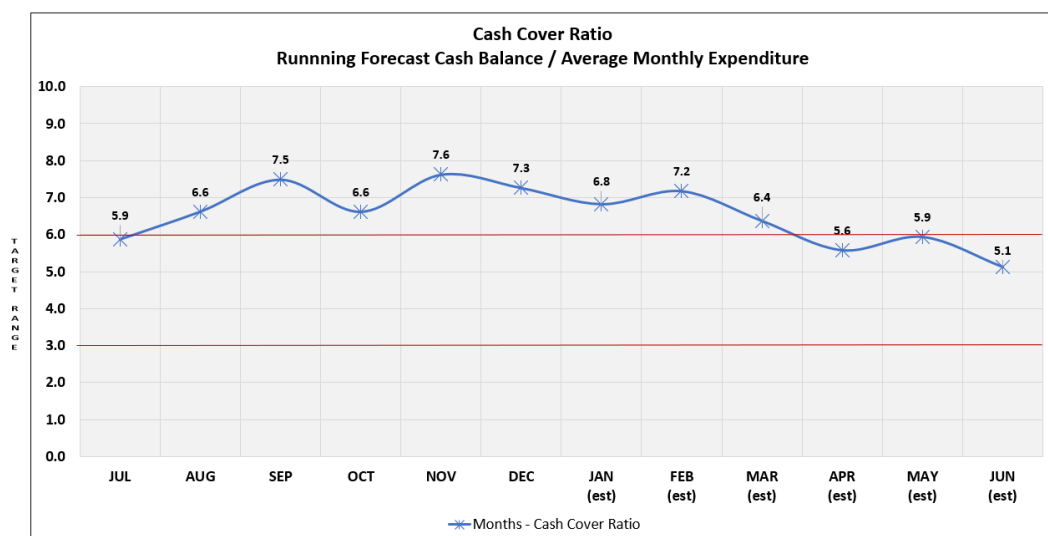
1. Develop Condition/revaluation specifications for four major asset classes, ensuring alignment to Council policies and relevant IPWEA practice notes. Condition assessment and asset revaluation will follow 4-year cycle. – 50% complete
2. Promote the awareness of asset management principals across the organisation, including Alderman, and highlight the importance of funding asset renewals – 25% - one workshop held, remaining to occur during budget process.

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 Councils financial position which may result in differences to previously reported charts.

Cash cover ratio in months.



Peak 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.

The Risk Register 1 October to 31 December 2023 lists / *Proportion of Council decisions made in open meetings* the following strategic risks:

Risk Area	Total risks	No. within Council risk appetite	Percentage risks with open treatments within agreed risk appetite
Stakeholder Engagement & Relationships	4 (3 treatments closed)	4	100%
Governance Risks	24 (7 treatments closed)	24	100%
Efficient & Effective Service Delivery	23 (3 treatments closed)	23	100%
Financial Sustainability & Budget Control	11	11	100%
Workforce	10 (4 treatments closed)	9	100%
Environmental Management	1 (treatment closed)	0	100%
IT Security & Data	8 (5 treatments closed)	8	100%
Management of Councils Assets	6 (5 treatments closed)	6	100%
Advocacy and Role of Council in Social Outcomes	1	1	100%
TOTALS	90	90	100%

Percentage of internal audit recommendations completed.

As at 31 December 2023.

Action Item	Percentage completed	% change
Business Continuity Planning 12 actions Majority Not Due until Dec 2024	5 completed (40%)	45%
Financial Sustainability and Long-Term Strategic Planning - 1 action	100%	50%
Customer Service – Complaints Management – 3 actions	10-65%	10-50%
Asset Management – 1 actions One recommended for closure	30%	40%
ICT Operating Controls – 10 actions with 5 now completed. Majority Not Due until 2024, 1 On hold for Project Hudson	50%	10-50%
Gifts & Benefits & Conflicts of Interest – 1 Action	100	15%
Infringements & Lease / Licence – 2 actions	80%	On hold for Project Hudson
Payroll Process	0	On hold for Project Hudson

Number of staff participating in training.

The following table outlines the numbers of staff and details of learning and development undertaken during the last quarter:

		July to September 2023	October to December 2023
Action	Details	No. Employees	No. Employees Training Completed
Training booked	First Aid	53	24
	CPR	34	37
	Mental Health First Aid	6	1
	Aboriginal and Torres Strait Islander Mental Health First Aid		1
	Speak up, Be Heard (confidence training)	18	17
	Building a Positive Culture	4	
	Plain English Workshop	5	9
	Contract management for superintendents	16	
	Leadership Program	All leadership staff	
	HR Workplace Investigations	5	
	Sharps Training	40	
	Traffic Management	22	
	Forklift	2	2
	Confined Space and GTA	13	1
	Spotter training	9	
	Dozer Licence	2	
	Wader	2	
	Infection Prevention and Control Skill Set	3	1
	Test and Tag	3	3
	Fire Warden	16	
	Backhoe loader	8	
	Envisage	8	
	Operate and recover 4WD	2	

	Work safely in the vicinity of live electrical apparatus as anon-electrical worker		1
	Food Safety Supervision Skill set		2
	Internal Customer Service Training		48
	Vehicle Loading Crane		1
	Boom type Elevating Work Platform - High Risk Work Licence		1
	Agricultural Chemical skill set		4
	Work in accordance with an issued permit		1
	Observe permit work		1
	Work safely at heights		2
	Medium Regid (MR) Licence		1
	Disability Awareness Workshop		12
	Snake Awareness Workshop		20
	Introduction to Local Government		12
	Redefining performance management	1	
			No. Employees commencing new qualification
Qualifications currently in progress:	Diploma in Local Government	1	
	Certificate IV Government Investigations	6	3
	Cert IV in leadership and Management	4	
	Cert II in Workplace Skills	2	2
	Cert III in Plumbing	1	
	Cert III in Arboriculture	1	
	Cert III in Civil Construction	3	1

	Certificate IV in Human Resources	2	1
	Certificate IV in Business	1	
	Certificate III in business	2	1
	Certificate IV in Leadership and Management		3
	Cert IV in Project Management	4	
	Diploma in Project Management	1	
	Cert III in Supply Chain Operations	1	
	Plumber Practitioner Lincence		1
	Certificate IV in Employment Services		2
	Cert IV in Supply Chain Operations	1	
			No. Students
Work Experience Participants	Montrose Bay High	1	
	Elizabeth College	2	
	Cosgrove High School		10
	Boots On- Keystone	2	

VALUING OUR ENVIRONMENT

Number of natural environment engagement events.

During the second quarter there were 19 environmental engagement group activities (e.g. Landcare) supported by Council.

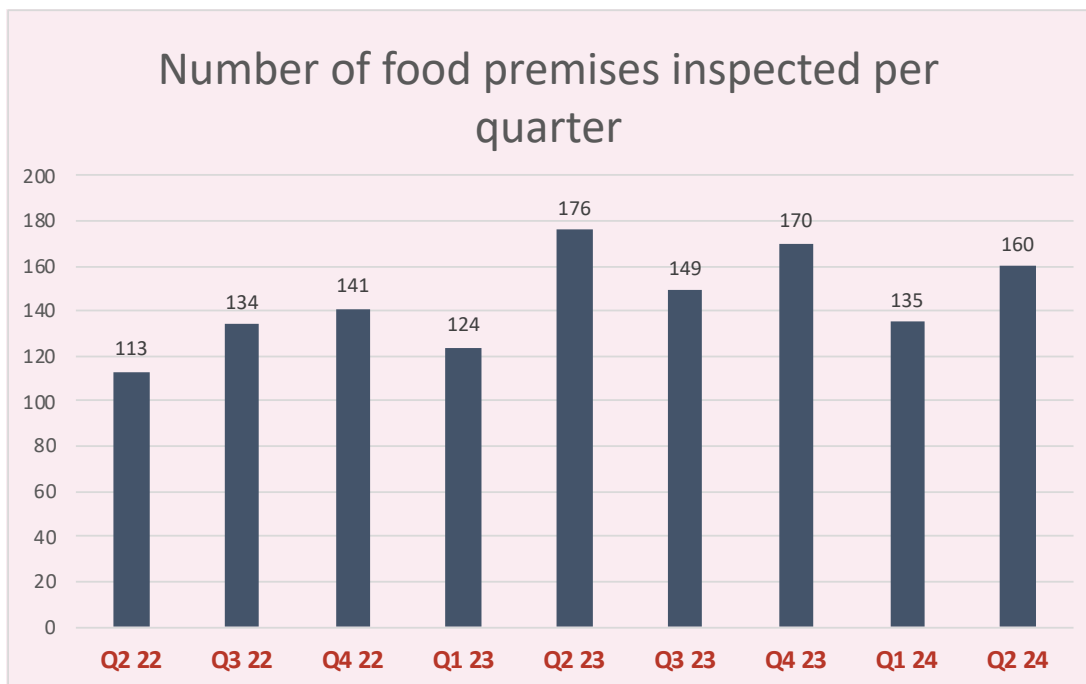
Number of water samples provided to the Derwent Estuary Program.

Water sampling for the Derwent Estuary Program commenced in December 2023. Three water samples have been collected to date. Two were satisfactory, one is awaiting analysis, and none have failed.

160 food premise inspections were conducted in the quarter which is consistent with previous quarters. Council also responded to 116 customer requests for the period.

In October 2023, a resource sharing agreement commenced between GCC and Southern Midlands Council (SMC), whereby SMC's Environmental Health Services are managed by GCC.

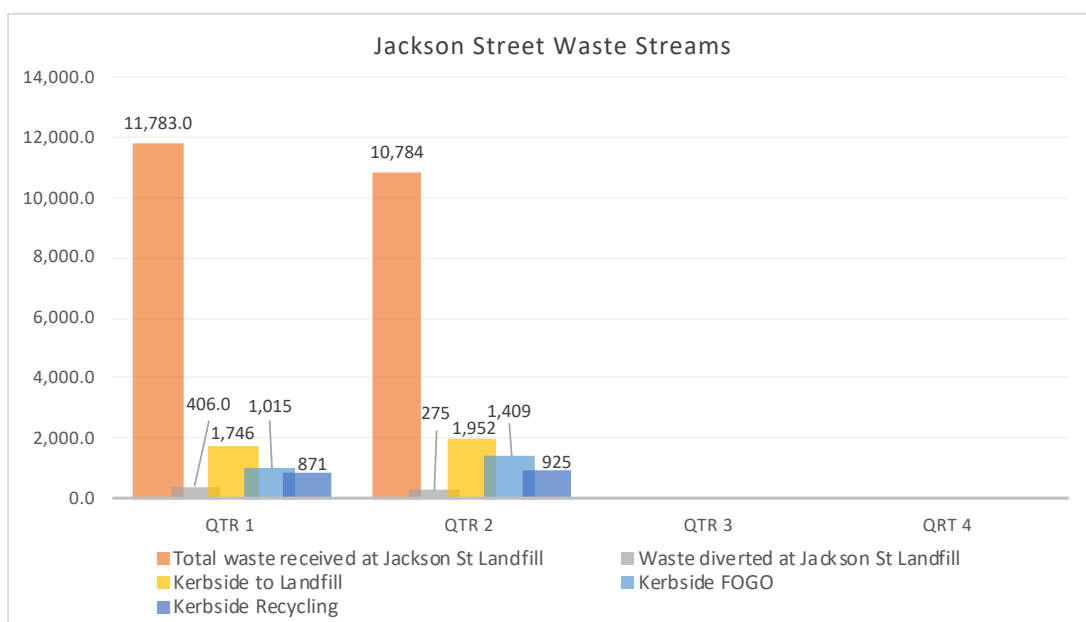
Additional immunisation clinics were held in Q2 23/24 to meet high community demand. A Student Nurse Immuniser program was initiated by GCC to help address a skills shortage in the profession.



Percentage of waste diverted from landfill.

275 tonnes of waste diverted from the Jackson Street Landfill in Q2 through recovery of materials such as metals and recovery shop salvaging.

1,409 tonnes of kerbside waste diverted through FOGO kerbside collection, and 925 tonnes through recycling kerbside collections in Q2.



Council's Climate Change Mitigation Action Plan developed.

The first draft of Council's Climate Change Mitigation Action Plan has been prepared and workshopped with Elected Members on 20 November. It is being prepared for consultation in Q3.

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

The designs and survey are completed for the Windermere Public Toilet. Council has engineering sign off and Plumbing Permit. The project is about to be put out to the market to Tender.

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

KGV - Pitch upgrade and lighting upgrade was completed last FY, and the fencing was completed Q1. The contract was awarded for Changerooms and Toilets with works still underway in Q2.

North Chigwell - Pitch upgrades and lighting upgrade was completed last FY. Changerooms/ clubhouse designs completed and the planning permit was granted. The tender process is underway and will be awarded in Q3.

Percentage of Tolosa Park Redevelopment Project Stage A completed.

TasWater has awarded the construction contract to Gradco and works are underway. The current program has works expected to be completed by the end of current financial year.

Number of Playspaces upgraded.

Benjafield district playspace project has progressed well and is almost complete. Delays in the delivery of the wheelchair (WeGo) swing from overseas occurred and will be completed in Q3.

Giblins Reserve regional playspace project was completed in Q2.

The final grant deed with the Australian Government for the 10 local playspaces was signed in Q2. Designs finalised for all playspaces and have been put out for procurement. Most will be completed during Q3 and Q4 and some in Q1 of next FY. The 10 local playspaces are:

- Alroy Court, Rosetta
- Cooina Park, West Moonah
- Roseneath Reserve, Austins Ferry
- Chandos Drive Reserve, Berriedale
- Pitcairn Street Reserve, Montrose
- Battersby Drive, Claremont
- Collinsvale Reserve, Collinsvale (completed)
- Lutana Woodlands, Lutana
- Barossa Road, Glenorchy
- International Peace Park, Berriedale

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.

PR22-30 Butler / Central Ave Intersection – 0% (not yet started)

PR22-40 Collins Cap Road Guardrail Extension – 0% (not yet started)

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

PR20-02 Main Road Austins Ferry Crossing – 0% (not yet started)

PR22-02 Main Road Granton Shared Path – 0% (not yet started)

PR22-03 Intercity Cycleway Sunderland Street Crossing – 0% (not yet started)

PR20-03 Main Road 706 Berridale Footpath Improvement – 50% (not yet started)





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

● 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 a actions in Council's Statement of Commitment on Housing	Manager Community	NEW Comments: <ul style="list-style-type: none"> All process for the disposal approval for 23A Norman Circle were completed and the site was prepared for sale and listing, however historical errors in the property title where uncovered that need to be resolved prior to sale. Land surveyor engaged to undertake this work. The process to remove restrictive covenants at 84 Sunshine Road and Baltonsborough Road Austins Ferry commenced with notification to the 477 registered title holders required under the Local Government Act. No objections were received and the process to formally remove these restrictive covenants with the Land Titles Office is underway. Once this is completed the first stage of the community engagement process for potential disposal will commence. Planning scheme amendments to improve housing design in the Glenorchy CBD and increase housing opportunities along Main Road (Moonah to Glenorchy) are being assessed by the Tasmanian Planning Commission. The potential to change the zoning of land in Mill Lane, Glenorchy and allow for housing is also being investigated. Council officers continue to advocate for improved housing design outcomes through the reviews of the residential standards in the State Planning Provisions and the development of Medium Density Design Guidelines. Attendance at National Housing and Homelessness Plan webinar Received and reviewing Tasmanian Housing Strategy 2023-2043 Housing Working Group met on 29 November 21/12/2023	01/07/2023	30/06/2024	50% 50 / 100
1.1.1 Work in collaboration with government agencies and community organisations to deliver diversional programs that n to improve youth and community safety, resilience, and gagement	Manager Community	NEW Comments: <ul style="list-style-type: none"> Monthly safety reports provided to Elected members. Funding application prepared and submitted to Tasmanian Community Fund to deliver a long term collective impact place-based youth project in the City. The process included survey of service providers, stakeholder engagement and letters of support for project and a workshop with Elected Members to scope the 3 models being investigated for TCF funding. The application was unsuccessful. The Full Gear program was delivered in Chigwell in November with 6 young people. Child & Youth Safe Framework engagement plan prepared, including consultation about young peoples' priorities and aspirations. 178 Youth and Safety Surveys were completed – 28.7% under 25 with 25.9% of those under 19. Youth Beat reported 456 engagements with young people in Glenorchy through their program on Council Lawns. Hosted Thrive to 25 and Linkages Multi Agency meetings at GCC Met with young people previously known as the Glenorchy Youth Task Force and facilitated an introduction to Vinnies Youth to explore youth opportunities for their members. Dec 11, met with PCYC to discuss summer program and future working. 12/12 - Hosted Thrive to 25 Multi Agency Meeting at GCC. 21/12/2023	01/07/2023	30/06/2024	50% 50 / 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	NEW 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 cleaned off easier. 16/10/2023	01/07/2023	01/07/2024	25% 25 / 100
2.2.2 Implement the Reflect Reconciliation Action Plan to strengthen relationships with respect for and opportunities for original and Torres Strait Islander peoples	Manager Community	NEW Comments: The Inclusive City Officer is responsible for collating updates from Council staff on actions implemented from the Reconciliation Action Plan. The Inclusive City Officer was appointed to the role in late November 2023. In December, new appointments were also made to the roles of Manager Community and Coordinator Community Development. Updates to the Reflect Reconciliation Action Plan were not collated for the period October-December, 2023. As a priority, the Action Plan updates are currently (Jan 23) being collated by the Inclusive City Officer with support from the Community Development Officer and Acting Coordinator Community Development. 01/02/2024	01/07/2023	30/06/2024	35% 35 / 100
1.1.1 Progress Glenorchy's economic development through infrastructure support, job creation, city marketing, and a proactive regulatory approach	Manager Stakeholder Engagement	NEW Comments: Highlights from the quarter include transfer of the Jobs Hub to full Council delivery, inclusive of staff and funding from State Government. A structure for the Economic Development function has been agreed and will sit with the Manager Stakeholder Engagement and has been advertised during September. Council also continues to make progress on significant infrastructure projects inclusive of Giblins Playspace, Tolosa Park and the Federally funded football package at KGV and Chigwell. 04/10/2023	01/07/2023	01/07/2024	26% 26 / 100
2.1.1 Facilitate the operation of the Glenorchy Jobs Hub to connect local people with local jobs and assist local industry business to meet current and future workforce needs	Manager People and Governance	NEW Comments: As at 31 December 2023 a total of 1155 positions have been filled and a total of 1560 Job Seekers registered with the Glenorchy Jobs Hub. In this quarter Council successfully completed its grant acquittal. The next round of reporting to Jobs Tas commencing in February 2024. 11/01/2024	01/07/2023	01/07/2024	55% 55 / 100
2.2.1 Identify and progress amendments required to Glenorchy's planning scheme to facilitate growth including future plans of future residential land	Manager Development	NEW Comments: Q2. Two planning scheme amendments to promote housing within the municipality (PLAM-22/04 to revitalise the Glenorchy CBD and PLAM-22/10 to allow residential apartments in the Commercial Zone along Main Road) progressed through to panel hearings with the Tasmanian Planning Commission in September. Officers provided responses to the Commission's directions on 24 November 2023. A third planning scheme amendment for the Mill Lane Precinct has undergone informal consultation. The proposed amendment aims to rezone the land to a more suitable zoning and to provide opportunities for medium density housing close to the CBD. 21/12/2023	01/07/2023	01/07/2024	50% 50 / 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	NEW Comments: A variety of communications methods have been used during the quarter to provide information to the Glenorchy Community. This has included: • Submitted 22 articles for the monthly Glenorchy Gazette community newspaper covering a range of issues including engagement opportunities, events, Council meeting news, RAP playspaces updates, pool updates, Cards grants and Council works/roads projects • Updated Council's website with topical information, including placing all media releases in the newsfeed section • Issued 7 media releases during the period on the Glenorchy pool, RAP launch, McGill Rise and National Tree Day • Prepared talking points for the Mayor and other elected members for events and openings including 26Ten Networking Breakfast, Tolosa Park Dam Redevelopment Project, Black Spot Funding announcement, Peace Park planting, Bush Tucker event, RAP launch, Spring Flower Show, Bhutanese Football event, SCIA Emergency Ready Event and JobsHub youth forum • Continued to use Council's social media platforms to inform our community, including 181 Facebook posts • Coordinated several media events, including Tolosa Park Dam Redevelopment contractor announcement, Glenorchy Pool media site visit and the opening of the Collinsvale Playground 13/10/2023	01/07/2023	01/07/2024	26% 26 / 100

2.1.1 Maintain and upgrade stormwater infrastructure with a priority on reducing flood risk	Manager Infrastructure, Engineering & Design	NEW Comments: Chandos Drive SW pit upgrade works are complete. Feedback from residents so far has been good. Abbotfield Road and Humphreys Rivulet projects on track for completion this FY. 31/01/2024	01/07/2023	01/07/2024	50% 50 / 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	NEW 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 resources to allow Council to maximise the value of the workshops in configuring the system and in preparing Council for business changes. 15/10/2023	01/07/2023	01/07/2024	25% 25 / 100
1.3.2 Reduce waste to landfill to extend the life of our landfill while meeting environmental standards	Manager Property, Environment & Waste	NEW Comments: 275 tonnes of waste diverted from the Jackson Street Landfill in Q2 through recovery of materials such as metals and recovery shop salvaging, 1,409 tonnes of kerbside waste diverted through FOGO kerbside collection, and 925 tonnes through recycling kerbside collections in Q2. 25/01/2024	01/07/2023	01/07/2024	50% 50 / 100
1.3.3 Explore options for waste management beyond the landfill life	Manager Property, Environment & Waste	NEW Comments: Work underway on resurveying and planning the final extension of the landfill to extend its life. 02/10/2023	01/07/2023	01/07/2024	50% 50 / 100
2.2.1 Complete a new regional Playspace at Gibbins Reserve, a new district Playspace at Benjafield Park and progress the grade of 10 local Playspaces under the Glenorchy Playspace strategy	Manager Property, Environment & Waste	NEW Comments: Completed December 23/01/2024	01/07/2023	01/07/2024	100% 100 / 100
2.3.2 Work with TasWater as the lead partner to implement the Kosa Park Redevelopment Project Stage A and seek funding for Stage B to develop it into a major regional recreational situation	Manager Property, Environment & Waste	NEW Comments: TasWater has awarded the construction contract to Gradco and works are underway. Current program has works expected to be completed at the end of FY. 02/10/2023	01/07/2023	01/07/2024	50% 50 / 100
2.3.5 Deliver the federally funded sport and recreation projects at KGV Football Park and North Chigwell Junior Soccer Club	Manager Property, Environment & Waste	NEW Comments: Comments: KGV - Pitch upgrade and lighting upgrade completed last FY. Fencing completed Q1. Contract awarded for Changerooms and Toilets with works underway. North Chigwell - Pitch upgrades and lighting upgrade completed last FY. Changerooms/clubhouse designs completed. Planning permit granted. Tender process underway. 23/01/2024	01/07/2023	01/07/2024	50% 50 / 100
2.4.1 Manage and maintain a road network that meets the transport needs of the community	Manager Works	NEW 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	01/07/2023	01/07/2024	25% 25 / 100

65
GOALS

42%
GOAL COMPLETION

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

023/2024 ANNUAL PLAN

Goal	Owner	Start Date	Due Date	Current Completion
1.1.1.1 Review the Moonah Arts Centre Business Plan	Manager Community	01/07/2023	30/06/2024	35%
1.1.1.2 Provide quality, sustainable, compliant childcare services : 100 to 100	Manager Community	01/07/2023	30/06/2024	On Track 100%
1.2.1 Coordinate literacy activities including digital skills, employment services, family literacy and volunteering	Manager Community	01/07/2023	30/06/2024	50%
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	50%
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	50%
2.2.1 Actively contribute to housing supply in the City through the actions in Council's Statement of Commitment	Manager Community	01/07/2023	30/06/2024	50%
1.1.1 Work in collaboration with government agencies and community organisations to deliver diversional programs that aim to improve youth and community safety, silence, and engagement	Manager Community	01/07/2023	30/06/2024	50%
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	25%
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	25%
2.1.1 Plan, promote and present an annual program of arts and cultural exhibitions, workshops, concerts, and events	Manager Community	01/07/2023	30/06/2024	25%

Goal	Owner	Start Date	Due Date	Current 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	50%
2.2.2 Implement the Reflect Reconciliation Action Plan to strengthen relationships with respect for and opportunities for Aboriginal and Torres Strait Islander peoples	Manager Community	01/07/2023	30/06/2024	35%
2.3.1 Plan and support the delivery of Civic events and awards programs	Manager Stakeholder Engagement	01/07/2023	01/07/2024	27%
2.3.2 Deliver, partner and support community and cultural development through programs and events	Manager Community	01/07/2023	30/06/2024	50%
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	26%
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	50%
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	50%
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	30%
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	50%
2.1.1 Facilitate the operation of the Glenorchy Jobs Hub to connect local people with local jobs and assist local industry and business to meet current and future workforce needs	Manager People and Governance	01/07/2023	01/07/2024	55%
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	50%
2.2.2 Review the Glenorchy Parking Strategy 2017-2027 to include the development of parking plans and a cash-in-aid of car parking policy	Manager Infrastructure, Engineering & Design	01/07/2023	01/07/2024	50%
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	26%
1.1.2 Maintain up to date Council policies and easy to access financial hardship assistance	Manager Finance	01/07/2023	01/07/2024	50%
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	26%
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	40%

Goal	Owner	Start Date	Due Date	Current 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	50%
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	26%
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	26%
1.5.2 Actively participate in the Future of Local Government Review	General Manager	01/07/2023	01/07/2024	26%
1.6.1 Implement the Bushfire Mitigation Program to manage the risk of bushfire to the City and protect natural values	Manager Works	01/07/2023	01/07/2024	9%
1.6.2 Ensure we are prepared for disaster and maintain emergency Management Strategies	Manager Stakeholder Engagement	01/07/2023	01/07/2024	26%
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	50%
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	50%
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	50%
2.2.2 Prepare Council's Annual Plan and monitor the progress of actions	Manager Stakeholder Engagement	01/07/2023	01/07/2024	25%
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	50%
2.2.4 Develop a governance framework to guide positioning of and status reporting on Council's informing strategies	Manager People and Governance	01/07/2023	01/07/2024	17%
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	26%
2.3.2 Manage Council's information assets within statutory requirements	Manager Customer Services	01/07/2023	01/07/2024	50%
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	50%
2.3.4 Assist businesses to comply with public health requirements	Manager Development	01/07/2023	01/07/2024	50%
2.3.5 Assist drivers to ensure compliance with parking regulations	Manager Customer Services	01/07/2023	01/07/2024	50%
2.3.6 Assist residents to ensure compliance with animal management regulations	Manager Customer Services	01/07/2023	01/07/2024	50%

Goal	Owner	Start Date	Due Date	Current 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	40%
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	40%
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	25%
1.1.1 Participate in the Derwent Estuary Program by undertaking water quality monitoring and reporting	Manager Development	01/12/2023	31/03/2024	0%
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	50%
1.3.1 Implement and update the Waste Management strategy	Manager Property, Environment & Waste	01/07/2023	01/07/2024	50%
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	50%
1.3.3 Explore options for waste management beyond the landfill life	Manager Property, Environment & Waste	01/07/2023	01/07/2024	50%
1.4.1 To develop a climate change mitigation action plan or reducing Council's greenhouse gas emissions	Manager Property, Environment & Waste	01/07/2023	01/07/2024	55%
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	50%
2.2.1 Deliver the capital works program to renew and upgrade Council Infrastructure	Manager Infrastructure, Engineering & Design	01/07/2023	01/07/2024	11%
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	50%
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	50%
2.3.4 Seek funding or interested investors to implement the Mountain Bike Masterplan	Manager Property, Environment & Waste	01/07/2023	01/07/2024	50%
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	50%
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	15%
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	25%
2.4.2 Review Urban Road network to prioritise blackspot and address capacity issues. June 2025	Manager Infrastructure, Engineering & Design	01/07/2023	01/07/2025	25%

Goal	Owner	Start Date	Due Date	Current 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	Manager Infrastructure, Engineering & Design	01/07/2023	01/07/2024	50%

COUNCIL POLICY

INVESTMENT OF SHORT-TERM FUNDS

**PURPOSE**

This policy provides the framework for the prudent investment of Council's funds, with the aim of maximising investment returns within the approved risk profile and legal responsibilities.

SCOPE

Council at times has funds that are in excess of its immediate operational requirements. These funds are available for investment in terms of this Policy.

This policy does not apply to investments other than for the management of surplus funds. Investments in associates are outside the scope of this policy.

STRATEGIC PLAN ALIGNMENTLeading Our Community

Objective 4.1	Govern in the best interests of our community
Strategy 4.1.1	Manage Council for maximum efficiency, accountability, and transparency
Strategy 4.1.3	Maximise regulatory compliance in Council and the community through our systems and processes

STATUTORY REQUIREMENTS

Acts	<i>Local Government Act 1993</i> <i>Trustee Act 1898</i>
Regulations	<i>N/A</i>
Australian/International Standards	<i>Glenorchy City Council Delegations Register</i>

All Council investments are to be made in accordance with Section 75 of the *Local Government Act 1993*. Section 75 requires Council investments be made in any manner in which a trustee is authorised by law to invest funds and in any investment the Treasurer approves.

The ethical constraints of a trustee include:

1. Exercising the powers of a trustee in the best interest of all beneficiaries of the trust
2. Avoiding conflict between a self-interest and the best interest of the 'trust property'
3. Not making a profit from the trust
4. Acting prudently and seeking advice from qualified people

When making investment decisions Council will consider the factors that a Trustee would consider such as:

- The purpose of the trust and the needs of the final benefitting party



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- Diversifying investments
- Depreciation, appreciation, tax liability, associated costs, and inflation
- Maintaining the value of the investment
- Ensuring the term of the investment matches the likely duration of the beneficial needs
- Reviewing existing investments

Council will at the time of policy review, determine if there are any relevant Treasury guidelines that may impact on investment processes.

DEFINITIONS

ADI's means Authorised Deposit-taking Institutions. An ADI is a financial institution licensed by the Australian Prudential Regulatory Authority to carry on banking business, including accepting deposits from the public.

Australian Prudential Regulatory Authority (APRA) licenses banking, insurance, and superannuation businesses to operate and supervise them to ensure that under all reasonable circumstances, the financial promises made to their beneficiaries (i.e., depositors, policyholders, and superannuation fund members) are kept.

Standard & Poors Credit Rating is a leading index provider and data source of independent credit rating.

Tascorp (the Tasmanian Public Finance Corporation) was established to develop and implement borrowing and investment programmes for the benefit of Tasmanian State Authorities. It has the power to borrow and invest money and to enter into contracts for the purpose of managing borrowings and investments.

BACKGROUND

Section 75 of the *Local Government Act 1993* outlines the method of investment that Council may use when dealing with funds not necessary to meet the day to day financial obligations of the Council.

This Investment Policy refers to those activities that are related to the investment operations of the Glenorchy City Council. It is, by nature, a high-level document and provides a guide on how investment risks are to be managed.

The policy provides clear direction to management, staff, and Aldermen in relation to investment operations and establishes an appropriate structure to ensure that the Council:

- Maximises interest earned on surplus funds within prudent risk limits;
- Minimises its liquidity risk; and
- Investment activities operate within Council's legislative and common law responsibilities.

It should be noted that this policy does not apply to:

- Investments other than for the management of short-term funds.

POLICY STATEMENT

1. Criteria for Investment

Criteria	Description
Safety and Security	Security of the ratepayer's capital is a primary consideration in all investment decisions
Liquidity	Investment must be managed to ensure that sufficient funds are available to meet cash requirements as they fall due
Rate of Return	Subject to the two preceding considerations, Council will aim to maximise its return

2. Expected Rate

The performance of Council's investment portfolio will be measured against the Industry Standard 90 Day Bank Bill Swap Rate (BBSW).

3. Delegated Authority

The General Manager has delegated authority to invest Council funds in accordance with section 75 of the *Local Government Act 1993*.

4. Investment Guidelines

- (a) Investments are to be made in accordance with Section 75 of the *Local Government Act 1993*
- (b) Investments can only be made with Authorised Deposit-taking Institutions (ADI's). The ADI's authority granted by the Australian Prudential Regulation Authority (APRA) under the Banking Act 1959 (Cth)
- (c) Investments may only be made in products where the underlying assets are cash
- (d) When an investment is proposed, quotes must be sought from a minimum of three (3) ADIs. Investment decisions must be documented.
- (e) Where an ADI is a subsidiary of another, and has its own credit rating, the two institutions shall be treated as separate and subject individually to the exposure limits.
- (f) There is no limit on the amount of funds that can be placed with Tascorp
- (g) Exposure to Council's transactional banker is not to exceed \$10,000,000
- (h) Subject to the above provision (g), individual exposures to the Australian and New Zealand Banking Group, Commonwealth Bank of Australia, National Australia Bank and Westpac Banking Corporation are not to exceed \$10,000,000.
- (i) Subject to provision (h) exposure to other banking institutions with a Standard and Poors credit rating A1 or A- are not to exceed \$3,000,000
- (j) The amount invested with any one financial institution under provision (g) and (h) shall not exceed 50% of the total funds invested. The amount invested with any one financial institution under provision (i) shall not exceed 25% of the total funds invested.



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- (k) Investments are to be for a period of 12 months or less.
- (l) The General Manager and the Chief Financial Officer are authorised to jointly approve temporary variations to this policy in exceptional circumstances if the investment is to Council's advantage and consistent with the Policy purpose. Such variation will be reported to Council as soon as practicable.
- (m) If any investments are downgraded such that they no longer fall within the investment policy, they will be divested into Council's Overdraft Cheque Account as soon as practicable.

5. Reporting

For audit purposes certificates must be obtained from banks, fund managers, or relevant custodians, confirming the amounts of investment held on Council's behalf at the 30th June each year.

6. Provision for elected members

Details of all current investments are to be provided to any Alderman and / or Council's Audit Panel upon request.

DOCUMENT CONTROL

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Responsible Directorate	Corporate Services		Controller:	Chief Financial Officer	
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