



# **PUBLIC COPY ATTACHMENTS ORDINARY COUNCIL MEETING**

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Wednesday, 26<sup>th</sup> June 2019  
Municipal Offices, 85 Main Street, Kempton  
10.00 a.m.

<b>Item 4.1</b>	Draft Council Meeting Minutes (Open) – 22 <sup>nd</sup> May 2019
<b>Item 4.2.1</b>	Minutes – Woodsdale Hall Management Committee – 28 <sup>th</sup> May 2019
<b>Item 4.3.1</b>	STCA Minutes – 27 <sup>th</sup> May 2019
<b>Item 4.3.2</b>	STCA Quarterly Report – March 2019
<b>Item 10.1</b>	Oatlands Aquatic Centre Business Plan prepared by KPMG Oatlands Aquatic Centre Feasibility Study prepared by Farley Consulting Group Overview of community consultation Oatlands Golf and Swimming Pool Projects Oatlands Integrated Development Strategy October 2008 prepared by Preferred Futures
<b>Item 17.2.2</b>	LGAT Agenda & Attachments – General Meeting – 3 <sup>rd</sup> July 2019
<b>Item 17.3.2</b>	2019/2020 Annual Plan and Operating Budget 2019/2020 Capital Works Program Budget Estimates

SOUTHERN  
MIDLANDS  
COUNCIL



# **MINUTES**

## **ORDINARY COUNCIL MEETING**

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Wednesday, 22<sup>nd</sup> May 2019  
10.00 a.m.

Municipal Offices  
71 High Street, Oatlands

DRAFT

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# OPEN COUNCIL MINUTES

MINUTES OF AN ORDINARY MEETING OF THE SOUTHERN MIDLANDS COUNCIL HELD ON WEDNESDAY, 22<sup>nd</sup> MAY 2019 AT THE MUNICIPAL OFFICES, 71 HIGH STREET, OATLANDS COMMENCING AT 10:00 A.M

## 1. PRAYERS

Rev Dennis Cousens recited prayers.

## 2. ATTENDANCE

Mayor A O Green, Deputy Mayor E Batt, Cllr A Bantick, Cllr A Bisdee OAM, Cllr K Dudgeon, Cllr D Fish, Cllr R McDougall.

Mr T Kirkwood (General Manager), Mr A Benson (Deputy General Manager), Mr J Lyall (Manager, Infrastructure & Works), Mr D Cundall (Manager, Development and Environment Services), Mr B Williams (Manager, Heritage Projects), Mrs J Tyson (Senior Planning Officer), Mrs W Young (Corporate Compliance Officer) and Miss E Lang (Executive Assistant).

## 3. APOLOGIES

Nil.

## 4. MINUTES

### 4.1 ORDINARY COUNCIL MINUTES

#### DECISION

*Moved by Cllr A Bisdee OAM, seconded by Cllr R McDougall*

**THAT the Minutes (Open Council Minutes) of the previous meeting of Council held on the 30<sup>th</sup> April 2019, as circulated, be confirmed.**

#### CARRIED

Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	√	
Deputy Mayor E Batt	√	
Cllr A Bantick	√	
Cllr A Bisdee OAM	√	
Cllr K Dudgeon	√	
Cllr D F Fish	√	
Cllr R McDougall	√	

## 4.2 SPECIAL COMMITTEES OF COUNCIL MINUTES

### 4.2.1 SPECIAL COMMITTEES OF COUNCIL - RECEIPT OF MINUTES

- Minutes – Woodsdale Community Memorial Hall Management Committee – 23<sup>rd</sup> April 2019.
- Minutes – Lake Dulverton and Callington Park Management Committee – 6<sup>th</sup> May 2019.

#### DECISION

*Moved by Clr D Fish, seconded by Clr K Dudgeon*

**THAT the minutes of the above Special Committees of Council be received.**

**CARRIED**

Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	√	
Deputy Mayor E Batt	√	
Clr A Bantick	√	
Clr A Bisdee OAM	√	
Clr K Dudgeon	√	
Clr D F Fish	√	
Clr R McDougall	√	

### 4.2.2 SPECIAL COMMITTEES OF COUNCIL - ENDORSEMENT OF RECOMMENDATIONS

- Minutes – Lake Dulverton and Callington Park Management Committee – 6<sup>th</sup> May 2019.

#### DECISION

*Moved by Clr D Fish, seconded by Clr K Dudgeon*

**THAT the recommendations contained within the minutes of the above Special Committee of Council be endorsed.**

**CARRIED**

Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	√	
Deputy Mayor E Batt	√	
Clr A Bantick	√	
Clr A Bisdee OAM	√	
Clr K Dudgeon	√	
Clr D F Fish	√	
Clr R McDougall	√	

**4.3 JOINT AUTHORITIES (ESTABLISHED UNDER DIVISION 4 OF THE  
LOCAL GOVERNMENT ACT 1993)**

**4.3.1 JOINT AUTHORITIES - RECEIPT OF MINUTES**

**DECISION NOT REQUIRED**

**4.3.2 JOINT AUTHORITIES - RECEIPT OF REPORTS (ANNUAL &  
QUARTERLY)**

**DECISION NOT REQUIRED**

## 5. NOTIFICATION OF COUNCIL WORKSHOPS

### DECISION

*Moved by Deputy Mayor E Batt, seconded by Cllr R McDougall*

**THAT the information be received.**

### CARRIED

Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	√	
Deputy Mayor E Batt	√	
Cllr A Bantick	√	
Cllr A Bisdee OAM	√	
Cllr K Dudgeon	√	
Cllr D F Fish	√	
Cllr R McDougall	√	

## 6. COUNCILLORS – QUESTION TIME

### 6.1 QUESTIONS (ON NOTICE)

Regulation 30 of the *Local Government (Meeting Procedures) Regulations 2015* relates to Questions on notice. It states:

- (1) *A councillor, at least 7 days before an ordinary council meeting or a council committee meeting, may give written notice to the general manager of a question in respect of which the councillor seeks an answer at that meeting.*
- (2) *An answer to a question on notice must be in writing.*

**Clr A Bantick submitted the following question on notice on the 10<sup>th</sup> May 2019:**

**Q1. Oatlands Aquatic Centre** – Can the General Manager please provide Councillors with an update on all of the costs so far (but not including the relocation of the Council Depot and rehabilitation of the site) in the planning of the proposed Aquatic Centre in Oatlands?

#### **General Managers' Comments:**

*The following is a summary of costs incurred to date. These costs extend back to the commencement of the 2016/17 financial year when Council determined to revise the entire concept:*

<b>Financial Year</b>	<b>Amount Expended:</b>	<b>Comments</b>
2016/17	\$ 43,282.64	Reactivation of design team and preliminary concepts.
2017/18	\$ 336,520.76	Includes: - internal Labour costs of \$1,643 - internal Planning applications costs of \$6,495 - costs associated with Planning Appeal process etc. (i.e. amend design concept; heritage assessment; legals etc.)
2018/19 to date	\$ 221,697.00	All direct costs associated with engagement of the Consultant team to prepared detailed design and tender specifications.
<b>Total Cost</b>	<b>\$ 601,500.40</b>	

*Note: In terms of an allowance for Council officer time committed to this project, the Planning Application fee (as mentioned above) covers the costs associated with planning assessment; report etc.*

*Through discussion with the other Council officers, it would be appropriate to allow a combined total of approximately \$17,235 for the above reporting period.*

**Clr R McDougall submitted the following questions on notice on the 14<sup>th</sup> May 2019:**

**Q1. Lake Dulverton – Stormwater Drains** – Has anything been done in relation to installing filters or waste traps on the stormwater drains that go into Lake Dulverton to prevent plastic waste in particular from polluting the Lake?

**General Managers' Comments:**

*There is one major stormwater outfall into Lake Dulverton which is situated at the end of Church Street. A litter trap is fitted in this location and cleaned as required.*

**Q2. SMC Waste Transfer Station(s) – Disposal of Animal(s)** – What is the procedure for dealing with live animals particularly cats and kittens that people 'dispose' of at SMC Waste Transfer Stations?

**General Managers Comments:**

*It is advised that there is no set operating procedure for managing live animals that are effectively 'dumped' at the Waste Transfer Station. This issue has not been raised in the past, and therefore no consideration has been given to a possible method of dealing with it. Enquiries will be made with the individual site employees to determine the extent of the problem and whether some form of trapping may be necessary.*

**Q3. Oatlands Gaol – 'Interpretation Installation – 'Peppers Ghost'** - What is the situation with the non-operating Peppers Ghost Interpretation Installation at the Oatlands Gaol? Is it now working? If not, what is the issue and when will it be rectified so that it can be turned on and viewed by visitors to the Gaol?

**General Managers Comments:**

*The Pepper's Ghost installation is working and fully operational. The only operational issue is that if the power goes out, it must be manually restarted (the same is the case with the touch-screen installation). Whilst this is checked daily when the gaol is attended, if the power happens to go out of a weekend and/or if the office is unattended, it cannot be reset immediately, therefore will be off. Unfortunately the technology doesn't allow an automatic restart in the event of a power failure. Heritage program staff make every attempt to ensure that it is on as much as possible.*

## 6.2 QUESTIONS WITHOUT NOTICE

An opportunity was provided for Councillors to ask questions relating to Council business, previous Agenda items or issues of a general nature.

**Clr A Bisdee OAM** – question regarding the Aquatic Centre tenders and when they will be advertised?

*The Deputy General Manager advised that the tender process would be finalised by December 2019 and presented to Council for decision. Tenders will be advertised in September 2019. There are a number of issues that have unfortunately delayed the process. This includes the need to work through a process of consolidating four (4) Titles.*

**Clr K Dudgeon** – question regarding the Baden Hall and how this is progressing?

*The Deputy General Manager advised that extensive research has been conducted into the Titles associated with this property/building. Council Minutes have been researched from 1897-1910 and there is no reference in relation to the land. All Titles appear to be consistent and there does not seem to be any anomalies. A letter will be circulated to residents of Mt Seymour, Stonor, Baden, Whiteford and Tunnack to explain the situation and to request copies of any formal documentation that may be held by property owners/residents in these districts that may help shed some light. This is not a Council owned property and Council is simply trying to assist in mediating with the community/property owner.*

**Clr R McDougall** – request for a sign on Inglewood Road stating ‘Waste Transfer Station’ on the sign post.

*The General Manager advised that this will be actioned.*

**Clr R McDougall** – question regarding the boundary fence (J Hansen) between her property and the Community Centre in High Street, Oatlands. What is the status of this project noting that the Hansen property is now for sale.

*The Deputy General Manager advised that a contractor has inspected and provided a quote to erect the fence. The EPA assessment of the depot site then required further excavation and the fence could not be erected until these works were completed. In addition, there are issues with the location of trees between the two properties which need to be discussed between the parties. Council staff will make contact with the property owner as soon as possible to discuss.*

**Clr R McDougall** – question regarding the third Cow in the Lake, what has happened to it?

*The Deputy General Manager advised that the dry conditions and water levels in the lake caused the Cow to fall over. The cow sculpture has been removed and being modified so that it won't occur again.*

**Clr R McDougall** – question regarding the Oatlands polling station on the weekend and whether the Electoral Commission could place a prominent sign on High Street so that people know where to vote.

*Clr K Dudgeon advised that signs were placed on the Town Hall and Community Centre doors advising of the new location for voting at the Primary School. Notification was also provided by Facebook; website and school newsletters etc.*

*Council will write to the Electoral Commission advising of confusion with address details/change of location etc, including the need for additional signage.*

**Deputy Mayor E Batt** – received a request from residents from the lower end of Burnett Street, Kempton for a street light to be installed in this location.

*The General Manager advised that this location would be appropriate for a street light and will notify Aurora.*

**Deputy Mayor E Batt** – requested that sealing of the apron on the western side of the Kempton Fire Station to be included in the budget?

*The General Manager advised this would be included in the budget considerations.*

**Clr A Bisdee OAM** – requested an update regarding the status of the trees at Mahers Point (Lake Dulverton foreshore).

*The General Manager advised that until further advice is received from PWS/Aboriginal Heritage Council, Council are unable to progress any further.*

**Clr A Bisdee OAM** – requested that an update in relation to the proposed Oatlands Aquatic Centre be provided in the next Council newsletter.

*Noted.*

**Deputy Mayor E Batt** – requested an update on the final design specifications for the Oatlands Aquatic Centre (following appeal process).

*Report to be provided to the next Council Meeting for information.*

**Clr A Bisdee OAM** – advice that there appears to be a permanent person staying at the stopover area in Kempton.

*The General Manager advised that Council staff are aware that there is a family who have exceeded the 2 night stopover period. They have been required to leave on prior occasions but have recently returned. Appropriate action to be taken.*

**Clr A Bisdee OAM** – recently visited the Depot to inspect the new building and was approached by a member of the Works team suggesting that a joint meeting between Council and the Works crew be held to discuss upcoming projects.

*It was noted that this is achieved through other internal sessions and would not be appropriate.*

**Clr D Fish** – question regarding the trees at Mahers Point. Should Council be required to participate in any formal investigation, will the Parks & Wildlife Service be required to also participate?

*Advised that it is too premature at this stage to advise further.*

**Mayor A Green** – request for an update on the status of Federal Government commitments of \$1.9M on Southern Midlands projects?

*The General Manager advised that he has corresponded with Senator Martin and sought advice in terms of how these election commitments will be progressed.*

**Mayor A Green** – request for an update on the economic development strategy and the next step forward?

*Next Council Workshop has been scheduled for 5<sup>th</sup> June 2019 to progress discussion of the projects / activities identified and confirm priorities. Alex Heroys (Destination Southern Tasmania) will attend this workshop to address Council. Further work has been done in consolidating items from various strategies/plans to present at this workshop.*

## **PUBLIC QUESTION TIME (10.39 A.M.)**

In accordance with the requirements of Part 2 Regulation 8 of the *Local Government (Meeting Procedures) Regulations 2015*, the agenda is to make provision for public question time.

Councillors were advised that, at the time of issuing the Agenda, no questions on notice had been received from members of the public.

Mayor A O Green then invited questions from members of the public in attendance.

There were three (3) members of the public in attendance.

### **Jayne Paterson – Oatlands**

Question regarding the tenders for the Aquatic Centre and what is happening? Noted that Hazell Bros carted away more contaminated material a few weeks ago; and when will the COVA report be released?

*The General Manager advised that there has been further delays in going to tender. This will now occur in August/September 2019. Hazell Bros have transported the remaining material from the site and taken to Copping. COVA are now doing final samples and consolidating the report. The report will be released in the short term.*

### **Karen Mathieson - Oatlands**

Risk factor with wet leaves outside the Midlands Memorial Community Centre. Increased risk due to the number of seniors that frequently use this building.

*To be monitored.*

Question regarding the presentation made by the Oatlands District Progress Association at the February 2019 Council meeting and the offer made to provide assistance with marketing / promotion of Oatlands. Has there been any type of action in regard to this, noting that there are still volunteers available to assist?

*The General Manager advised that Council have been working through a broader process relating to Tourism / Economic Development and this will factor in the proposal from the ODP.*

## **Permission to Address Council**

Permission has been granted for the following person(s) to address Council:

- Nil.

## 7. DECLARATIONS OF PECUNIARY INTEREST

Nil.

## 8. CONSIDERATION OF SUPPLEMENTARY ITEMS TO THE AGENDA

The General Manager reported that the following item needs to be included on the Agenda. The matter is urgent, and the necessary advice is provided where applicable:-

### 1. FEDERAL ELECTION OUTCOME

#### DECISION

*Moved by Deputy Mayor E Batt, seconded by Cllr D Fish*

**THAT the Council resolve by absolute majority to deal with the above listed supplementary item not appearing on the agenda, as reported by the General Manager in accordance with the provisions of the *Local Government (Meeting Procedures) Regulations 2015*.**

#### CARRIED

Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	√	
Deputy Mayor E Batt	√	
Cllr A Bantick	√	
Cllr A Bisdee OAM	√	
Cllr K Dudgeon	√	
Cllr D F Fish	√	
Cllr R McDougall	√	

## **10. MOTIONS OF WHICH NOTICE HAS BEEN GIVEN UNDER REGULATION 16 (5) OF THE LOCAL GOVERNMENT (MEETING PROCEDURES) REGULATIONS 2015**

### **10.1 ACKNOWLEDGEMENT OF COUNTRY**

***Clr R McDougall has submitted the following Notice of Motion:***

THAT, at the start of every Council meeting, before prayers, and at any official Council event, Southern Midlands Council offer an Acknowledgement of Country with suggested wording below:

*“We acknowledge the Traditional Custodians of the land on which we work and live, and recognise their continuing connection to land, water and community. We pay respect to Elders past, present and emerging”.*

#### **BACKGROUND (Comments provided by Clr R McDougall)**

The Acknowledgement can be said by anyone who would like to say it who is present at the start of a meeting or event and whilst I have suggested wording above, it can be individualised and personalised by the person doing the Acknowledgement if they wish.

#### **DECISION**

*Moved by Clr R McDougall*

**THAT, at the start of every Council meeting, before prayers, and at any official Council event, Southern Midlands Council offer an Acknowledgement of Country with suggested wording below**

***“We acknowledge the Traditional Custodians of the land on which we work and live, and recognise their continuing connection to land, water and community. We pay respect to Elders past, present and emerging”.***

**MOTION LAPSED DUE TO LACK OF SECONDER**

## 10.2 RECONCILIATION ACTION PLAN

***Clr R McDougall has submitted the following Notice of Motion:***

THAT the Southern Midlands Council, in consultation with *Reconciliation Tasmania*, develop a Reconciliation Action Plan.

### **DECISION**

*Moved by Clr R McDougall*

**THAT the Southern Midlands Council, in consultation with *Reconciliation Tasmania*, develop a Reconciliation Action Plan.**

**MOTION LAPSED DUE TO LACK OF SECONDER**

**DECISION**

*Moved by Deputy Mayor E Batt, seconded by Clr A Bisdee OAM*

**THAT the meeting be adjourned for morning tea at 11.05 a.m.**

**CARRIED**

Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	√	
Deputy Mayor E Batt	√	
Clr A Bantick	√	
Clr A Bisdee OAM	√	
Clr K Dudgeon	√	
Clr D F Fish	√	
Clr R McDougall	√	

**DECISION**

*Moved by Clr R McDougall, seconded by Clr D Fish*

**THAT the meeting be reconvened at 11.24 a.m.**

**CARRIED**

Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	√	
Deputy Mayor E Batt	√	
Clr A Bantick	√	
Clr A Bisdee OAM	√	
Clr K Dudgeon	√	
Clr D F Fish	√	
Clr R McDougall	√	

## 11. COUNCIL ACTING AS A PLANNING AUTHORITY PURSUANT TO THE LAND USE PLANNING AND APPROVALS ACT 1993 AND COUNCIL'S STATUTORY LAND USE PLANNING SCHEME

*Session of Council sitting as a Planning Authority pursuant to the Land Use Planning and Approvals Act 1993 and Council's statutory land use planning schemes.*

### 11.1 DEVELOPMENT APPLICATIONS

#### 11.1.1 DEVELOPMENT APPLICATION (DA 2019/33) FOR ADDITIONS AND ALTERATIONS AT CAMPANIA DISTRICT SCHOOL, 2-4 UNION STREET, CAMPANIA, OWNED BY DEPARTMENT OF EDUCATION

#### **DECISION**

*Moved by Cllr A Bisdee OAM, seconded by Cllr R McDougall*

**THAT**, in accordance with the provisions of the *Southern Midlands Interim Planning Scheme 2015* and section 57 of the *Land Use Planning & Approvals Act 1993*, Council **APPROVE** the Development Application (DA 2019/33) for Additions and Alterations at Campania District School, 2-4 Union Street, Campania, owned by Department of Education and that a permit be issued with the following conditions:

#### **CONDITIONS**

##### *General*

- 1) The use or development must be carried out substantially in accordance with the application for planning approval, the endorsed drawings and with the conditions of this permit and must not be altered or extended without the further written approval of Council.
- 2) This permit shall not take effect and must not be acted on until 15 days after the date of receipt of this permit unless, as the applicant and the only person with a right of appeal, you notify Council in writing that you propose to commence the use or development before this date, in accordance with Section 53 of the Land Use Planning and Approvals Act 1993.

##### *Hours of Operation*

- 3) Use of the multipurpose space must only occur between the following hours unless otherwise approved by Council's Manager of Development and Environmental Services:

Monday to Friday	7:00 a.m. to 8:00 p.m.
Saturday	8:00 a.m. to 6:00 p.m.
Sunday and State-wide public holidays	10:00 a.m. to 6:00 p.m.

##### *External finishes*

- 4) All external metal building surfaces must be clad in non-reflective pre-coated metal sheeting or painted to the satisfaction of the Council's Manager of Development and Environmental Services.

### **Services**

- 5) The developer must pay the cost of any alterations and/or reinstatement to existing services, Council infrastructure or private property incurred as a result of the development. Any work required is to be specified or undertaken by the authority concerned.

### **Stormwater**

- 6) Drainage from the proposed development must drain to a legal discharge point to the satisfaction of Councils Manager Development & Environmental Services.

### **TasWater**

- 7) Pursuant to the Water and Sewerage Industry Act 2008 (TAS) Section 56P (2) (b) TasWater impose conditions on the permit as per Form PL05P (attached).

### **Construction Amenity**

- 8) The development must only be carried out between the following hours unless otherwise approved by the Council's Manager of Development and Environmental Services:

Monday to Friday

7:00 a.m. to 6:00 p.m.

Saturday

8:00 a.m. to 6:00 p.m.

Sunday and State-wide public holidays 10:00 a.m. to 6:00 p.m.

- 9) All works associated with the development of the land shall be carried out in such a manner so as not to unreasonably cause injury to, or prejudice or affect the amenity, function and safety of any adjoining or adjacent land, and of any person therein or in the vicinity thereof, by reason of:
- a. Emission of noise, artificial light, vibration, odour, fumes, smoke, vapour, steam, ash, dust, waste water, waste products, grit or otherwise.
  - b. The transportation of materials, goods and commodities to and from the land.
  - c. Obstruction of any public footway or highway.
  - d. Appearance of any building, works or materials.
  - e. Any accumulation of vegetation, building debris or other unwanted material must be disposed of by removal from the site in an approved manner. No burning of such materials on site will be permitted unless approved in writing by the Council's Manager of Development and Environmental Services.
- 10) Public roadways or footpaths must not be used for the storage of any construction materials or wastes, for the loading/unloading of any vehicle or equipment; or for the carrying out of any work, process or tasks associated with the project during the construction period.
- 11) The developer must make good and/or clean any footpath, road surface or other element damaged or soiled by the development to the satisfaction of the Council's Manger of Works and Technical Services.

The following advice applies to this permit:

- A. This Planning Permit does not imply that any other approval required under any other legislation has been granted.
- B. This Planning Permit is in addition to the requirements of the Building Act 2016. Approval in accordance with the Building Act 2016 may be required prior to works commencing.

**C. Please be advised that the unmade section of Hall Street adjoining the southern boundary of the school is not a public road and as such it should not be used for access to the school grounds without first obtaining the necessary permissions from Crown Land Services.**

**CARRIED**

Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	√	
Deputy Mayor E Batt	√	
Clr A Bantick	√	
Clr A Bisdee OAM	√	
Clr K Dudgeon	√	
Clr D F Fish	√	
Clr R McDougall	√	

**11.1.2 DEVELOPMENT APPLICATION (DA 2019/35) FOR SOIL RECYCLING (TEMPORARY) AT 3001 MIDLAND HIGHWAY, KEMPTON, OWNED BY T & R BENNETT**

**DECISION**

*Moved by Cllr A Bisdee OAM, seconded by Cllr D Fish*

**THAT, in accordance with the provisions of the *Southern Midlands Interim Planning Scheme 2015* and section 57 of the *Land Use Planning & Approvals Act 1993*, Council APPROVE the Development Application (DA 2019/35) for Soil recycling (temporary) at 3001 Midland Highway, Kempton, owned by T & R Bennett and that a permit be issued with the following conditions:**

**CONDITIONS**

***General***

- 1) The use or development must be carried out substantially in accordance with the application for planning approval, the endorsed drawings and with the conditions of this permit and must not be altered or extended without the further written approval of Council.**
- 2) This permit shall not take effect and must not be acted on until 15 days after the date of receipt of this permit unless, as the applicant and the only person with a right of appeal, you notify Council in writing that you propose to commence the use or development before this date, in accordance with Section 53 of the *Land Use Planning and Approvals Act 1993*.**

***Use***

- 3) Unless approved otherwise, the treatment of the waste material must be carried out in accordance with the documents provided to support the application, specifically '*Bennetts Kempton Service Station 3001 Midland Highway Kempton Tasmania Kempton Recycling Terminus Environmental Management Plan*', document version R01 prepared by Environmental Management and Consulting and dated 16 April 2019.**
- 4) Approval is granted for treatment of soil originating from the Bennetts site at Regent Street, Sandy Bay only. No other material may be recycled on the site.**
- 5) The residence on the site must not be used as a residential dwelling without further approval from Council's Manager of Development and Environmental Services. Any application must be accompanied by a report from a certified site contamination practitioner that indicates that this approved activity will not cause unacceptable risk to human health for occupants of the dwelling.**

***Environmental Management***

- 6) Progress reports must be submitted to the Council's Manager of Development and Environmental Services within 6 months of commencement of waste treatment and at 6 monthly intervals while the use is occurring. The progress reports must include, but not be limited to:**
  - a) details of the effectiveness of the treatment;**

- b) a comparison of laboratory results taken from the beginning of the trial with recent laboratory results (no earlier than 10 months into the trial) and an interpretation of results;
  - c) summary of any complaints; and
  - d) summary of any environmental incidents, emissions or escapes.
- 7) A treatment completion report must be submitted to Council's Manager of Development and Environmental Services within 3 months of completion of waste treatment. The treatment completion report must include, but not be limited to:
- a) details of the treatment including quantities of all raw materials and waste treated;
  - b) A statement from an appropriately qualified person as to the success of the treatment;
  - c) The data used to support the above statement;
  - d) Summary of any complaints, environmental incidents, emissions or escapes and any other matters of environmental significance and how these were addressed.
- 8) Any sample or measurement required to be obtained under these conditions must be taken and processed in accordance with the Australian Standards, NATA approved methods, the American Public Health Association Standard Methods for the Analysis of Water and Waste Water or other standard(s) approved in writing by Council's Manager of Development and Environmental Services. Testing must be undertaken in accordance with the following:
- a) Samples must be taken by a suitably qualified person.
  - b) Measurement equipment must be maintained and operated in accordance with the manufacturer's specifications.
  - c) Samples must be tested in a laboratory accredited by the National Association of Testing (NATA).
  - d) Results or measurements and analysis of samples and details of methods employed in taking measurements and samples must be retained for at least three (3) years after the date of termination of the use.

#### ***Incident Management***

- 9) The activity must be conducted in such a manner as to prevent environmental nuisance and environmental harm arising from escape or spillage of the waste or emission of dust, odour or noise.
- 10) If an incident causing or threatening environmental nuisance, serious environmental harm or material environmental harm from pollution occurs in the course of the approved activity, then the person responsible for the activity must immediately take all reasonable and practicable action to minimise any adverse environmental effects from the incident.

- 11) Council's Manager of Development and Environmental Services must be notified as soon as reasonably practicable, but not later than 24 hours, after the person responsible becoming aware of the release of a pollutant occurring as a result of any incident in relation to that activity, including an emergency, accident or malfunction, if the release causes or may cause serious or material environmental harm or environmental nuisance.

*Permit Expiry*

- 12) This permit will expire two (2) years after the date of issue and the approved use must be completed by this time to the satisfaction of the Manager of Development and Environmental Services.

*Services*

- 13) The developer must pay the cost of any alterations and/or reinstatement to existing services, Council infrastructure or private property incurred as a result of the development. Any work required is to be specified or undertaken by the authority concerned.

*Construction Amenity*

- 14) The development (works) must only be carried out between the following hours unless otherwise approved by the Council's Manager of Development and Environmental Services:

Monday to Friday	7:00 a.m. to 6:00 p.m.
Saturday	8:00 a.m. to 6:00 p.m.
Sunday and State-wide public holidays	10:00 a.m. to 6:00 p.m.

- 15) All works associated with the development of the land shall be carried out in such a manner so as not to unreasonably cause injury to, or prejudice or affect the amenity, function and safety of any adjoining or adjacent land, and of any person therein or in the vicinity thereof, by reason of:

- a. Emission of noise, artificial light, vibration, odour, fumes, smoke, vapour, steam, ash, dust, waste water, waste products, grit or otherwise.
- b. The transportation of materials, goods and commodities to and from the land.
- c. Obstruction of any public footway or highway.
- d. Appearance of any building, works or materials.
- e. Any accumulation of vegetation, building debris or other unwanted material must be disposed of by removal from the site in an approved manner. No burning of such materials on site will be permitted unless approved in writing by the Council's Manager of Development and Environmental Services.

- 16) Public roadways must not be used for the storage of any construction materials or wastes, for the loading/unloading of any vehicle or equipment; or for the carrying out of any work, process or tasks associated with the project during the construction period.

- 17) The developer must make good and/or clean any footpath, road surface or other element damaged or soiled by the development to the satisfaction of the Council's Manger of Works and Technical Services.

**The following advice applies to this permit:**

- A. This permit does not imply that any other approval required under any other legislation has been granted.**
- B. Controlled waste the Director, waste material must not be removed from land for any reason, including storage, disposal and reuse.**

**CARRIED**

<b>Councillor</b>	<b>Vote FOR</b>	<b>Vote AGAINST</b>
Mayor A O Green	√	
Deputy Mayor E Batt	√	
Clr A Bantick	√	
Clr A Bisdee OAM	√	
Clr K Dudgeon	√	
Clr D F Fish	√	
Clr R McDougall	√	

**11.2 SUBDIVISIONS**

Nil.

**11.3 MUNICIPAL SEAL (Planning Authority)**

Nil.

**11.4 PLANNING (OTHER)**

Nil.

**[THIS CONCLUDES THE SESSION OF COUNCIL ACTING AS A  
PLANNING AUTHORITY]**

## 12. OPERATIONAL MATTERS ARISING (STRATEGIC THEME – INFRASTRUCTURE)

### 12.1 Roads

#### 12.1.1 ESPLANADE, OATLANDS (RENAMING) – NOMENCLATURE BOARD

##### DECISION

*Moved by Cllr R McDougall, seconded by Cllr K Dudgeon*

**THAT the Nomenclature Board be advised that, based on feedback received from the community (copies of which are to be provided to the Board), the Southern Midlands Council does not support the proposed change in name from ‘Esplanade’ to ‘Oatlands Esplanade’.**

##### CARRIED

Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	√	
Deputy Mayor E Batt	√	
Cllr A Bantick	√	
Cllr A Bisdee OAM	√	
Cllr K Dudgeon	√	
Cllr D F Fish	√	
Cllr R McDougall	√	

**12.2 Bridges**

Nil.

**12.3 Walkways, Cycle ways and Trails**

Nil.

**12.4 Lighting**

Nil.

**12.5 Buildings**

Nil.

**12.6 Sewers / Water**

Nil.

**12.7 Drainage**

Nil.

**12.8 Waste**

**12.8.1 LOCAL GOVERNMENT ASSOCIATION OF TASMANIA - FEASIBILITY STUDY INTO A STATEWIDE WASTE MANAGEMENT ARRANGEMENT**

**DECISION**

*Moved by Clr R McDougall, seconded by Clr A Bisdee OAM*

**THAT:**

- a) Council receive a copy of the 'Feasibility Study into a Statewide Waste Management Arrangement' prepared by Urban EP;
- b) Council note the recommendations contained within the report; and
- c) Councillor(s) notify Council's Executive Assistant if they are interested in attending the stakeholder forum.

**CARRIED**

Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	√	
Deputy Mayor E Batt	√	
Clr A Bantick	√	
Clr A Bisdee OAM	√	
Clr K Dudgeon	√	
Clr D F Fish	√	
Clr R McDougall	√	

**12.9 Information, Communication Technology**

Nil.

## **12.10 Officer Reports – Infrastructure & Works**

### **12.10.1 MANAGER – INFRASTRUCTURE & WORKS REPORT**

#### **Roads Program**

Maintenance Grading – Sorell Springs Road; Brown Mountain Road progressing to Native Corners Road area.

Bitumen Patching – Elderslie Road, Green Valley Road, plus other minor patching.

Brown Mountain Road – completed corner realignment works.

Drainage and Culvert Cleaning – various roads.

Cliftonvale Road (Elderslie end) – Road widening – works commenced.

#### **QUESTIONS WITHOUT NOTICE TO MANAGER, INFRASTRUCTURE & WORKS**

Clr R McDougall – section of footpath (near the Tunnack Hall) – requires weed removal / weed spraying.

Clr R McDougall – the concrete seats located in the Tunnack Park are unstable - request for them to be removed. Budget submission lodged for replacement seats etc.

Clr R McDougall – Tunnack – vicinity of Bus Shelter - Gum tree may require trimming (to be inspected).

Clr R McDougall – Advice that there is a large broom bush on the corner of Pound Road and Tunnack Road. It obscures vision and needs looking at. Located on private property but Council to inspect.

Clr Bantick – request for street light on corner of Wilsons Road and Midland Highway, Bagdad.

Clr Dudgeon – request for 'Give Way' sign at T-section / Pawtella Road.

Clr Dudgeon – request for directional arrows sign on sweeping corner on Sorell Springs Road towards York House.

Mayor Green – has any work progressed with the bridge at Royden Road, Elderslie? On-site meeting arranged with John Blackwell (property owner).

#### **RECOMMENDATION**

THAT the Infrastructure & Works Report be received and the information noted.

#### **DECISION**

*Moved by Deputy Mayor E Batt, seconded by Clr A Bisdee OAM*

**THAT the Infrastructure & Works Report be received and the information noted.**

**CARRIED**

---

Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	√	
Deputy Mayor E Batt	√	
Clr A Bantick	√	
Clr A Bisdee OAM	√	
Clr K Dudgeon	√	
Clr D F Fish	√	
Clr R McDougall	√	

*Jack Lyall (Manager Infrastructure & Works) left the meeting at 11.53 a.m.*

**13. OPERATIONAL MATTERS ARISING (STRATEGIC THEME – GROWTH)**

**13.1 Residential**

Nil.

**13.2 Tourism**

Nil.

**13.3 Business**

Nil.

**13.4 Industry**

Nil.

**14. OPERATIONAL MATTERS ARISING (STRATEGIC THEME – LANDSCAPES)**

**14.1 Heritage**

**14.1.1 HERITAGE PROJECT PROGRAM REPORT**

**DECISION**

*Moved by Clr A Bisdee OAM, seconded by Clr R McDougall*

**THAT the Heritage Projects Report be received and the information noted.**

**CARRIED**

Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	√	
Deputy Mayor E Batt	√	
Clr A Bantick	√	
Clr A Bisdee OAM	√	
Clr K Dudgeon	√	
Clr D F Fish	√	
Clr R McDougall	√	

*Jacqui Tyson (Senior Planning Officer) left the meeting at 12.09 p.m.*

## 14.1.2 OATLANDS COMMISSARIAT INTERPRETATION PLAN

### DECISION

*Moved by Cllr R McDougall, seconded by Deputy Mayor E Batt*

### THAT:

- a) Council receive the draft Oatlands Commissariat Interpretation Plan, subject to community consultation;
- b) The draft plan be publicly exhibited for one month; and
- c) The draft Oatlands Commissariat Interpretation Plan (incorporating any community feedback) be brought to a future Council meeting for endorsement.

### CARRIED

Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	√	
Deputy Mayor E Batt	√	
Cllr A Bantick	√	
Cllr A Bisdee OAM	√	
Cllr K Dudgeon	√	
Cllr D F Fish	√	
Cllr R McDougall	√	

*Brad Williams (Manager, Heritage Projects) left the meeting at 12.21 p.m.*

**14.2 Natural**

**14.2.1 LANDCARE UNIT – GENERAL REPORT**

**Author:** NRM PROGRAMS MANAGER (MARIA WEEDING)

**Date:** 21 MAY 2019

**DECISION**

*Moved by Clr D Fish, seconded by Clr A Bisdee OAM*

**THAT the Landcare Unit Report be received and the information noted.**

**CARRIED**

<b>Councillor</b>	<b>Vote FOR</b>	<b>Vote AGAINST</b>
Mayor A O Green	√	
Deputy Mayor E Batt	√	
Clr A Bantick	√	
Clr A Bisdee OAM	√	
Clr K Dudgeon	√	
Clr D F Fish	√	
Clr R McDougall	√	

**14.3 Cultural**

Nil.

**14.4 Regulatory (Other than Planning Authority Agenda Items)**

Nil.

**14.5 Climate Change**

Nil.

**15. OPERATIONAL MATTERS ARISING (STRATEGIC THEME – LIFESTYLE)**

**15.1 Community Health and Wellbeing**

Nil.

**15.2 Youth**

Nil.

**15.3 Seniors**

Nil.

**15.4 Children and Families**

Nil.

**15.5 Volunteers**

**15.5.1 REPTILE RESCUE INC – REQUEST FOR DONATION**

**DECISION**

*Moved by Deputy Mayor E Batt, seconded by Clr R McDougall*

**THAT Council donate an amount of \$250 to Reptile Rescue Inc. in recognition of the services provided by that organisation to the Southern Midlands community.**

**CARRIED**

Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	√	
Deputy Mayor E Batt	√	
Clr A Bantick	√	
Clr A Bisdee OAM	√	
Clr K Dudgeon	√	
Clr D F Fish	√	
Clr R McDougall	√	

**15.6 Access**

Nil.

**15.7 Public Health**

Nil.

**15.8 Recreation**

Nil.

**15.9 Animals**

Nil.

**15.10 Education**

Nil.

## 16. OPERATIONAL MATTERS ARISING (STRATEGIC THEME – COMMUNITY)

### 16.1 Capacity

#### 16.1.1 DONATIONS & COMMUNITY SUPPORT POLICY (DRAFT)

#### DECISION

*Moved by Deputy Mayor E Batt, seconded by Clr A Bisdee OAM*

#### THAT Council:

1. Receive and note the report; and
2. Formally adopt the Donations & Community Support Policy.

#### CARRIED

Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	√	
Deputy Mayor E Batt	√	
Clr A Bantick	√	
Clr A Bisdee OAM	√	
Clr K Dudgeon	√	
Clr D F Fish	√	
Clr R McDougall	√	

### 16.2 Safety

Nil.

### 16.3 Consultation & Communication

Nil.

**17. OPERATIONAL MATTERS ARISING (STRATEGIC THEME – ORGANISATION)**

**17.1 Improvement**

Nil.

**17.2 Sustainability**

**17.2.1 LOCAL GOVERNMENT SHARED SERVICES UPDATE (STANDING ITEM – INFORMATION ONLY)**

**DECISION**

*Moved by Clr K Dudgeon, seconded by Clr A Bisdee OAM*

**THAT the information be received.**

**CARRIED**

<b>Councillor</b>	<b>Vote FOR</b>	<b>Vote AGAINST</b>
Mayor A O Green	√	
Deputy Mayor E Batt	√	
Clr A Bantick	√	
Clr A Bisdee OAM	√	
Clr K Dudgeon	√	
Clr D F Fish	√	
Clr R McDougall	√	

## 17.2.2 REMOTE & ISOLATED WORKER POLICY

### DECISION

*Moved by Deputy Mayor E Batt, seconded by Clr K Dudgeon*

### THAT Council

1. Receive and note the report; and
2. Adopt the draft Remote & Isolated Worker Policy, noting that a reference to Council's Risk Management Strategy and accepted Operational Procedures will be included as a separate section (prior to Section 5).

### CARRIED

Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	√	
Deputy Mayor E Batt	√	
Clr A Bantick	√	
Clr A Bisdee OAM	√	
Clr K Dudgeon	√	
Clr D F Fish	√	
Clr R McDougall	√	

### 17.2.3 LOCAL GOVERNMENT ASSOCIATION OF TASMANIA – ELECTION OF PRESIDENT & GENERAL MANAGEMENT COMMITTEE MEMBER(S)

#### DECISION

*Moved by Clr R McDougall, seconded by Clr K Dudgeon*

**THAT the meeting be adjourned at 12.35 p.m. to allow individual Councillors to complete the respective ballot forms in a secret ballot format which will then be consolidated to determine Council's voting priorities.**

#### CARRIED

Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	√	
Deputy Mayor E Batt	√	
Clr A Bantick	√	
Clr A Bisdee OAM	√	
Clr K Dudgeon	√	
Clr D F Fish	√	
Clr R McDougall	√	

#### DECISION

*Moved by Clr D Fish, seconded by Deputy Mayor E Batt*

**THAT the meeting be reconvened at 12.47 p.m.**

#### CARRIED

Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	√	
Deputy Mayor E Batt	√	
Clr A Bantick	√	
Clr A Bisdee OAM	√	
Clr K Dudgeon	√	
Clr D F Fish	√	
Clr R McDougall	√	

**DECISION**

*Moved by Cllr K Dudgeon, seconded by Cllr D Fish*

**THAT:**

- a) **Council Vote 1 for Brendan Blomeley for the position of LGAT President; Second Preference to Christina Holmdahl; and Third Preference to Daryl Quilliam;**
- b) **Council Vote 1 for Tony Bisdee for the General Management Committee position representing the Southern District (population less than 20,000); and**
- c) **Council Vote 1 for Brendan Blomeley for the General Management Committee position representing the Southern District (population more than 20,000).**

**CARRIED**

Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	√	
Deputy Mayor E Batt	√	
Cllr A Bantick	√	
Cllr A Bisdee OAM	√	
Cllr K Dudgeon	√	
Cllr D F Fish	√	
Cllr R McDougall	√	

## 17.2.4 TABLING OF DOCUMENTS

### MIDLAND HIGHWAY UPGRADE – NORTH OF MELTON MOWBRAY TO LOVELY BANKS

#### DECISION

*Moved by Deputy Mayor E Batt, seconded by Clr D Fish*

**THAT the Department of State Growth be requested to present revised Plans to a Council workshop (prior to final addition), noting that the following initial concerns have been raised with Council before the withdrawal of plans for public display:-**

- A. Lovely Banks Road requires a dedicated left turn in, as is standard treatment of all other public roads.**
- B. Lovely Banks property (main entrance) needs a dedicated left turn in due to the sight distance to the south.**
- C. Southbound climbing lane – there is a net loss of overtaking lane distance, this lane has been made shorter on both ends when compared to the existing; to start as close to Lovely Banks Road as possible due to steep climb ahead.**
- D. Highlands Lakes Road junction merge lane – short overtaking/merging lane to facilitate slow moving vehicles heading north out of Highlands Lakes Road. Extend overtaking lane through and past Muddy Plains Road to join onto designed climbing lane north of Muddy Plains Road.**
- E. North bound overtaking lane from Lovely Banks Road – overtaking lane starting as close to the north of this intersection as possible, very little sight distance.**

#### CARRIED

Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	√	
Deputy Mayor E Batt	√	
Clr A Bantick	√	
Clr A Bisdee OAM	√	
Clr K Dudgeon	√	
Clr D F Fish	√	
Clr R McDougall	√	

**17.3 Finances**

**17.3.1 MONTHLY FINANCIAL STATEMENT (PERIOD ENDING 30 APRIL 2019)**

**DECISION**

*Moved by Clr A Bisdee OAM, seconded by Clr K Dudgeon*

**THAT the Financial Report be received and the information noted.**

**CARRIED**

<b>Councillor</b>	<b>Vote FOR</b>	<b>Vote AGAINST</b>
Mayor A O Green	√	
Deputy Mayor E Batt	√	
Clr A Bantick	√	
Clr A Bisdee OAM	√	
Clr K Dudgeon	√	
Clr D F Fish	√	
Clr R McDougall	√	

**18. MUNICIPAL SEAL**

Nil.

## 19. CONSIDERATION OF SUPPLEMENTARY ITEMS TO THE AGENDA

Council to address urgent business items previously accepted onto the agenda.

### 19.1 FEDERAL ELECTION OUTCOME

#### DECISION

*Moved by Deputy Mayor E Batt, seconded by Cllr D Fish*

**THAT the Southern Midlands Council congratulate the Liberal and National Parties Coalition on its success in the Federal Election and express its gratitude for the election commitments made by Senator Steve Martin to Council and the community to fund Southern Midlands Council initiated projects to the sum of \$1.98 million.**

#### CARRIED

Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	√	
Deputy Mayor E Batt	√	
Cllr A Bantick	√	
Cllr A Bisdee OAM	√	
Cllr K Dudgeon	√	
Cllr D F Fish	√	
Cllr R McDougall		√

**DECISION**

*Moved by Clr R McDougall, seconded by Clr K Dudgeon*

**THAT** in accordance with Regulation 15 of the *Local Government (Meeting Procedures) Regulations 2015*, the following items are to be dealt with in Closed Session.

<b>Matter</b>	<b>Local Government (Meeting Procedures) Regulations 2015 Reference</b>
<i>Closed Council Minutes - Confirmation</i>	15(2)
<i>Applications for Leave of Absence</i>	15(2)(h)
<i>Audit Panel Minutes – Confirmation</i>	15(2)
<i>Property Matter – Kempton</i>	15(2)(f)

**CARRIED**

<b>Councillor</b>	<b>Vote FOR</b>	<b>Vote AGAINST</b>
Mayor A O Green	√	
Deputy Mayor E Batt	√	
Clr A Bantick	√	
Clr A Bisdee OAM	√	
Clr K Dudgeon	√	
Clr D F Fish	√	
Clr R McDougall	√	

**DECISION**

*Moved by Clr A Bisdee OAM, seconded by Clr K Dudgeon*

**THAT** in accordance with Regulation 15(2) of the *Local Government (Meeting Procedures) Regulations 2015*, Council move into Closed Session and the meeting be closed to members of the public.

**CARRIED**

<b>Councillor</b>	<b>Vote FOR</b>	<b>Vote AGAINST</b>
Mayor A O Green	√	
Deputy Mayor E Batt	√	
Clr A Bantick	√	
Clr A Bisdee OAM	√	
Clr K Dudgeon	√	
Clr D F Fish	√	
Clr R McDougall	√	

## **CLOSED COUNCIL MINUTES**

### **20. BUSINESS IN “CLOSED SESSION”**

*In accordance with the Local Government (Meeting Procedures) Regulations 2015, the details of the decision in respect to this item are to be kept confidential and are not to be communicated, reproduced or published unless authorised by Council.*

#### **20.1 CLOSED COUNCIL MINUTES - CONFIRMATION**

*Item considered in Closed Session in accordance with Regulation 15 (2) of the Local Government (Meeting Procedures) Regulations 2015.*

#### **20.2 APPLICATIONS FOR LEAVE OF ABSENCE**

*Item considered in Closed Session in accordance with Regulation 15 (2)(h) of the Local Government (Meeting Procedures) Regulations 2015.*

#### **20.3 AUDIT PANEL MINUTES - CONFIRMATION**

*Item considered in Closed Session in accordance with Regulation 15 (2) of the Local Government (Meeting Procedures) Regulations 2015.*

#### **20.4 PROPERTY MATTER - KEMPTON**

*Item considered in Closed Session in accordance with Regulation 15 (2)(f) of the Local Government (Meeting Procedures) Regulations 2015.*

**DECISION**

*Moved by Clr K Dudgeon, seconded by Clr R McDougall*

**THAT Council move out of “Closed Session”.**

**CARRIED**

Councillor	Vote FOR	Vote AGAINST
Mayor A O Green	√	
Deputy Mayor E Batt	√	
Clr A Bantick	√	
Clr A Bisdee OAM	√	
Clr K Dudgeon	√	
Clr D F Fish	√	
Clr R McDougall	√	

## OPEN COUNCIL MINUTES

### 21. CLOSURE

The meeting closed at 1.31 p.m.

# Woodsdale Community Memorial Hall

ATTACHMENT  
Agenda Item 4.2.1

Est. 1905

## Minutes

FOR

General Committee Meeting

On

Monday 28<sup>th</sup> May 2019

At

Woodsdale Hall – Commencing at 2:00pm

### 1. Welcome/opening

1.1 The President welcomes members to the meeting.

1.2 The President declares the meeting open at 2.03pm

2. **Attendance:** Mrs Kaye Rowlands, Ms Kate Bourne, Mrs Ann Scott, Mrs Frances Hillier, Councillor Karen Dudgeon

3. **Apologies** Mrs Julie Bellette, Mr Jim Wiggins and Mr Leon Scott

**Moved by** Mrs Frances Hillier

**Seconded** Mrs Ann Scott

**Motion Carried**

### 4. Confirmation of Minutes – Meeting 23rd April, 2019

5. **Moved by** Kate Bourne that the Minutes from the 23rd April, 2019 as read and distributed by mail and email be accepted

**Seconded:** Mrs Frances Hillier

**Motion Carried**

### 6. Business Arising from Previous Minutes of 23rd April, 2019

6.1 Cleaning of Heat Pumps remains carried over again due to time constraints.

### 7. Financial Report:

Total Funds as of 28<sup>th</sup> May, 2019 is \$2,242.18

#### Y.T.D. Financials

	Opening Balance			\$6,961.10
	Incoming	YTD	\$635.00	
Luncheons	\$			
Hall Hire	\$ 180.00			
Supper Room Hire	\$ 325.00			
Miscellaneous	\$ 80.00			
Donations	\$ 50.00		\$ 635.00	(\$7,596.10)
	<b>Outgoing</b>	<b>YTD</b>	<b>\$5,353.92</b>	<b>\$2,242.18</b>
Catering	\$			
Aurora	\$ 858.01			
Repairs & Maint.	\$4,340.91			
Licences	\$			
Petty Cash	\$ 75.00		\$5,353.92	
	<b>Closing Balance</b>			<b>\$2,242.18</b>

**Moved by** Kate Bourne that the Financial Report as distributed to members be accepted, **Seconded by** Mrs Ann Scott

ATTACHMENT  
Agenda Item 4.2.1

**Motion Carried.**

## **7. Business arising from Financial Report:**

NIL

## **8. Consideration of Correspondence**

**8.1 In -** Aurora Bill  
Letter from Apra

**8.2 Out –** Email to Apra. Another email to be sent to Apra stating that the licence will be allowed to lapse as no longer required.

**As discussed it was moved by Councillor Karen Dudgeon to let lapse the Apra Account as surplus to requirements**

**Seconded by Mrs Frances Hiller**

**Motion Carried**

## **9. General Business:**

**9.1 –** It was brought to the meeting by Mrs Kaye Rowlands, that as President of the Woodsdale Community Memorial Hall she was called to a meeting with members of Council re the Woodsdale Recreation Grounds (*known as the Woodsdale Football Field*). It was discussed that the council would like the Woodsdale Community Memorial Hall to take on a Management Roll with the recreation grounds now that the Football Club has given up their management of said grounds. The Woodsdale Community Memorial Hall would, if agreed by the committee, accept responsibility for taking bookings and monies for the use of the grounds to be put through the Hall accounts. The Council would pay all the Liability Insurance etc. The Council would also be responsible for attending the maintenance of the grounds i.e. the mowing of the field. The cleaning and rubbish removal etc to be the responsibility of the Hirer.

**Ms Kate Bourne moved that the Woodsdale Community Memorial Hall accept responsibility for the Woodsdale Recreation Grounds on the proviso that it would not incur any costs in so doing. This motion was seconded by Mrs Ann Scott.**

**Motion Carried.**

## **10. Bookings**

**10.1 –** 9<sup>th</sup> June Hairdresser.

**10.2 –** 15<sup>th</sup> June Hall Luncheon

**10.3 –** 17<sup>th</sup> July Museum Luncheon

## **11. Next General Committee Meeting**

To be held on Monday 24<sup>th</sup> June as Secretary/Treasurer will be away July/August and will need to close off books for end of Financial Year

**Meeting Closed at 2.35pm**



**SOUTHERN TASMANIAN COUNCILS AUTHORITY  
DRAFT MINUTES**

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**Minutes of a special meeting of the Southern Tasmanian Councils Authority held on  
27 May 2019 commencing at 12.00pm in the Lord Mayor's Court Room, Town Hall,  
Hobart**

---

**Present:** Brighton Council – Mayor Tony Foster, Mr Ron Sanderson and Mr James Dryburgh  
Central Highlands Council – Mayor Loueen Triffitt  
Derwent Valley Council – Mayor Ben Shaw  
Hobart City Council – Lord Mayor Anna Reynolds (Chair) and Mr Nick Heath  
Huon Valley Council – Mayor Bec Enders and Mr Emilio Reale  
Sorell Council – Mayor Kerry Vincent and Mr Robert Higgins  
Southern Midlands Council – Mayor Alex Green and Mr Tim Kirkwood  
Tasman Council – Mayor Kelly Spaulding and Ms Kim Hossack

**Apologies:** Central Highlands Council – Ms Lyn Eyles  
Clarence City Council – Mayor Doug Chipman and Mr Andrew Paul  
Derwent Valley Council – Mr Greg Winton  
Glamorgan/Spring Bay Council – Mayor Debbie Wisby and Ian Pearce  
Glenorchy City Council – Mayor Kristie Johnston and Mr Tony McMullen  
Kingborough Council – Mayor Dean Winter and Mr Gary Arnold



**1. Welcome and apologies**

The Chair opened the meeting at 12.07pm and welcomed members to the meeting with apologies for the meeting being noted and listed above.

As the Lord Mayor had another commitment and was unable to stay for the entire meeting, the Board resolved to appoint Mayor Vincent to chair the meeting.

***Moved: Mayor Triffitt***

***Seconded: Mayor Spaulding***

**CARRIED**

**2. Confirmation of the minutes of the ordinary meeting of the Southern Tasmanian Councils Authority held on 18 March 2019**

***RECOMMENDATION***

***That the minutes of the ordinary meeting of the Southern Tasmanian Councils Authority (STCA) Board Meeting held on 18 March 2019 be confirmed as a true record of that meeting.***

***Moved: Mayor Green***

***Seconded: Mayor Shaw***

**CARRIED**

**3. Matters Arising**

Nil

**4. STCA Workshop and 2019/20 Work Plan  
2019/20 Work Plan**

Mayor Vincent provided an overview of the matters which were discussed at the Governance and Audit Committee meeting held on 21 May with the Committee being supportive of the inclusion in the 2019/20 Work Plan of the Regional Climate Change Initiative (RCCI), Waste Strategy South (WSS) and any further required work on the Local Provision Schedules.

The Committee was supportive of participating in the Garage Sale Trail for 19/20 and 20/21 and offering exiting members (Clarence, Glenorchy and Kingborough) an opportunity to participate in RCCI and WSS for a nominal fee.

Mayor Vincent reiterated that the Committee feels communication is an area that the STCA can work on with agreement that an executive summary/communique be provided after each meeting, as well as media releases, maintaining the Mayors Roundtable and asking members to host Board meetings.

Issues raised as part of this discussion included what impact the resignation of Clarence, Glenorchy and Kingborough will have on the STCA Rules. Mr Heath advised that this matter was discussed at the Governance and Audit Committee meeting and it was agreed to have the Rules in mind particularly around the numbers required for a quorum (7 members) and voting. Mr Heath also advised members that the Authority should be thinking about transition arrangements for secretariat services particularly if there were any changes in arrangements with the City of Hobart.

The Acting Chair then called for nominations for the positions of Chair of the Regional Climate Change Initiative and Waste Strategy South.

The Lord Mayor nominated Mayor Enders as Chair of the Regional Climate Change Initiative. The nomination was seconded by Mayor Spaulding, accepted by Mayor Enders and carried by the Board.

Mayor Foster nominated Mayor Green as Chair of Waste Strategy South. The nomination was seconded by Mayor Shaw, accepted by Mayor Green and carried by the Board.

It was confirmed that the STCA has two representatives on the Destination Southern Tasmania Board – Tim Short (City of Hobart) and Rachel Power (Derwent Valley Council).

It was agreed that Mr Dryburgh would provide future reports from the Planning Technical Reference Group.

### **Workshop**

Mayor Vincent invited comments on how the STCA is to operate going forward. There was support for a greater cooperative approach to issues with a number of suggestions including electric vehicle charging stations, transport, renewable energy and the increasing demand for sporting complexes.

Mr Kirkwood suggested an environmental scan to identify what the State Government is doing and what opportunities exist for the STCA. Mayor Enders spoke about the State of the Regions report which would also assist the STCA in guiding its activities. The Secretariat agreed to secure a copy of the report.

It was suggested that an approach be made to the Department of State Growth requesting a briefing from the General Manager State Roads and Deputy Secretary Transport Services to provide a briefing on transport related issues.

The Board was also supportive of building the image of the STCA through media releases and other associated communications. It was agreed that a media release welcoming the Morrison Government's commitments to Southern Tasmania as part of the recent election campaign be produced.



### **Recommendations**

**The STCA Board confirmed the following projects for inclusion in the 2019/20 STCA Work Plan:**

- **Regional Climate Change Initiative**
  - **Regional Climate Change Strategy**
  - **Regional Coastal Hazards Strategy**
  - **Regional and Municipal Climate Profiles**
- **Waste Strategy South**
  - **Communications MOU**
- **Regional Planning**

**The STCA supported participation in the Garage Sale Trail for 2019/20 and 2020/21 at an approximate cost of \$12,800 per year for two years.**

**Mayor Enders be appointed as Chair of the Regional Climate Change Initiative.**

**Mayor Green be appointed as Chair of Waste Strategy South.**

**Clarence City, Glenorchy City and Kingborough Councils be invited to participate in the Regional Climate Change Initiative and Waste Strategy South for a fee of \$2000 and that this arrangement be confirmed through a Memorandum of Understanding.**

**The STCA increase its communications internally (executive summary/communique to be provided to Mayors for presentation at Council meetings), externally (media releases/opinion pieces) and amongst Mayors (continue Mayor's Roundtable meetings).**

**STCA Board meetings be rotated around member councils.**

**CARRIED**

### **5. 2019/20 Draft Budget**

The Board noted that the main items in the 2019/20 draft Budget were the key projects of Regional Climate Change Initiative and Waste Strategy South. The State Government conditional grant for regional planning has also been included along with the costs associated with administrative services.

It was noted that the STCA website is not that informative and perhaps an STCA Facebook page would be better.

### **Recommendation**

**The STCA approved the 2019/20 draft Budget.**

**Moved: Mayor Foster**

**Seconded: Mayor Triffitt**

**CARRIED**

**6. Garage Sale Trail Proposal**

The STCA Board discussed the Garage Sale Trail proposal and agreed to support the program.

***Recommendation***

***The STCA supported the Garage Sale Trail Project at a cost of \$12,800 to member councils in 2019/20, noting that a two year commitment to this project is required.***

***Moved: Mayor Green***

***Seconded: Mayor Foster***

***CARRIED***

**7. 30 April 2019 Financial Statement**

The STCA Board noted the 30 April 2019 Financial Statement

***Recommendation***

***The STCA noted the financial position to 30 April 2019 Financial Statement.***

***Moved: Mayor Triffitt***

***Seconded: Mayor Enders***

***CARRIED***

**8. Governance and Audit Committee Meeting Draft Notes – 21 May 2019**

Mayor Vincent advised that what was discussed at the Governance and Audit Committee on 21 May has largely formed the basis of today's discussion around the 2019/20 workplan and the STCAs future.

Mayor Shaw did raise the matter of Mayor Chipman's Deputy Chair role on the Governance and Audit Committee.

**9. Other Business**

There was no other business.

**10. Next Meeting**

It was agreed that the next meeting would take place on Monday 12 August at Tasman Council.

Meeting closed at 1.38pm

# Southern Tasmanian Councils Authority

## Quarterly Report to Members

### March 2019



Each Joint Authority is required under Section 36B of the Local Government Act, 1993 to provide to its members a quarterly report that includes a statement of general performance and a statement of its financial performance

This report covers the three month period ending 31 March 2019. This report with all previous quarterly reports is published on the Authorities website: [www.stca.tas.gov.au](http://www.stca.tas.gov.au)

The Southern Tasmanian Councils Authority commenced on 1 July 2006

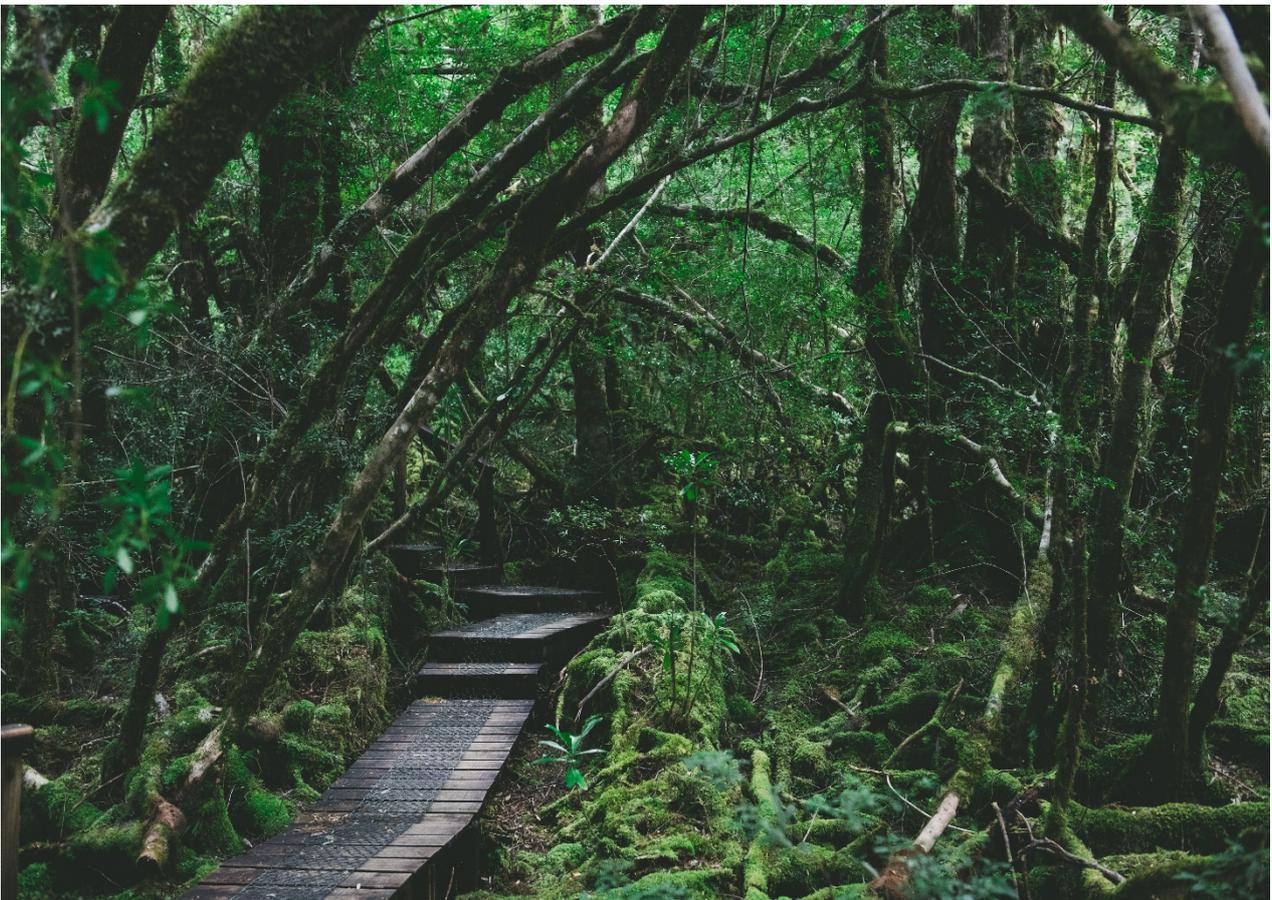
*Image Credit: Gordon Dam – Stuart Gibson*

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*Image Credit: Creepy Crawly Nature Trail – Stuart Gibson*

## Quarterly Report to Member Councils March 2019

*The Authority held two Ordinary Board Meetings on 18 February and 18 March 2019.*

Matters considered at these meetings included:

- **Future Options for the Southern Tasmanian Councils Authority**
- **Financial Report for period ending 31 December 2018**



## **ORDINARY BOARD MEETING – 18 FEBRUARY AND 18 MARCH 2019**

### **FUTURE OPTIONS FOR THE SOUTHERN TASMANIAN COUNCILS AUTHORITY**

The STCA Board discussed a range of options for the future operation of the Authority.

These options included:

- Retain the STCA in its current format or increase subscriptions to enable a secretariat and policy arm to be established;
- The establishment of a Southern Regional Councils Authority to continue alongside a new Metropolitan Councils Greater Hobart Committee;
- Disband STCA with key regional initiatives to continue and quarterly networking.

The Board resolved to continue in its current format with member subscriptions to be set at nil and the Regional Climate Change Initiative and Waste Strategy South to continue for a further 12 months.

The Regional Climate Change Initiative projects for the next 12 months include:

- Regional Climate Change Strategy
- Regional Coastal Hazards Strategy
- Regional and Municipal Climate Profiles

Work has commenced on these projects.

The Waste Strategy South group will continue to participate in the Communications Memorandum of Understanding with the Cradle Coast Authority and Northern Tasmanian Waste Management. The goal of this program is to raise awareness of priority waste management issues and opportunities for participation on waste management activities.

The recent decisions of the Clarence City, Glenorchy City and Kingborough Councils to withdraw from the Authority effective 30 June 2019 were noted by members.

The Authority requested that a workshop be held in May to discuss ongoing regional collaboration, the role of the STCA after June 2020 and that this be supported by a communications strategy.

The Authority also agreed in principle to ongoing support for the Garage Sale Trail with a formal proposal to be considered at the workshop in May.

### **FINANCIAL REPORT FOR PERIOD ENDING 31 DECEMBER 2018**

The Board considered the financial report for the period ending 31 December 2018 and noted that with 50 per cent of the financial year having elapsed, \$78,083 has been spent and \$650,538 in income has been received. A copy of the December 2018 financial report is provided below.

STCA - FINANCIAL STATEMENT - DECEMBER 2018	YTD ACTUAL	YTD BUDGET	YTD VARIANCE	YTD VARIANCE %	FULL YEAR BUDGET
<b>Administration</b>					
Expenses					
Licences - ICT	504	2,400	1,896	79.0%	4,800
Website Development	2,364	1,998	(366)	(18.3 %)	4,000
Postage	-	-	-	-	-
Catering	70	1,175	1,105	94.0%	2,000
Contractor Services - Media Management	(2,000)	-	2,000	-	-
Contractor Services - Land Mapping Project	2,382	-	(2,382)	-	-
Consultancy - Business Management	-	6,524	6,524	100.0%	28,050
Contractors - Auditors	5,500	5,500	-	-	5,500
<b>Subtotal EXPENSES</b>	<b>8,820</b>	<b>17,597</b>	<b>8,777</b>	<b>49.9%</b>	<b>44,350</b>
Revenue					
Unspent Grants/Opening Funds B/F	(284,848)	(284,848)	-	-	(284,848)
Other Fees and Charges	(71,400)	(71,400)	-	-	(71,400)
<b>Subtotal REVENUE</b>	<b>(356,248)</b>	<b>(356,248)</b>	<b>-</b>	<b>-</b>	<b>(356,248)</b>
<b>Subtotal Administration</b>	<b>(347,428)</b>	<b>(338,651)</b>	<b>8,777</b>	<b>(2.6 %)</b>	<b>(311,898)</b>
<b>Climate Change Adaptation Project</b>					
Expenses					
Contractor Services - Regional Energy Use	1,527	-	(1,527)	-	-
Contractor Services - Regional Climate Change Strategy	-	20,000	20,000	100.0%	40,000
Contractor Services - Regional Climate Council Template	-	20,000	20,000	100.0%	40,000
Contractor Services - Regional Coastal Strategy	-	20,000	20,000	100.0%	40,000
Consultancy Environmental	9,440	-	(9,440)	-	-
<b>Subtotal EXPENSES</b>	<b>10,967</b>	<b>60,000</b>	<b>49,033</b>	<b>81.7%</b>	<b>120,000</b>
Revenue					
Unspent Grants/Opening Funds B/F	(46,272)	(46,272)	-	-	(46,272)
Other Contributions	(105,000)	(105,000)	-	-	(105,000)
<b>Subtotal REVENUE</b>	<b>(151,272)</b>	<b>(151,272)</b>	<b>-</b>	<b>-</b>	<b>(151,272)</b>
<b>Subtotal Climate Change Adaptation Project</b>	<b>(140,305)</b>	<b>(91,272)</b>	<b>49,033</b>	<b>(53.7 %)</b>	<b>(31,272)</b>
<b>Climate Change Communication Project</b>					
Expenses					
<b>Subtotal EXPENSES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Revenue					
Unspent Grants/Opening Funds B/F	(23,090)	(23,090)	-	-	(23,090)
<b>Subtotal REVENUE</b>	<b>(23,090)</b>	<b>(23,090)</b>	<b>-</b>	<b>-</b>	<b>(23,090)</b>
<b>Subtotal Climate Change Communication Project</b>	<b>(23,090)</b>	<b>(23,090)</b>	<b>-</b>	<b>-</b>	<b>(23,090)</b>
<b>Waste Strategy South</b>					
Expenses					
External Labour Charges	353	3,996	3,643	91.2%	8,000
Consultancy - Business Management	1,751	14,400	12,649	87.8%	28,800
Consultancy - Business Management - Regional Waste Strategy	3,810	19,998	16,188	80.9%	40,000
Consultancy Environmental	2,940	49,998	47,058	94.1%	100,000
Communications	6,949	17,496	10,547	60.3%	35,000
<b>Subtotal EXPENSES</b>	<b>15,803</b>	<b>105,888</b>	<b>90,085</b>	<b>85.1%</b>	<b>211,800</b>
Revenue					
Unspent Grants/Opening Funds B/F	(52,428)	(52,428)	-	-	(52,428)
<b>Subtotal REVENUE</b>	<b>(52,428)</b>	<b>(52,428)</b>	<b>-</b>	<b>-</b>	<b>(52,428)</b>
<b>Subtotal Waste Strategy South</b>	<b>(36,625)</b>	<b>53,460</b>	<b>90,085</b>	<b>168.5%</b>	<b>159,372</b>
<b>Regional Planning Initiative</b>					
Expenses					
Contractor Services - Environmental	42,493	-	(42,493)	-	-
<b>Subtotal EXPENSES</b>	<b>42,493</b>	<b>-</b>	<b>(42,493)</b>	<b>-</b>	<b>-</b>
Revenue					
Unspent Grants/Opening Funds B/F	(67,500)	(67,500)	-	-	(67,500)
<b>Subtotal REVENUE</b>	<b>(67,500)</b>	<b>(67,500)</b>	<b>-</b>	<b>-</b>	<b>(67,500)</b>
<b>Subtotal Regional Planning Initiative</b>	<b>(25,007)</b>	<b>(67,500)</b>	<b>(42,493)</b>	<b>63.0%</b>	<b>(67,500)</b>
<b>Total Operating</b>					
Expenditure	78,083	183,485	105,402	57.4%	376,150
Income	(650,538)	(650,538)	-	-	(650,538)
<b>Net Operating</b>	<b>(572,455)</b>	<b>(467,053)</b>	<b>105,402</b>	<b>(22.6 %)</b>	<b>(274,388)</b>



**Southern Midlands Council**

**Midlands Aquatic and  
Recreation Centre**

**Business Plan 2009 - 2011**



*Design impression*

This report contains 35 pages  
SMC09-2009 Business Plan-V3.doc

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## **1 Executive Summary**

### *Proposal*

The Southern Midlands Council proposes to develop a purpose built Midlands Aquatic and Recreation Centre (the centre) The Centre will be located on Council's works depot site, which will be moved to a more appropriate location. The Centre will replace an ageing swimming pool built in the 1950's located in the Oatlands Gaol. That pool will be removed, with the aid of \$500,000 of committed Tasmanian State Government funding.

The Council is seeking \$5.38M of Commonwealth funding to fund the construction of the Centre and will contribute \$995,000 of cash reserves and new borrowings to undertake related works that must precede the construction – relocate depot and the remove existing pool from the Oatlands Gaol. Planning for the project and well advanced and could allow the Centre to be opening by January 2011.

### *The Centre*

The Centre's gross floor area of 1,835 sqm will provide a 25m x 25m pool, a 10m x 10m hydrotherapy pool, an exercise room, a cafeteria and all the necessary supporting space for office/ reception, change rooms, and plant.

### *The demand*

The Centre will cater for the needs of the 6,000 residents, 40,000 visitors, 100 early aged children, the 300 students in the local District High School, local swim clubs and those aged and infirmed in the southern midland region who would benefit from hydrotherapy treatment.

The population and levels of visitation to the Southern Midlands Municipal areas has grown over the last 20 years as a result of a range of local community and economic development initiatives that leverage the unique and historically significant Georgian architecture of Oatlands and its surrounds.

### *The operating model*

Council will own and manage the Centre, within its existing organisation structure. Council will appoint a Supervisor, with support from up to 1.5 FTE of additional casual staff to oversee the main 25m pool, the exercise area and the reception area. Council will outsource the operation of the 10m hydrotherapy pool and the cafeteria to other service providers and draw a lease or margin on the revenue generated by those providers.

The Centre will be open all-year round, with opening hours as early as 6:00 am and as late as 8:00 pm. Subtle changes in hours of operation will be influenced by seasons, public holidays and proven patterns of attendance.

A detailed operating plan to cover day-to-day operations will be developed to supersede that which is now in place for the existing pool.

*The financial impacts*

The existing pool, which is open for just three months each year, requires a subsidy from Council in the order of up to \$60,000 per annum due to its inherent inefficiencies and lack of attraction. The Centre is projected to require an operating subsidy of up to \$70,000 per annum, though this may decline as attendances increase and operational efficiencies are embedded. Council's has a 10-year financial strategy that is able to absorb this cost.

## 2 Business details

### 2.1 Business name

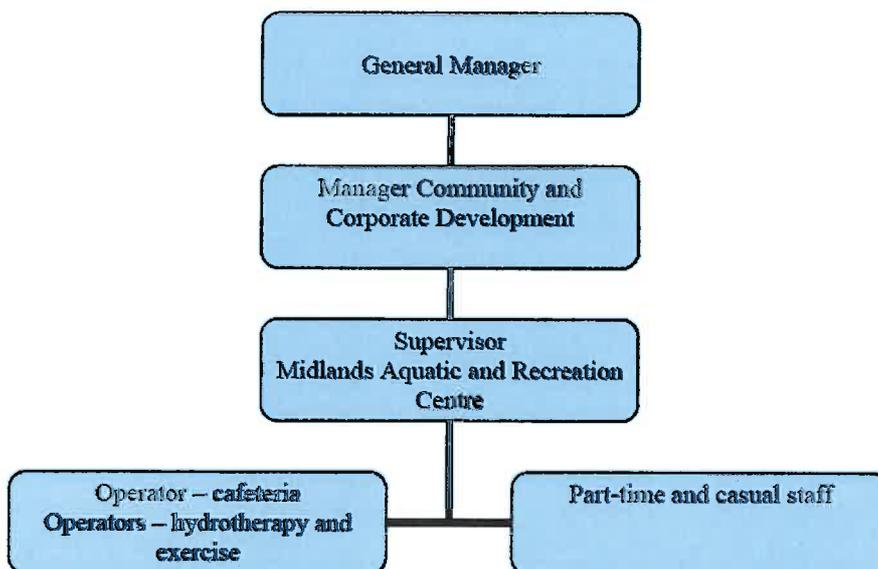
The Midlands Aquatic and Recreation Centre (The Centre).

### 2.2 Business outline

The Centre provides a contemporary aquatic and recreation facility, unique to the midlands of Tasmania that offers the opportunity for users to enjoy swimming and other aquatic activities and other personal health and welfare related exercise programs.

### 2.3 Centre structure

The Centre will be structured as a “ring fenced” business unit wholly owned and operated by Council, with some services outsourced to specialist providers. This means it will be established, operated and accounted for as a separate profit centre of council, albeit Council recognises that the Centre will require an annual operating subsidy from Council’s general rate revenue as outlined in the financial section of this Plan. Its position within the overall council structure is depicted in the Chart below.



### 2.4 Contact details

Until The Centre is created and alternate contact details are in place, all enquiries in relation to the project should be address to the following:



Mr Tim Kirkwood  
General Manager  
Southern Midlands Council  
Councils Chambers  
Oatlands TAS 7120

Phone: 6254 5000  
Website: <http://www.southernmidlands.tas.gov.au>  
Email: [tkirkwood@southernmidlands.tas.gov.au](mailto:tkirkwood@southernmidlands.tas.gov.au)

## **2.5 Service providers**

### *Banking partner*

- ANZ Bank, Oatland (day to day)
- Commonwealth Bank, 81 Elizabeth Street (investments)

### *Legal advisor*

Dobson Mitchell and Allport  
59 Harrington Street  
Hobart TAS 7000

### *Financial advisor*

KPMG  
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### **3 Opportunity statement**

#### **3.1 The need**

Oatlands is present served with a municipal pool that was constructed in the 1950's, located within the Oatlands Gaol, built in 1836. The Oatlands Gaol site is a significant heritage asset that needs long term conservation, promotion and interpretation as a historic attraction. A critical element of the conservation process is the removal of the current swimming pool from the gaol.

Oatlands now needs a purpose built, and contemporary aquatic recreation facility to supersede the current pool for the following reasons:

- The age and condition of the current pool demands high maintenance costs
- The current pool does not cater for the needs of different user groups
- There is no suitable access for people with disabilities
- The current pool is restricted to operations over the four month summer period

A new purpose built indoor, aquatic and recreation **facility** in the region will:

- allow utilisation all year round
- provide a more diverse range of aquatic **and** health, recreation experiences for users in the expansive Southern Midlands region
- provide a facility that can links more effectively with the local Oatlands Primary School and District high School for swimming training and general recreation
- provide a hydrotherapy facility that will support the Oatlands Multi-Purpose Health Centre and other people in the region that will benefit fro this form of treatment
- **provide a fitness and recreation** facility that will be attractive to local residents and visitors to the region

There is strong local support for the development of the centre, evidenced by the establishment of the Oatlands Pool Committee, established in 2004, with the active support of the **Southern Midlands Council**.

## 3.2 Overview of the Centre

### 3.2.1 Layout/ configuration

The Centre is an integrated swimming, health and recreation facility that comprises the following four main elements. A preliminary design of the Centre has been reproduced in Appendix C. The designer's impression of the Centre, looking from High Street, is shown on this cover of this plan.

Key element
Eight lane, 25 x 25-meter swimming pool
Hydrotherapy pool 10m x 10m
Reception, kiosk and change rooms
Exercise room

### 3.2.2 Operational model

The Centre is unique to the midlands region of Tasmania. It is purpose built to suit the region and its target users. The following table summarises the operational model that will be established to conduct the business of Centre. The proposed operational model shares Council's risk and resources, allowing Council to focus on overall facility management and other providers to operate some elements of the Centre that demand specialist skills.

Feature	Operational model
Eight lane, 25 x 25-meter swimming pool, reception and change rooms and overall facility	Managed and operated by Council
Exercise room	Outsourced operation to specialist health providers in return for a margin on fees charged to users
Hydrotherapy pool 10m x 10m	Outsourced operation to specialist health providers in return for a margin on fees charged to users
Kiosk, cafeteria	Outsourced operation to retailer in return for say 15% lease on gross turnover

## 4 Industry and business analysis

### 4.1 Industry structure

#### 4.1.1 Current size

Smaller scale public and privately owned and operated pools/ aquatic centres are a relatively common feature of the Tasmanian landscape.

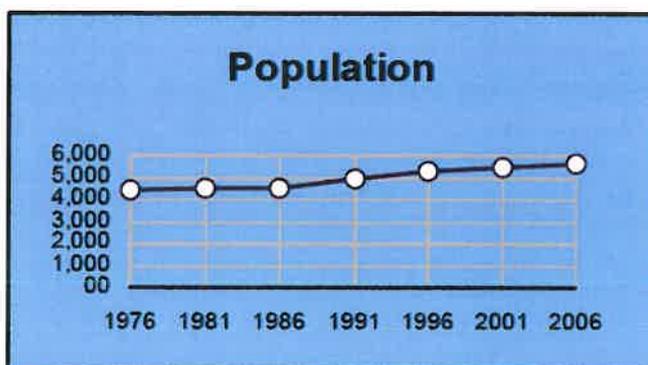
The Northern Region Aquatic Strategy (2002) found there were 59 facilities in the northern/north eastern region of Tasmania, which, at that time represented 1 facility per 2,200 persons. This compared with the “industry average” of 1 facility per 8,500 to 23,000 people, suggesting that at the time, the northern regional arguably had more facilities than required.<sup>1</sup>

A similar inventory for the southern region and the northwestern region is not currently available, though it is likely that given the dispersed Tasmanian population and the relatively large number of local government areas, there may be a similar pattern of facilities throughout Tasmania.

The township of Oatlands is the largest population centre in the Southern Midlands Municipal Area, which had a resident population of 5,700 in 2006. The main population centres, the change in resident population from 2001 to 2006 is set out below.

	Number	% Change	% LGA
Bagdad	738	+ 8.2%	13%
Kempton	360	+ 13.9%	6.4%
Oatlands	541	- 7.5%	9.5%

The following chart shows how the resident population of the Southern Midlands Municipal Area has been slowly growing over the last 20 years.



<sup>1</sup> Page 7

The Southern Midlands “catchment” of some 6,000 persons, though marginally smaller than the national average range for such facilities, is sufficiently large to justify a Centre of the type being proposed. In addition, the Centre will attract people from neighbouring municipal areas – Central Highlands, Brighton and Northern Midlands – which do not presently offer comparable facilities.

The Centre will replace an existing facility that already has an established base of users. The new facility will allow that base to expand by offering additional facilities and expanded operating hours all year round.

#### 4.1.2 Growth potential/ industry trends

At a whole of state level for Tasmania, aquatic and fitness related activities are a significant component of total participation in recreation. The *Participation in Exercise, Recreation and Sport Survey 2007 Annual Report* found the following<sup>2</sup>. Only Walking (36.8%) reported a higher participation rate.

Activity	Total participation rate ('000)	Total participation rate (%)
Aerobics/ fitness	60.3	15.8%
Aquarobics	3.8	1.0%
Swimming	42.8	11.2%

The same study found that in terms of the top 10 activities, aerobics/ fitness enjoyed the largest increase in total participation between 2001 – 2007,<sup>3</sup> with a 68% increase over 2001. Interestingly, swimming reported an 18.6% decline over the same period, underlying the importance for the Centre to offer a diversified range of aquatic and general fitness related options.

The Northern Tasmanian Regional Aquatic Strategy found that current pool usage rates in the region were 42%, which represented some 54,200 people. The study found that this level of patronage could increase by up to 11%, or 14,200 people, if the following improvements were made to the pools<sup>4</sup>:

- Develop the range of indoor pool with heated water at one site 30%
- Indoor recreation/ leisure play pools 16%
- Upgrade local pools 8%
- Cleaner more hygienic facilities 8%

<sup>2</sup> Page 139

<sup>3</sup> Page 19

<sup>4</sup> Page 15

The proposed Centre will effectively respond to all of these observations and so should attract higher levels of patronage than is currently the case.

Ken Marriott of HM Leisure Planning, when commenting on the proposed Centre observed that modern aquatic leisure trends show a strong and growing co-location of the aquatic facilities with a widening range of health, leisure, social, educational, wellbeing and even commercial facilities, programs and services (eg: masseurs, saunas, ladies hairdressers, Education Department remedial activity offices, neighbourhood houses). In addition, he notes that

- The enclosed nature of the hydro pool is good as this allows it to be used by special needs groups, albeit he would favour a larger, more cost-effective *regional* facility attracting eg: aged, disabled, sports, arthritis, accident rehab clients from a very large catchment
- A café/social seating area is appropriate to support a wide range of users of the multi-purpose room and pool users would use such facilities. Such a facility becomes an attraction in its own right and strengthens the social role of the venue
- A gym area of at least 200 sq. m. should be planned for with room for expansion. It may be appropriate to consider installation of an operable wall between the gym and multi-purpose room (depending on the identified uses of the latter) so that a much larger use area can be created. It should also have a work station area (but *not* an office) for staff as users will need to be supervised

The proposed Centre caters for these observations in the most cost effective manner possible, and within the constraints governed by the overall dimensions of the site.

#### 4.1.3 Profit characteristics

The Northern Tasmanian Regional Aquatic Centre Strategy found that the 59 pools in that regional recorded combined operating losses of \$600,000 per annum<sup>5</sup>. This equates to approximately \$10,000 per facility for 59 facilities.

The table below presents the current income and expenditure profile for the existing pool in Oatlands, based on four months of operation over the summer period. This shows relatively high levels of operating cost due to the inherent inefficiencies of the existing facility. It also shows Council's preparedness to provide a subsidy to provide this facility to its residents.

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<sup>5</sup> Page 12

	2007/08 Budget	2007/08 Actual	2008/09 Budget
<i>Income</i>			
Pool – Admission Fees	\$7,100	10,631	10,000
<i>Expenditure</i>			
Operating Costs	\$50,973	\$63,378	68,425
Net Cost	(\$43,873)	(\$52,747)	(\$58,425)

#### 4.1.4 Customer segments

The Farley Consulting Group Feasibility Analysis (2006) into the Centre identified the following customer segments.

##### *The local community*

The Oatlands Pool Community undertook a comprehensive survey with 84 respondents. Significant levels of support were identified, with some 80% of respondents indicating they would visit the centre on a bi-weekly basis. Applying this to the catchment population of approximately 500 (80% biweekly) in close proximity and 1500 (40% biweekly) outlying would translate into approximately 1,000 visits per fortnight.

##### *School Children, Learn to Swim*

The learn to swim program is an important program for pool operators. The program is contracted for a fixed period through the Department of Education. Pool operators are obligated to provide a safe facility and 2 AUST swim teachers per 30 students, lessons are of 45 minutes duration and the visit lasts an hour. Most centres provide 3-4 lessons per day.

The contract rates are between \$4.10 and \$4.90 per student per lesson, with the program conducted over a 10 week period. Catchment primary schools are identified as Kempton (23), Bagdad (63) and Oatlands (138).

There is the potential to attract the Brighton School and other schools if the program is combined with activities at the Oatlands School and within the township, e.g. the mill upon restoration. The potential to provide the service during winter and shoulder seasons could expand the market to include Campbell Town (to the north) and Bothwell (to the west) school children.

There is a significant level of interschool visitation for sporting and other activities. This can include interschool competition and as a result of this training for local students competing in

these competitions elsewhere. If the facility was available, it would be possible to build a pool based recreational activity in the program.

#### *Sporting users*

The opportunity for local and state-wide sports and sporting activities is significant but will require innovation in design and marketing. The advantage is that the pool costs can be bundled into registrations and other fees. At times this requires a reduction in per use income associated with each individual.

However if the centre can act as a hub, it provides a base from which a number of sporting activities can be conducted. This promotes further use of the pool. The approach could be most valuable for youth teams to foster increased participation, the centre then taking on a youth sport & recreation role.

The usage of the facility by statewide organisations is potentially significant. The central location would support training activities for teams and organisations that operate on a state-wide basis. Organisations such as the Royal Life saving Society (RLSS) have expressed some interest, while there are examples of other such organisations that have abandoned Oatlands because of lack of facilities.

#### *Health and wellbeing*

This is a potentially significant market. The southern region is undersupplied with hydrotherapy facilities. While there are many pools, hydrotherapy pools require specific characteristics, they must be very warm (around 33 degrees and equipped with hoist and rail facilities. The waiting lists are long.

Clients of the Midlands Multi Purpose Centre do not currently use hydro therapy due to lack of access, with the closest facilities in Hobart or Launceston. With a client base of around 500 people and 18 beds, they are supportive of a pool and hydro therapy facility in the Oatlands district. The centre has a physiotherapist working 2-3 days per week and 2 GPs, who would be likely to refer clients to the pool facility. It is considered that there would be a strong, ongoing local demand of use.

#### *Visitors*

Other strategic initiatives at Oatlands are designed to increase the scale of visitation to Oatlands and the Southern Midlands. The goal is to both increase numbers and to increase length of stay. While not central to this goal, the Centre will add to the critical mass of facilities that support this objective.

Data obtained from Tourism Tasmania for the 2004/05 year is presented in the Table below. It shows total visitors (both scheduled air and sea visitors) and the length of their stay in Oatlands. The table shows that over half of the 80,000 or so visitors stop for some period time in Oatlands.

It would be not unreasonable to propose that a high quality regional facility, prominently positioned with effective signage and an attractive facade could attract say 5% of those persons, which would amount to around 2,000 visitors to the Centre per annum based on current visitor numbers.

<i>Visitor experience</i>	<i>Inbound and interstate in visitors</i>
Pass Through	38,957
Stop and Look	39,458
Overnight	3,168
<b>Total</b>	<b>81,583</b>

## 4.2 PESTE analysis

The following Table summarise the range of external forces that have been considered in developing the proposal for the Centre.

Factors	Implications for project
<i>Political factors</i>	
<ul style="list-style-type: none"> <li>• Current political preferences in Tasmania to support a wide range of smaller local infrastructure development projects</li> <li>• National political support for local infrastructure projects that will stimulate local employment and economic development</li> <li>• Support within Council for the range of economic development initiatives that include the development of the Centre</li> </ul>	<p>The current political environment is favourable for the development of the Centre</p>
<i>Economic factors</i>	
<ul style="list-style-type: none"> <li>• Current macro-economic environment is turbulent, posing threats to local employment and growth</li> <li>• Commonwealth and State Government have responded with fiscal economic</li> </ul>	<p>Grant funding is available to local communities as part of the economic stimulus packages. These funds limit the need for council to use retained earnings or borrowings to fund the Centre and hence improve its</p>

Factors	Implications for project
<p>stimulus packages and less restrictive monetary policy to respond to economic risks</p> <ul style="list-style-type: none"> <li>• Global conditions and lower Australian dollar are making domestic tourism (inter and intra State) relatively more attractive</li> </ul>	<p>relative <b>financial</b> viability.</p>
<i>Social factors</i>	
<ul style="list-style-type: none"> <li>• Increasing risk and concerns about childhood obesity and poor health</li> <li>• Ageing population needing more sophisticated support services to improve quality of prolonged lives</li> </ul>	<p><b>Centre will be able to provide part of a solution to these social issues for people in the southern midlands region</b></p>
<i>Technological factors</i>	
<ul style="list-style-type: none"> <li>• Ever improving <b>communication</b> technologies</li> <li>• Contemporary design, construction and project management techniques</li> </ul>	<p>The Centre can showcase the latest and best available designs, finishes and technologies to create a unique experience for users in the heart of the southern midlands</p>
<i>Environmental factors</i>	
<ul style="list-style-type: none"> <li>• Need to construct environmentally sustainable buildings with minimum impact on the natural environment</li> </ul>	<p><b>The Centre will showcase the latest available passive environmental features including, but not limited to solar heating, rainwater harvesting, low maintenance landscapes, efficient water use</b></p>

### 4.3 SWOT analysis

The following Table summarises the main strengths, weaknesses, opportunities and threats to the Centre.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Custom designed and built</li> <li>• Existing market demand</li> <li>• Unique configuration</li> <li>• Limited competition in the region</li> <li>• Council ownership</li> <li>• Community support and partners</li> </ul>	<ul style="list-style-type: none"> <li>• Not projected to break even</li> <li>• Some inherent site limitations</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Build linkages with expanded visitation into Orilands</li> <li>• Partnerships with other local councils to ensure the centre is truly regional</li> <li>• Improve the health and well-being of people in the region</li> </ul>	<ul style="list-style-type: none"> <li>• Lower demand than forecast due to broader economic issues</li> <li>• Council capacity to fund ongoing maintenance</li> <li>• Establishment of competing facilities</li> </ul>

Overall, this SWOT analysis suggests that the strengths and opportunities of the proposed Centre would be more highly weighted than the weakness and threats, all of which are known and understood.

## **5 Marketing plan**

### **5.1 Promotional plan**

#### **5.1.1 Launch**

The Centre will be supported with an official launch to commemorate its opening. Subject to the final timing of the construction, this may tie in with the Oatlands Spring Festival, which brings up to 5,000 people into Oatlands for the day. If not, Council is well accustomed to organising 'gala days' for various events and this launch would be undertaken with the full support of Council, community and key stakeholders

The launch will include, but not be limited to:

- An official opening ceremony attended by the Federal, State and Local Government political leaders
- Structured tours of the facility in manageable group sizes
- Structured 'come and try' sessions in the various components of the facility
- An opening day swimming carnival and other aquatic related activities
- Food and wine related stalls
- Entertainment
- Attendance by prominent celebrities including Australian swim team members, and
- An outside broadcast provided by the ABC, which already has strong ties with Oatlands through the Country Hour program.

#### **5.1.2 Signage, logo and naming rights**

The Centre will seek to secure a long-term sponsor in return for the right to have the sponsor's name incorporated into signage, both on the Centre and in other prominent locations.

It is expected that the naming rights sponsor will have a connection with rural life in Tasmania.

The logo and signage will be sympathetic to the historic nature of Oatlands, while also ensuring the Centre receives maximum exposure, especially to attract passing visitors.

### 5.1.3 Targeted promotion to specific user groups

The following Table sets out the major promotional initiatives for the various key user groups outlined in this Plan. This promotional plan maximises the use of existing community stakeholder relationships and minimises the outlays associated with a 'glossy' campaign to a relatively small number of new users.

User group	Promotional initiatives	Timing
Residents	<ul style="list-style-type: none"> <li>• Periodic updates to residents</li> <li>• Information in the Council rates mail-out</li> <li>• Small A5 brochure in the Oatlands Visitor Centre and Council Offices in Oatlands and Kempton</li> <li>• Presence on Council's website</li> </ul>	<ul style="list-style-type: none"> <li>• Through the construction phase</li> <li>• Quarterly for the first two years of operations</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>
School children/ learn to swim	<ul style="list-style-type: none"> <li>• Information flyers to local and neighbouring schools</li> <li>• Direct presentation of information to local schools</li> </ul>	<ul style="list-style-type: none"> <li>• Through the construction phase</li> <li>• Through the construction phase</li> </ul>
Sports users	<ul style="list-style-type: none"> <li>• Direct representation to targeted swim clubs in the regions</li> <li>• Small A5 brochures supplied to Clubs to distribute to members</li> </ul>	<ul style="list-style-type: none"> <li>• Through the construction phase</li> <li>• Annual distribution</li> </ul>
Heath and wellbeing (Hydrotherapy)	<ul style="list-style-type: none"> <li>• Direct approach to Multi-purpose Heath Centre</li> </ul>	<ul style="list-style-type: none"> <li>• Through the construction phase</li> </ul>
Visitors	<ul style="list-style-type: none"> <li>• Placement of prominent signage to guide visitors to the facility</li> <li>• Small A5 brochure in the Oatlands Visitor Centre and Council Offices in Oatlands and Kempton</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> </ul>

### 5.1.4 Promotional budget

The financial projections include an allowance for an annual promotional budget of \$5,500. This would cover specific outgoings such as Yellow Pages advertising, brochure design and printing, business cards, web design and updates.

## 5.2 Attendance projections

The following attendance projections have been based on the estimates set out in the Farley Consulting Group Feasibility Study. These appear to be not unreasonable in view of the market size of the various target segments.

Forecast levels of Attendance	2008-09	2009-10	2010-11	2011-12	2012-13
<b>Recreational Pool</b>					
Community (number of persons)	-	-	10,000	12,000	13,000
Visitors (number of persons)	-	-	2,000	2,000	2,000
School users (number of persons)	-	-	1,460	1,600	1,777
Learn to swim (number of persons)	-	-	300	320	350
Swim Train (individual weekly pass)	-	-	1,100	1,250	1,560
Swim Events (number of events)	-	-	2	2	2
Clubs (number of sessions)	-	-	12	15	20
Events/Parties (number of events)	-	-	10	12	15
Classes (number of classes)	-	-	160	180	206
<b>Hydrotherapy Pool</b>					
Physio session (1-on-1) (number of sessions)	-	-	900	920	1,040
Group physio session (number of sessions)	-	-	3,600	3,900	4,160

## 5.3 Pricing plan

The pricing for the Centre, as shown in the Table below has been determined having regard to:

- Pricing in comparable facilities, as undertaken by the Farley Consulting Group for the purposes of the Feasibility Study
- Community price point expectations, based on the current pricing for the Oatlands Pool (shown in Appendix B)
- The overall financial viability of the Centre and the passage of time since the prices were initially determined 2 years ago

Recreational Pool - Pricing	Unit of measurement	2008-09
Community	per person	\$4.00
Learn to swim	10 week pass per person	\$40.00
Swim Train	weekly fee per person	\$12.00
Swim Event	per event	\$1,500.00
Clubs	per session	\$100.00
Events/Parties	per event	\$250.00
Classes	per group	\$40.00

Outsourced Services - Pricing	Unit of measurement	2008-09
<b>Hydrotherapy Pool</b>		
Physio session (1-on-1)	per session	\$10.00
Group physio session	per session	\$6.00
<b>Exercise Room</b>	per session	\$25.00

The rates will be subject to further review as the Centre comes on line. It will be further refined by the inclusion of:

- additional membership categories for 1, 3, 6 and 12 month memberships
- differential pricing for individuals and families
- differential pricing for adults, children and concession

For the purposes of this Plan, a 'simplified' pricing model has been applied as shown in the Tables above.

## **6 Management and organisation**

### **6.1 Management team**

The Centre, once constructed will be a core responsibility of Council. Within the Council structure, the following people will have a key role, both through the construction phase, and later once operational. The current position of Pool Supervisor will be retained and re-classified, and the incumbent will have an opportunity to be considered for that role. The following existing core members of the council staff together oversee the development and management of the new Centre.

#### *General Manager-Southern Midlands Council*

Tim Kirkwood was appointed to the position of General Manager in December 1999. He has extensive experience in general management, finance and audit, project facilitation and community consultation.

**His formal qualifications include an Associate Diploma of Business (Accounting) and a Certificate in Business Studies (Municipal Administration).**

The General Manager has a legislative responsibility for the **day-to-day operations and affairs of the Council**. One of his **primary functions is to manage the resources and assets of the council**.

#### *Manager Community and Corporate Development*

Mr Andrew Benson has management responsibility for the **Development & Environmental Services business unit**, as well as the **Community & Corporate Development business unit**. The Centre will form part of the **Community & Corporate Development Business unit**.

Andrew has extensive experience in **development, design, construction and project management of commercial**, as well as **civil engineering projects**. He also has extensive experience in **working with community groups in through various consultation processes**.

His formal qualifications include a **Graduate Diploma in Urban and Regional Planning**. Andrew is a **former member of the Australian Institute of Company Directors, Project Management Institute and President of the Manufacturing Society of Australia (Tas Chapter)**.

### **6.2 Alliance and partnership agreements**

#### *Tasmanian State Government*

The **Tasmanian State Government** has recently committed **\$500,000** to the **renewal of the Oatlands Gaol**. This is a significant contribution to the estimated **\$850,000 expenditure** required to **remove the existing pool and rehabilitate the historic site**.

#### *Midlands Multi-Purpose Health Centre*

The Midlands Multi-Purpose Health Centre (MMPHC), including the adjacent Community Health Centre (CHC), provides a wide range of services to residents of the Southern Midlands area and visitors. The MMPHC and CHC provide the following health services:

- Acute Care (4 Beds)
- Medical Services
- 24 Hour Accident & Emergency
- Ambulance Service
- Residential Care (10 Beds)
- Respite Care (8 Beds) & Respite Day Care Room
- Community Health Nursing
- Community Care Service
- Regional Health Services
- Rural Training Centre (in conjunction with UTAS)

#### *Oatlands 'New' Swimming Pool Committee*

A community based Committee that was established in 2004 to provide advice and recommendations to the Southern Midlands Council in relation to facility location, pool design and associated specifications. This committee will continue to play an important role in representing the interests of the broader community.

#### *Oatlands District High School*

The Oatlands School is a District High School which caters for students from kindergarten to Grade 10. The school population is approximately 320. The strong interaction with the community is resulting in additional resources from other areas being brought to the school to compliment the basic curriculum.

### **6.3 Other stakeholders**

The following Table summarises the key stakeholders who **have an interest in the Centre and their interest in the new facility.**

Stakeholder group	Interest in Centre
Midlands Swimming Pool Club Inc.	This will be the primary club through which competitive and structured recreation and fitness focussed swimming will be run
Local Sporting Organisations (e.g. Central Hawks Football Club, Mt Pleasant Football & Cricket Clubs, Woodsdale Football Club, Campania Football & Cricket Clubs, Netball Association etc.)	The local sporting clubs will be regular users of the Centre throughout their pre-season and playing season campaigns
Service Clubs (e.g. Rotary, RSL)	These local service clubs will provide support for the Centre in various ways including hiring of the facility for events, providing volunteer support etc
Local Health & Fitness Groups (e.g. Aerobics, Tai Chi, Walking Club)	These local general health and fitness clubs will be able to use the facility all-year-round as a venue for aquatic activities that compliment their specific interests
Regional Sporting Groups and Organisations (e.g. Little Athletics)	Other small scale sporting organisations will have the opportunity to use these facilities
Education Department (inter-school carnivals for schools within Southern Midlands Council area and adjoining municipalities)	The Centre will provide a focal point for the running of the local swimming carnivals for school children in the region

## 7 Operating plan

### 7.1 Operating hours

The operating hours for the current Oatlands Pool are shown in Appendix B. The proposed opening hours for the Centre has regard to the multi-use nature of the facility and the operational model that provides for some components of the facility to be operated by external providers with no Council officer supervision. These operating hours will be subject to review and refinement once the facility is operational and patterns of demand become established.

	Opening	Ending	Most likely users during time session				
			Community	Learn to swim	Sports	Wellbeing	Visitors
<i>Weekdays</i>							
Early session	5:00 am	9:00 am	✓		✓		
Day session	9:00 am	5:00 pm		✓		✓	✓
Evening	5:00pm	8:00 pm	✓		✓		✓
<i>Weekends and public holidays</i>							
Early session	7:00 am	9:00 am	✓		✓		
Day session	9:00 am	6:00 pm	✓	✓			✓

### 7.2 Administrative policies, procedures and controls

Council has an Operating Manual for the existing Oatlands Pool. This is an extensive 100+-page document that sets out detailed procedures covering a range of operational elements of the existing Oatlands Pool, along with various forms and checklists to guide the Supervisor and operational assistants.

That Operating Plan will provide the basis for the development of a new Operating Plan for the Centre, albeit that significant refinement will be required. The proposed Centre is a much more significant entity that will possess additional features that will require revised or new procedures associated with:

- A monitored security alarm system

- Capacity for point-of-sale cashiering facilities for the cafeteria
- Expanded plant and equipment
- Chemical storage and handling
- Emergency exits
- Fire and evacuation
- Occupational health and safety
- Facility bookings
- Cash handling
- Information systems including linkages to Council's current systems
- Inventory control
- Revised duty statements including working hours
- Induction and training
- Water quality
- Swimming programs, services provided
- Activity and financial reporting to Council

Notwithstanding these refinements, the centre will continue to use wherever possible, Council's existing systems and processes in a number of areas, such as:

- Raising purchase orders, authorising payment of accounts, managing creditor payments
- Raising accounts for selected longer term customers, such as the Oatlands District high School and managing debtor terms
- Incident management and recording
- Equal Employment Opportunity and other human resource management related systems and procedures.

## 8 Financial Plan

### 8.1 Funding requirements

This Business Plan for the Centre is based on the majority of the total cost being provided by the Commonwealth. Council's Quantity Surveyor has determined the following capital costs. Council is seeking grant funding of \$5,380,000 for the project.

Element	Cost
Total project cost	5,582,500
Council contribution (cash and in-kind)	202,500
Commonwealth Grant	5,380,000

The table above only presents a summary of the funding model for the Centre. It does not include other costs associated with the other aspects of the overall development program being pursued in the short term - depot relocation and Oatlands Gaol refurbishment. In respect to the broader development program, the Tasmanian State Government has committed \$500,000 and the Southern Midlands Council will contribute \$1,005,000 made up of \$995,000 cash, and \$10,000 of in-kind services.

### 8.2 Key assumptions

#### 8.2.1 General assumptions

The model is based on a number of assumptions, each of which can be varied, in order to assess the impact of changes to key variables on the overall feasibility of the development. All variables (assumptions) in the model are shaded. Other general assumptions are:

- All amounts are expressed in real terms and have not been inflated to take account of inflation
- All amounts are GST exclusive, and
- The facility will be reconstructed in 2009 and 2010 and commence operation in early 2011.

The projections show all income and expenditure 'ramping up' over the first two years of operation to achieve a 'steady-state' in year three.

#### 8.2.2 Attendance assumptions

The following table outlines our key assumptions in regard to expected attendance to the Centre. As shown, the majority of attendance relates to the recreational pool in the form of community

members and visitors to the area. Other major attendance groups are expected to be swim classes, training groups and learn-to-swim groups. Swim events, clubs and events are expected to comprise the remaining attendance groups.

<i>Forecast levels of Attendance</i>	2008-09	2009-10	2010-11	2011-12	2012-13
<b>Recreational Pool</b>					
Community (number of persons)	-	-	10,000	12,000	13,000
Visitors (number of persons)	-	-	2,000	2,000	2,000
School users (number of persons)	-	-	1,460	1,600	1,777
Learn to swim (number of persons)	-	-	300	320	350
Swim Train (individual weekly pass)	-	-	1,100	1,250	1,560
Swim Events (number of events)	-	-	2	2	2
Clubs (number of sessions)	-	-	12	15	20
Events/Parties (number of events)	-	-	10	12	15
Classes (number of classes)	-	-	160	190	208
<b>Hydrotherapy Pool</b>					
Physio session (1-on-1) (number of sessions)	-	-	600	920	1,040
Group physio session (number of sessions)	-	-	3,600	3,900	4,160
<b>Exercise Room</b>					
	-	-	300	322	364

### 8.2.3 Pricing assumptions

The Tables presented in Section 5 displays the 'simplified' pricing structure for the various attendance groups used in the financial modelling. As shown, a range of pricing options exist for the recreational pool based on the various groups expected to attend the centre, with prices ranging from \$4.00 for the general public for a single session swim through to \$1,500 to hire the facility for a swim event.

### 8.2.4 Cost assumptions

Costs assumed in the model consist of a series of annual fixed costs that will not vary with the Centre's usage. These costs are based on the costs of a comparable entity, the Huonville Swimming Pool. The table below summarises the main fixed cost categories assumed for modelling purposes.

<i>Fixed Costs</i>	2009	2010	2011	2012	2013
Energy	\$0	\$0	\$65,000	\$65,000	\$65,000
Disinfectant	\$0	\$0	\$4,000	\$4,000	\$4,000
Insurance	\$0	\$0	\$5,000	\$5,000	\$5,000
Communication	\$0	\$0	\$1,200	\$1,200	\$1,200
Maintenance	\$0	\$0	\$20,000	\$20,000	\$20,000
Promotion	\$0	\$0	\$5,500	\$5,500	\$5,500
Materials and Admin	\$0	\$0	\$15,000	\$15,000	\$15,000
<b>Total Fixed Costs</b>	\$0	\$0	\$116,700	\$116,700	\$116,700

In addition to the fixed costs shown above, the model also recognises the fixed staff costs for the Supervisor position and variable costs for casual staff that will scale up as usage grows.

<i>General staff</i>	<i>Salary</i>	<i>FTEs</i>				
		2008-09	2009-10	2010-11	2011-12	2012-13
Supervisor	\$50,000	0.0	0.0	1.0	1.0	1.0
Casual Staff	\$40,000	0.0	0.0	1.0	1.5	1.5

## 8.3 Financial projections

### 8.3.1 Key outcomes

#### *Statement of Financial Performance*

As shown below, the majority of the Centre's revenue (65.7%) is expected to be from admission to the recreational pool with the remaining 34.3% of revenue coming from the outsourced services. Total revenue in the first year of operations in 2010-11 is estimated to be approximately \$141,690 before steadily increasing to a steady state of \$177,178 in 2012-13. Fixed overhead costs are estimated at \$116,700 in the Centre's opening year and to remain at this level until 2012-13. Based on an average depreciation rate of 2.5% p.a., depreciation is estimated to be \$134,500 a year.

Overall, the Centre is projected to make net operating losses before depreciation of up to around \$50,000 to 60,000 per annum. These losses (and hence, level of Council subsidy) are projected to gradually fall as the levels of attendance to the facility increase while most costs remain fixed.

Statement of Financial Performance	2008-09	2009-10	2010-11	2011-12	2012-13
<b>Revenue from admissions</b>					
Community	\$0	\$0	\$40,000	\$48,000	\$52,000
Visitors	\$0	\$0	\$8,000	\$8,000	\$8,000
School users	\$0	\$0	\$5,940	\$6,400	\$7,108
Learn to swim	\$0	\$0	\$12,000	\$12,800	\$14,000
Swim Train	\$0	\$0	\$13,200	\$15,000	\$16,720
Swim Events	\$0	\$0	\$3,000	\$3,000	\$3,000
Clubs	\$0	\$0	\$1,200	\$1,500	\$2,000
Events/Parties	\$0	\$0	\$2,500	\$3,000	\$3,750
Classes	\$0	\$0	\$6,400	\$7,600	\$8,320
<b>Total Revenues from admissions</b>	<b>\$0</b>	<b>\$0</b>	<b>\$92,140</b>	<b>\$106,300</b>	<b>\$116,898</b>
<b>Outsourced Services</b>					
Cafeteria/Retail lease	\$0	\$0	\$5,250	\$6,000	\$7,500
<b>Total Revenues - Cafeteria</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,250</b>	<b>\$6,000</b>	<b>\$7,500</b>
Physio session (1-on-1)	\$0	\$0	\$8,000	\$9,200	\$10,400
Group physio session	\$0	\$0	\$28,800	\$31,200	\$33,280
Exercise Room	\$0	\$0	\$7,500	\$8,050	\$9,100
<b>Total Revenues - Other Services</b>	<b>\$0</b>	<b>\$0</b>	<b>\$44,300</b>	<b>\$48,450</b>	<b>\$52,780</b>
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$141,690</b>	<b>\$158,750</b>	<b>\$177,178</b>
<b>Overhead Costs</b>					
Fixed Operating Costs	\$0	\$0	(\$116,700)	(\$116,700)	(\$116,700)
Fixed Salary Costs	\$0	\$0	(\$50,000)	(\$50,000)	(\$50,000)
Variable Costs	\$0	\$0	(\$40,000)	(\$50,000)	(\$60,000)
<b>Total Overhead Costs</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$206,700)</b>	<b>(\$226,700)</b>	<b>(\$226,700)</b>
<b>EBITDA</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$65,010)</b>	<b>(\$66,950)</b>	<b>(\$49,522)</b>
Depreciation - Property, Plant & Equipment	\$0	(\$134,500)	(\$134,500)	(\$134,500)	(\$134,500)
<b>EBIT</b>	<b>\$0</b>	<b>(\$134,500)</b>	<b>(\$199,510)</b>	<b>(\$201,450)</b>	<b>(\$184,022)</b>
Loan Interest	\$0	\$0	\$0	\$0	\$0
<b>Net Profit or Loss before tax</b>	<b>\$0</b>	<b>(\$134,500)</b>	<b>(\$199,510)</b>	<b>(\$201,450)</b>	<b>(\$184,022)</b>
Income Tax Revenue/(Expense)	\$0	\$0	\$0	\$0	\$0
<b>Net Profit or Loss after tax</b>	<b>\$0</b>	<b>(\$134,500)</b>	<b>(\$199,510)</b>	<b>(\$201,450)</b>	<b>(\$184,022)</b>

**Statement of Cash Flows**

The cash flow statement for the Centre shows an operating cash outflow of \$65,010 in 2010-11 due to a high level of overhead costs before improving marginally in 2011-12 and 2012-13. Investing activity shows the inflow of grant funds in alignment with the outflow of construction costs. In practice, the Quantity Surveyor estimates around 8% of costs will be incurred in the second half of calendar year 2009 and the balance of costs will be incurred in calendar year 2010.

Statement of Cash Flows	2008-09	2009-10	2010-11	2011-12	2012-13
<b>Cash Flow from Operating Activities</b>					
Revenue - Admissions	\$0	\$0	\$32,140	\$105,300	\$116,898
Revenue - Cafeteria	\$0	\$0	\$5,250	\$6,000	\$7,500
Revenue - Other services	\$0	\$0	\$44,300	\$48,450	\$52,750
less Overheads	\$0	\$0	(\$206,700)	(\$226,700)	(\$226,700)
less Tax paid	\$0	\$0	\$0	\$0	\$0
<b>Operating Cash Flow (OCF)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$65,010)</b>	<b>(\$66,950)</b>	<b>(\$49,522)</b>
<b>Cash Flow from Investing Activities</b>					
New loans	\$0	\$0	\$0	\$0	\$0
Grants received	\$0	\$5,360,000	\$0	\$0	\$0
less Loan repayments	\$0	\$0	\$0	\$0	\$0
less Capital spending	\$0	(\$5,360,000)	\$0	\$0	\$0
less Interest Paid	\$0	\$0	\$0	\$0	\$0
<b>Investment Cash Flow (ICF)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Cash Flow from Financing Activities</b>					
New Private Injections	\$0	\$0	\$0	\$0	\$0
less Dividends Paid	\$0	\$0	\$0	\$0	\$0
<b>Financing Cash Flow (FCF)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Change in Cash Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$65,010)</b>	<b>(\$66,950)</b>	<b>(\$49,522)</b>
Opening Cash Balance	\$0	\$0	\$0	(\$65,010)	(\$131,960)
<b>Closing Cash Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$65,010)</b>	<b>(\$131,960)</b>	<b>(\$181,482)</b>

**Statement of Financial Position**

As shown below, assets in relation to the Centre are solely attributable to the plant and equipment. As the Centre is estimated to record a cash outflow, the Council subsidy (otherwise characterised as a loan) represents the sole liability for the Centre, though in practice this liability will be absorbed in Councils overall operations. Net assets are estimated at \$5.25M in 2009-10 and will decrease gradually in line with the net loss made by the Centre in the remaining years modelled.



*Southern Midlands Council  
Midlands Aquatic and Recreation Centre*

Statement of Financial Position	2008-09	2009-10	2010-11	2011-12	2012-13
<b>Assets</b>					
Cash	\$0	\$0	\$0	\$0	\$0
Deferred Tax Asset	\$0	\$0	\$0	\$0	\$0
Plant & Buildings	\$0	\$5,380,000	\$5,380,000	\$5,380,000	\$5,380,000
(Less Accumulated Depreciation)	\$0	(\$134,500)	(\$269,000)	(\$403,500)	(\$538,000)
<b>Total Assets</b>	<b>\$0</b>	<b>\$5,245,500</b>	<b>\$5,111,000</b>	<b>\$4,976,500</b>	<b>\$4,842,000</b>
<b>Liabilities</b>					
Current tax liabilities	\$0	\$0	\$0	\$0	\$0
Council operating subsidy	\$0	\$0	(\$65,010)	(\$131,960)	(\$181,482)
Provision for Distributions	\$0	\$0	\$0	\$0	\$0
<b>Total Liabilities</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$65,010)</b>	<b>(\$131,960)</b>	<b>(\$181,482)</b>
<b>Net Assets</b>	<b>\$0</b>	<b>\$5,245,500</b>	<b>\$5,045,990</b>	<b>\$4,844,540</b>	<b>\$4,660,518</b>
<b>Council Interest</b>					
Equity	\$0	\$5,380,000	\$5,380,000	\$5,380,000	\$5,380,000
Retained Profits	\$0	(\$134,500)	(\$334,010)	(\$535,460)	(\$719,482)
<b>Total Council Interest</b>	<b>\$0</b>	<b>\$5,245,500</b>	<b>\$5,045,990</b>	<b>\$4,844,540</b>	<b>\$4,660,518</b>

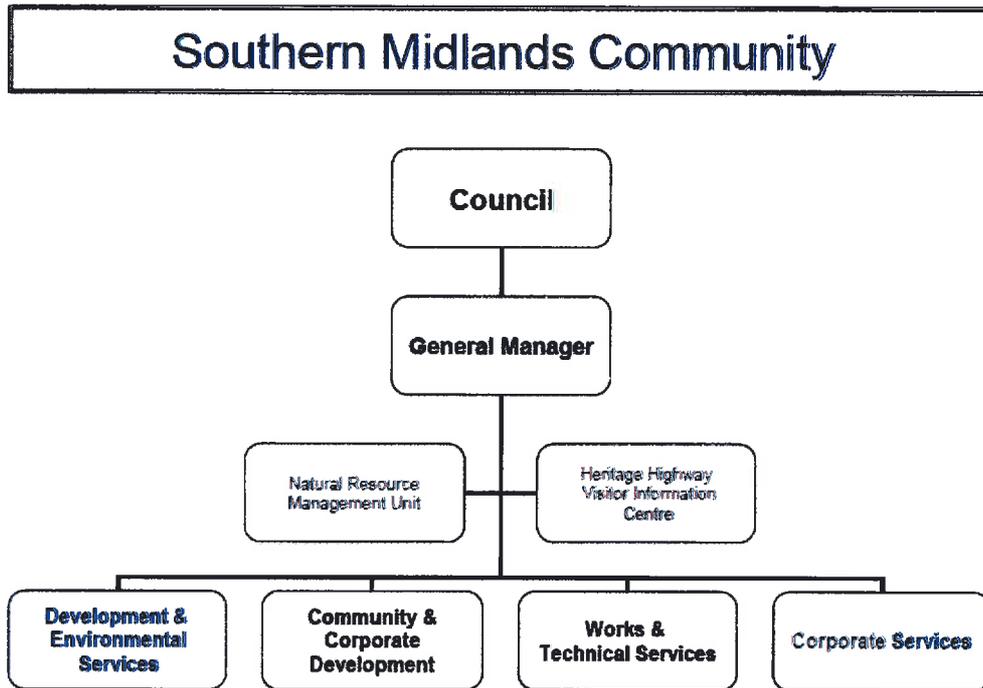
## 9 Implementation plan

### 9.1 Indicative key phases and major tasks

The Table below presents an indicative series of phases and key tasks to be undertaken to advance the Centre redevelopment and associated improvements from concept to reality. These are presented in more detail in the Project Plan (Work Breakdown Structure).

Phase	Key tasks	From - to
1. Approval phase	<ul style="list-style-type: none"> <li>• Secure necessary approvals for funding – grant, debt</li> <li>• Firm up design and layout</li> <li>• Source construction contractors and firm up contracts</li> </ul>	March 2009 to November 2009
2. Construction phase	<ul style="list-style-type: none"> <li>• Undertake construction (timeframe based on Quantity Surveyor advice)</li> </ul>	November 2009 – November 2010
3. Pre-opening phase	<ul style="list-style-type: none"> <li>• Test all business and operating systems</li> <li>• Test all infrastructure</li> <li>• Undertake promotional activities</li> <li>• Develop detailed operational plan</li> <li>• Confirm pricing structure</li> <li>• Negotiate agreements with outsourced service providers</li> <li>• Negotiate agreements with various stakeholder and target user groups</li> </ul>	December 2009- January 2010
4. Opening milestone	<ul style="list-style-type: none"> <li>• Launch and opening day</li> </ul>	January 2011
5. Ongoing operations	<ul style="list-style-type: none"> <li>• Implement Operational Plan</li> <li>• Undertake periodic reporting to Council</li> </ul>	January 2011 onwards

**A Southern Midlands Council organisation structure**



## **B Oatlands Pool current arrangements**

### **B.1 Price schedule**

		2007-08	2008-09 (Recommended)
<b>Season Ticket</b>	Family	\$75.00	\$80.00
	Adult	\$45.00	\$50.00
	Child	\$35.00	<b>\$40.00</b>
<b>Daily Tickets</b>	Family	<b>\$10.00</b>	\$10.00
	Adult	\$4.00	\$4.00
	Children	\$3.00	\$3.00
<b>Complex Hire Fee:</b>	All supervised \$35 per hour (out of hours)		\$40.00

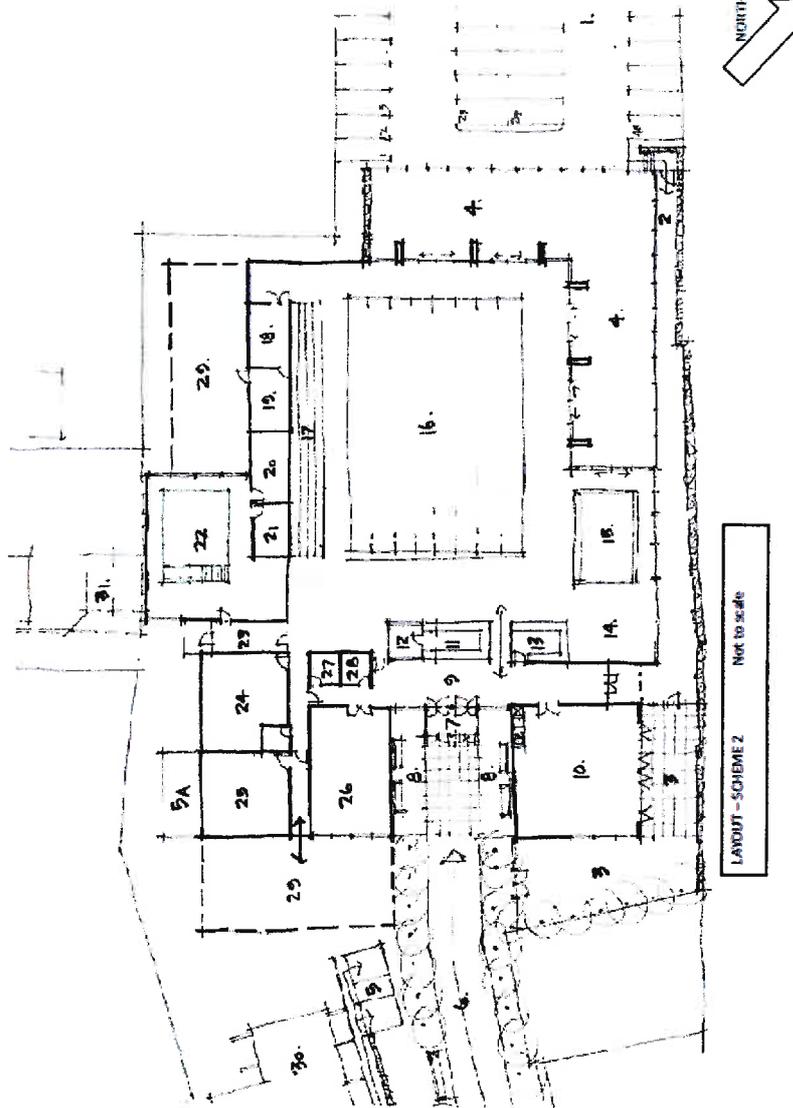
### **B.2 Opening hours**

The opening hours for the existing Oatlands Pool during its operating season from 15<sup>th</sup> December to 15<sup>th</sup> March.

- **Opening hours during School Terms (Monday to Friday):** 3.00 p.m. – 6.00 p.m.
- **Opening hours during School Holidays** 11.00 a.m. – 7.00 p.m
- **Opening hours on Weekends** 11.00 a.m. – 7.00 p.m.
- **Opening hours on Public Holidays** 11.00 a.m. – 7.00 p.m.
- **Closed Christmas Day and New Years Day**

## C Centre conceptual design

- 1 45 car spaces
- 2 Secure walkway at
- 3 Courtyard
- 4 External pool area 1
- 5 Public toilet
- 5A Public Toilet - boat
- 6 Tree-ed walkway fr
- 7 Air lock
- 8 Seating
- 9 Foyer
- 10 Multi Purpose floor
- 11 Reception
- 12 Office
- 13 Cafe
- 14 Sitting
- 15 Wading pool - 9m
- 16 Pool 25m x 8 lanes
- 17 Tiered seating





**MIDLANDS AQUATIC & RECREATION  
CENTRE**

---

*“BUILDING A HEALTHY COMMUNITY”*

**FEASIBILITY ANALYSIS**

**7 DECEMBER 2006**

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# 1. Introduction

Farley consulting Group was commissioned by the Southern Midlands Council to analyse the feasibility of developing a community pool and hydrotherapy facility at Oatlands.

The feasibility analysis addresses a number of key questions:

- Is there a feasible level of demand for the service?
- Is it technically feasible?
- Are there feasible delivery and management options available? and
- Is it financially feasible?

These questions are interrelated and each subject to assumptions and decision criteria. For example a private provider may require such a facility to provide a 10% Return on Investment, where a community may consider a break-even financial result as an acceptable return.

This analysis is designed to determine whether the proposal is feasible and under what circumstances it may be so. An important supplementary question is “what are the implications of not proceeding?”

The report is structured to reflect the key questions and the outcome of the analysis in included in Section 6, Conclusions.

## 2. Demand for the Facility

This section of the report estimates the level of use and in combination with likely fees allows us to estimate the revenue level and profile.

An important part of this is to determine the use profile, who would use it when and what are their specific needs. By segmenting the client base into groups the sources of revenue and characteristics of the centre can be optimised.

The analysis identifies a number of distinct customer groups, including:

- The local community for recreational purposes;
- School children in learn to swim;
- Sport;
- Health services and wellbeing

The Oatlands Pool Committee conducted a survey during the summer of 2004/05 and found the following.

### Use

- Highest use in the <15 yo group and 31 – 40 yo
- Used most days 31%
- 2 – 3 times weekly 21%
- Used weekly 15%
- Fortnightly 12%

### Need

- Kiosk 81%
- Gym 79%
- Room & sports outlet 20% – 30%

The 1999 Sorell pool study identified a number of important characteristics.

- 64% were interested in recreational swimming
- 57% visited on weekdays, 27% on Saturday and 16% on Sunday
- 20% wanted lockers and learn to swim, 16% coffee/kiosk and 13% sauna/steam & coaching
- 10% wanted a gym
- Use frequency peaked between 3&6 pm

The Northern Tasmanian Regional Aquatic Strategy report (2002) identified use by age. The research found:

AGE	% WHO USE POOLS
15 -19 yo	76
30 - 39	56
40 - 49	51
20 -29	43
50 - 59	29
60 - 69	23
70 - 79	4
80 +	1

Use frequency was identified as

USE FREQUENCY	%
DAILY/2-6 TIMES PER WEEK	17
WEEKLY	9
FORTNIGHTLY	5
MONTHLY	6
LESS THAN MONTHLY	11
SUMMER ONLY	49

Future Pool Usage Trends based on improvements that would encourage use

IMPROVEMENT	% IDENTIFYING AS ATTRACTOR
RANGE OF INDOOR POOLS ON SITE	30
INDOOR RECREATION/LEISURE PLAY POOLS	16
WATERSLIDES	13
HEATING OUTDOOR POOLS	11
CLEANER, MORE HYGENIC POOLS	8
MORE SHADED AREAS	7

These attributes were modelled to forecast use if those characteristics were available

USE FREQUENCY	EXISTING %	FUTURE %
DAILY/WEEKLY	26	71
FORTNIGHTLY/ MONTHLY	11	22
LESS THAN MONTHLY	63	7

The forecast market segments for pool facilities were identified as

- Recreational/swimming for fun 55 - 65 % of users
- Fitness/lap swimming 25 - 30% of users
- Health/therapy 10 – 20% Of users

## **2.1. The local community**

The Oatlands Pool Community undertook a comprehensive survey with 84 respondents. Significant levels of support were identified, with some 80% of respondents indicating they would visit the centre on a bi-weekly basis. Applying this to the catchment population of approximately 500 (80% biweekly) in close proximity and 1500 (40% biweekly) outlying would translate into approximately 1,000 visits per fortnight. Conservatively halving this estimate and using an average price of \$3.50 (50:50 Adult/children) this equates to \$875 per week.

The use of the facility to host community and family events would create significant additional use and income.

## **2.2. School Children, Learn to Swim**

The learn to swim program is an important program for pool operators. The program is contracted for a fixed period through the Department of Education. Pool operators are obligated to provide a safe facility and 2 AUST swim teachers per 30 students, lessons are of 45 minutes duration and the visit lasts an hour. Most centres provide 3-4 lessons per day.

The contract rates are between \$4.10 and \$4.90 per student per lesson, with the program conducted over a 10 week period.

Catchment primary schools are identified as Kempton (23), Bagdad (63) and Oatlands (138). If all of these schools are able to be attracted, plus 100 children in early childhood programs the revenue would be in the order of \$14,000 per annum.

There is the potential to attract the Brighton School and other schools if the program is combined with activities at the Oatlands School and within the township, e.g. the mill upon restoration.

The potential to provide the service during winter and shoulder seasons could expand the market to include Campbell Town and Bothwell school children.

There is a significant level of interschool visitation for sporting and other activities. This can include interschool competition and as a result of this training for local students competing in these competitions elsewhere. If the facility was available, it would be possible to build a pool based recreational activity in the program.

One payment model approach would be for the local school and those within the school cluster to make an annual lump sum payment for use of the pool on an agreed basis. This could provide some certainty to the owner and increase young people's utilisation of the facility.

### **2.3. Sport**

The opportunity for local and state-wide sports and sporting activities is significant but will require innovation in design and marketing. The advantage is that the pool costs can be bundled into registrations and other fees. At times this requires a reduction in per use income associated with each individual.

However if the centre can act as a hub, it provides a base from which a number of sporting activities can be conducted. This promotes further use of the pool. The approach could be most valuable for youth teams to foster increased participation, the centre then taking on a youth sport & recreation role.

The usage of the facility by state-wide organisations is potentially significant. The central location would support training activities for teams and organisations that operate on a state-wide basis. Organisations such as the Royal Life saving Society (RLSS) have expressed some interest, while there are examples of other such organisations that have abandoned Oatlands because of lack of facilities.

### **2.4. Health Services and Wellbeing**

This is a potentially a significant market. The southern region is undersupplied with hydrotherapy facilities. While there are many pools, hydrotherapy pools require specific characteristics, they

must be very warm (around 33 degrees and equipped with hoist and rail facilities. The waiting lists are long.

Clients of the Midlands Multi Purpose Centre do not currently use hydro therapy due to lack of access, with the closest facilities in Hobart or Launceston. With a client base of around 500 people and 18 beds, they are supportive of a pool and hydro therapy facility in the Oatlands district. The centre has a physiotherapist working 2-3 days per week and 2 GPs, who would be likely to refer clients to the pool facility.

It is considered that there would be a strong, ongoing local demand of use.

The Community & Health Centre at Campbell Town currently have 4 clients travelling to the facility at Launceston (Kings Meadows) twice per week. They travel via community transport and as a result are limited to the days and times they are able to attend. They would support a pool and hydro therapy facility at Oatlands, due to the close proximity.

The Bridgewater centre employs 3 physiotherapists for 2 days per week.

The current southern community outreach program introduces some 375 new clients to hydrotherapy each year, the numbers are limited only because the department cannot gain additional access to hydrotherapy facilities. The department utilises group therapy sessions designed to meet the needs of specific customer groups:

- Back, neck and chronic pain patients who require fitness & movement activities (some MAIB, Workcover);
- Hip, knee, lower limb – post surgery, injury;

There is also a need for 1:1 activities for more severe cases. Most programs last for 6 weeks, however if the facility is available then the programs could be extended.

People who suffer complex disability (both adults and children with carers) have specific therapy needs and are often not distance sensitive. Specific interest groups include those with an interest in arthritis, head injury and veterans groups. Preliminary discussion has indicated such groups have an interest in occasional use. Development of appropriate service packages may increase the utilisation by such groups.

Many of these groups are funded to participate in such therapy. Organisations such as MAIB and Veterans Affairs fund patients at around \$15 per half hour group session and \$40 for 1:1 sessions.

The client catchment is potentially large and the potential patient use of a hydrotherapy centre is considered significant.. To capture this market there it would be critical to combine transport with the hydrotherapy service for some groups, through, for example, community transport. As many of the activities are group focused, this can be relatively efficient.

Specific programmes could be designed for this customer segment. 40 uses (4 groups) of the hydrotherapy facility per week at \$15 would result in an annual income of \$30,000 per annum. 20 high dependency patients would generate around \$40,000 per annum in revenue.

In some instances, these groups can operate on a self contained basis. In effect they only hire the facility and don't require pool staff to be present.

## **2.5. Visitors**

Other strategic initiatives at Oatlands are designed to increase the scale of visitation to Oatlands and the Southern Midlands. The goal is to both increase numbers and to increase length of stay.

While not central to this goal, the centre will, if it meets standards, add to the critical mass of facilities that support this objective.

It is interesting to note that the development of the aquatic and hydrotherapy facility could generate new visitor segments for Oatlands. As identified there is a strong potential to attract people to the centre and then include other activities in Oatlands and towns en-route.

### 3 Technical Feasibility

Facility design is continuously progressing. Discussion with DoE staff indicates that pools configured in the same manner as those at George Town, Oceana and Friends School provide good community level facilities.

One option identified was for a square 8 lane pool (25m by 25 m) half of which is shallow and half semi deep. This allows the lanes to be placed in either direction, ensuring that adequate space is available for both learning and recreational activities.

It is technically feasible to build such a facility in a manner that optimises both construction and operational costs.

The facility described in this scenario reflects the following characteristics:

- Covered pool of 25m by 25 m with associated Sauna & small spa;
- Change rooms, administrative facilities & kiosk;
- Hydrotherapy pool of 10m by 10m; and
- Exercise room.

## 4. Operational Feasibility

The trend is towards multiple use facilities. This trend is designed to ensure that capital costs are optimised and that fixed costs of operations are spread across a range of functions. The fixed costs include expenditure on management, administration and energy.

Partnerships or management service contracts are also used to ensure that operations are conducted in a manner that reduces the costs to community purse.

For specialist use of the hydrotherapy pool, rental to the specialist or retention of a proportion of the fee will ensure that the challenge of employing a specialist therapist is not faced by Council.

While the pool may be financed by public funds the operations in full or part can be conducted by third parties, community or private.

Other potential operational models include a mix of facility hire and open access. For example, DHHS or schools from the cluster may have sole access at non peak times, reducing the operating costs associated with this revenue stream. At early morning periods, it may be that the local swimming club hires the facility, again taking responsibility for safety negating the need for staff.

For community use it is important that there is both a reasonable scope of opening hours and certainty in those hours. It would be necessary to enable open access 7 days per week and around 12 hours per day. This would require the equivalent of 1 fte staff with structured part-time and casual support.

## 5. Financial feasibility

The following financial analysis is based on the above utilisation rates and the full scenario described in (4) above. The revenue stream is based on conservative forecast results and reflects the performance of the Port Huon indoor facility. The costs are reflective of a number of pool facilities in Tasmania and interstate.

Capital costs reflect general Cordell benchmark rates and the cost of recently publicised pools constructed in Victorian Schools.

### 5.1. Revenue Stream

The revenue stream is provided on a market/service basis. It reflects discussions and preliminary estimations of the market. While considered conservative estimates, achievement of this level of market penetration will require active marketing.

Market Segment	Numbers	Session	Total
Recreational Pool			
Community	250pw	\$3.50	45,750
School			
Recreation			8,000
Learn to swim	320pa		14,000
Sport			
Swim Train	30 pw	\$12	18,000
Swim Events	2 p.a.	\$1,500	3,000
Clubs	20 p.a.	\$100	2,000
Events/Parties	15pa	\$250	3,750
Wellbeing			
Classes	4 pw	\$40	8,320
			102,820
Hydrotherapy Pool			
1 to 1 (rent pool)	20 pw	\$10	9,600
Group	10 pw (8)	\$8	30,720
			40,320
Exercise Room	7 pw	\$25	9,100
Kiosk			32,000
			21,100
<b>Total</b>			<b>184,240</b>

The above revenue is based on a fee per use basis, the riskiest of revenue strategies. An alternative is the negotiation of a fixed annual use fee that provides particular organisation full access at particular times. There are two major opportunities for this form of contract, the Department of education and the Department of Health & Human Services. The aim should be to develop an equitable fixed arrangement with the agencies.

The revenue stream for the 1:1 work in the hydrotherapy pool is based on a proportion of the fee that a physio would charge a client for such personalised rehabilitation service. This model negates the need for SMC to access specialist staff.

Other smaller organisations with a likelihood to access the pool could include the community based interest groups such as those with a service focus on diabetes, head injury, residential care organisations etc.. With such contracts the client will often provide their specialist providers and supervisors. The contract fee would recognise the fixed costs associated with their use. While the DoE would have interest in the recreation pool, the special needs organisations would have interest in both pools, but particular the hydrotherapy pool.

## **5.2. Recurrent Costs**

The following operating costs are drawn from pools operated by a number of councils and provide an indication of the level of cost for such facilities.

Southern Midlands Council currently provides a \$45,000 contribution for the three month season.

The Port Huon Pool, a covered facility, has a revenue stream of around \$70,000 and a direct cost of \$145,000, of which \$68,000 is classified as an employment cost.

The Southern Midlands facility, as a more modern facility should reduce some of the operational costs, however the hydrotherapy pool, being heated to 30c will also increase costs. It would be important to structure access to the hydrotherapy pool in a way that does not include employment costs.

**Annual Forecast Recurrent Operational Costs**

<b>Fixed Costs</b>	<b>\$</b>
Energy	65,000
Disinfectant	4,000
Insurance	6,000
Communication	1,200
Manager	45,000
Maintenance	20,000
Materials & Admin	15,000
	156,200
<b>Variable Costs</b>	
P/T staff	60,000
Promotion	5,500
Kiosk	20,000
	85,500
<b>Total Annual Recurrent Costs</b>	<b>241,700</b>

Based on the above revenue and operational costs, the annual deficit would be \$57,460. This does not make allowance for depreciation of the asset.

The contribution margin is 0.534, (the % of each dollar of revenue that contributes to covering the fixed costs) resulting in a break even revenue of \$291,000.

**5.3. Capital Investment**

The capital costs for such facilities vary dramatically. A key point is that the standard of the facility and as a result the capital investment is critical in ensuring that demand is optimised to ensure viability against the criteria used by the investor.

There have been a number of pools recently constructed in Melbourne by the Social Infrastructure Trust and located in school grounds and available for use by the school. These 25m pools cost around \$1.2m, with the investment recovered over 25 years by allowing the trust to operate the pool outside of school hours.

Discussion and the broad marketing strategies outlined above dictate a 25m square pool, a hydrotherapy pool, quality amenities and an open space. Based on basic construction benchmarks, the estimated cost (using the following areas and rates) is in the order of \$2.5m - \$2.7m, excluding property and other site works that can be amortised against both the aquatic facility and other facilities planned for the site.

Element	Area	Cost/m2	Total Cost
Pool 25 by 25 & Sauna/Spa			850000
Cover Building 35 by 35	735	750	551250
Reception/Kiosk & Change Rooms	250	1650	412500
Open Room	200	750	150000
Hydrotherapy pool 10 by 10			500000
Total			2463750
Contingency			246375
			2710125

## 6. Risk Assessment & Management

Table 6.1 below presents a preliminary assessment of the key risks to the business opportunity. A business risk is defined as the threat of an event or an action that will adversely affect the organisation viably achieving its objectives.

The focus is on those risks that are of more significance and is not to be regarded as exhaustive. The following broad risk categories have been used:

- *Financial* – e.g. Revenue generation and collection, Expenditure, Management reporting – accuracy of general ledger and Budgeting;
- *Management & marketing* – e.g. Legal and regulatory compliance, marketing & promotion, Business planning and management processes and reporting;
- *Information technology and management* – e.g. Reliance and reliability, & management – support, Disaster recovery and Records management;
- *Property and Infrastructure management*: e.g. User risk management, Asset management, Disaster recovery, Environmental management and Security;
- *External influences* – e.g. Access to fixed contract and additional program funding, meeting user target numbers, Public / community relations and Alliances; and
- *Human resource and risk management* – e.g. Insurance, Human resource management, Work place Health and safety and Recruitment and termination.

Other key points to note are:

**Consequence** is the assessment of how significantly exposure to a particular risk could impact on the organisation;

**Likelihood** is the assessment of how likely it is that the organisation could be exposed to the risk taking into account the prospective frequency of occurrence; and

**Gross risk rating** is a function of the consequence and likelihood ratings. Adopted from AS/NZ 4360 Risk Management Standard.

This analysis determines and rates gross risks by using the product of consequence and likelihood rankings and is demonstrated in the table below.

	<b>Consequences</b>				
<b>Likelihood</b>	<i>Insignificant</i>	<i>Minor</i>	<i>Moderate</i>	<i>Major</i>	<i>Catastrophic</i>
Almost certain	High	High	Extreme	Extreme	Extreme
Likely	Moderate	High	High	Extreme	Extreme
Possible	Low	Moderate	High	Extreme	Extreme
Unlikely	Low	Low	Moderate	High	Extreme
Rare	Low	Low	Moderate	High	High

**Table 6.1. Preliminary Risk Assessment & Broad Mitigating Strategies**

<b>Risk source</b>	<b>Consequence</b>	<b>Likelihood</b>	<b>Gross risk</b>	<b>Mitigating Strategies</b>
<i>Financial</i>				
User numbers are not met	Major	Possible	Extreme	Forward Marketing Agreements with agencies to provide broad access and organisations for out of hours access
Do not attract new programs	Major	Possible	Extreme	Agency, community, sporting and not for profit group relationship & keep aware Maintain policy watch & analysis
Construction cost blow-out	Major	Unlikely	High	Design to price Fixed price contract Community Involvement
<i>Management &amp; marketing</i>				
SMC fails to develop an appropriate management model for the Centre business model	Moderate	Unlikely	Moderate	Prepare detailed business, organisation plan and business management system
Failure to meet operating standards	Moderate	Unlikely	Moderate	Build into design, management and operating procedures. Training
<i>Information Technology</i>				
IT systems and records are not effective	Minor	Unlikely	Low	Build to reflect diverse business model and compliance requirements

<b>Risk source</b>	<b>Consequence</b>	<b>Likelihood</b>	<b>Gross risk</b>	<b>Mitigating Strategies</b>
<i>Property and Infrastructure</i>				
Programmed maintenance and hazard assessment	Major	Unlikely	High	Risk and property management procedures
Site Safety & Security	Moderate	Possible	High	Build into design, management and operating procedures. Training
<i>External Relations</i>				
Failure to achieve agency support	Major	Unlikely	High	Relationship with Education and DHHS as part of further development and operations (partners).
Incident in centre	Moderate	Unlikely	Moderate	Management & Operating procedures, training
<i>Human Resources</i>				
Availability and quality of staff	Moderate	Unlikely	Moderate	Early start to training Conditions for p/t staff
High staff turnover	Moderate	Unlikely	Moderate	Direct link to training provision

It should be noted that this plan has not considered net risks, which is an assessment of the residual risks after risk control mitigation strategies are in place. This assessment cannot be performed until the business is operating and the systems have been established to deal with the risks.

It would also be beneficial to undertake a complete business risk evaluation once the new business model is operational. This would involve a more detailed analysis along the lines shown above and culminate in Risk Records with appropriate mitigating strategies

## 7. Benefit/Cost and Conclusions

### 7.1. Social and Economic Benefit

The benefit/cost approach extends the financial perspective to consider broader direct and indirect benefits, e.g. youth benefits, improved rehabilitation etc.. This approach can be used to engage agencies in both capital and ongoing contract involvement

Consideration of benefit/cost issues reflect the strategic issues facing the area. While the Southern Midlands Aquatic Centre can be viewed as a sports facility, the facility can make a significant social and environmental contribution to the Southern Midlands Community.

An overview of these is provided in the following table.

Client Group	Social Benefit	Economic Benefit
Young people	<ul style="list-style-type: none"> <li>•Additional recreational option during school and out of school hours</li> <li>•Competition Training</li> <li>•Recognition of health and career potential in health</li> </ul>	<ul style="list-style-type: none"> <li>• Employment</li> </ul>
General community	<ul style="list-style-type: none"> <li>•Additional recreation option</li> <li>•Additional Venue</li> <li>•Increase attractiveness of Oatlands by improved range of service</li> <li>•Improved rehabilitation services</li> </ul>	<ul style="list-style-type: none"> <li>• New income or retained income</li> <li>• Employment</li> <li>• Improved rehabilitation and reduction in disability adjusted costs</li> </ul>
Aged people	<ul style="list-style-type: none"> <li>•Improved wellbeing and preventative healthcare option</li> </ul>	<ul style="list-style-type: none"> <li>• Potential to reduce disability adjusted costs of care</li> <li>• New sources of income to the region</li> <li>• Employment opportunities</li> </ul>
Special Needs	<ul style="list-style-type: none"> <li>•Improved wellbeing and preventative healthcare option</li> <li>•Improved esteem</li> </ul>	<ul style="list-style-type: none"> <li>• Potential to reduce disability adjusted costs of care</li> <li>• New sources of income to the region</li> <li>• Employment opportunities</li> </ul>
Visitors	<ul style="list-style-type: none"> <li>•Increase recreation options</li> </ul>	<ul style="list-style-type: none"> <li>• Increased expenditure</li> </ul>

### 7.2. Conclusions

There is significant existing and potential demand for the facilities proposed within the Southern Midlands Aquatic Centre. The realisation of this demand will be dependent upon both quality of the facility and its service as well as active marketing to the community and special interest groups.

The Southern Midlands Aquatic Centre can make an important contribution to the Southern Midlands Community.

While the centre will require ongoing direct funding to cover an operational deficit, the level of deficit can be limited by entering into partnerships and contracts with key stakeholders such as the Department of Education and the Department of Health & Human Services.

In terms of feasibility and risk, the following summarises the findings of this report.

## **Market and Revenue Source Feasibility**

There is a significant level of demand for a high quality facility. By combining a recreational pool and complementary facilities with a hydrotherapy pool, the target market is diverse and in significant segments carries with it funding to pay for the service. In both preventative and rehabilitation services, a significant part of this potential revenue stream may be based on a fixed annual fee, rather than on a per person use basis.

There will be a need to establish preliminary agreements with agencies and specific interest groups as part of the next stage of development to reduce risk.

Based on previous community research and that from other facilities, community use can also be significant. Added to this casual recreational use is that of social and sporting organisations. Combining this with commercial fitness initiatives, considerable use can be generated.

School utilisation results from both recreational activity and from learn to swim programs.

No single group will provide the necessary scale to consider building such a facility. It will be important to attract diverse groups to the centre, this will require intelligent marketing supported with targeted and active marketing and promotion.

## **Technical Attributes and Costs**

The centre reflects the mix of facilities identified within recent research as necessary attractors, indoor pool, sauna, spa and exercise area plus the hydrotherapy pool. It is a multi-purpose facility.

The cost are broadly based on both Cordell benchmarks and on the cost of basic 25 m pools recently constructed throughout Melbourne. The estimate of around \$2.75m does not include land or site works.

It is feasible to build such a facility, achieve maximum use of change room facilities, to reduce staffing costs through careful facility layout and to optimise ongoing energy costs.

The design must offer the necessary mix of attractive facility, achievable capital cost and optimised operational costs. This is a challenging commission.

## **Operational Feasibility**

With the two levels of operation it is important to develop an operational model that provides the necessary level of service, manages risk and supports business development. It is important that SMC limits its employment to recreational and wellbeing staff and ensures it is not responsible for the employment of health professionals.

Subject to demonstrated capability, specific interest groups may be able to hire the facility without support staff.

Effective and efficient management and operating procedures will be necessary to support this business model.

Active marketing will be necessary to ensure the recurrent costs associated with operations are offset by strong revenue streams.

## **Financial Feasibility**

The facility will not easily, if ever, achieve a break-even financial position. The level of deficit funding necessary to operate the facility is, relative to the existing levels of direct funding and benefit, reflects significant community value.

## **Cost of Not Proceeding**

A decision not to proceed with the proposal is not costless to the Southern Midlands Council. The current pool is around 50 years old, is increasingly difficult and costly to maintain. As a result of its age, the facility does not comply, or will be costly to ensure it does, with a range of compliance requirements.

The pool's location within the heritage building is likely to become increasingly problematic for both ongoing operations and any modifications.

Most of the benefits associated with the development of the aquatic and recreation facility are not able to be realised from the existing pool.

## **Overview of community consultation**

### **Oatlands gaol and swimming pool projects**

**2003-2009**

**SOUTHERN  
MIDLANDS  
COUNCIL**



## Introduction

Southern Midlands Council are planning the relocation of the Oatlands Municipal Swimming Pool, a 55 year old heated outdoor pool, located in Campbell Street, Oatlands. The pool is only usable for four months of the year (owing to the climate of Oatlands) and is considered to be well beyond its usable life – with plant upgrades necessary, and the pool itself leaking considerably.

The pool was built in 1954, in the yard of the 1835 Oatlands Gaol complex – the largest regional gaol complex in colonial Tasmania. Aside from the historically significant built structures remaining of the gaol complex, research has indicated that the site has rich archaeological resources that removal of the pool would allow to be investigated and interpreted. The current pool site therefore has the potential to be redeveloped into meaningful public space, right in the heart of the historic village.

The Oatlands gaol and swimming pool projects therefore have two main project foci; that of the construction of a new pool facility elsewhere, and that of rehabilitation and restoration of the gaol as a historic site. A truly unique blend of projects.

As plans have been progressing on this project since 2003, a number of conservation planning and feasibility reports have been undertaken, each undergoing various rounds of community consultation. The entire project is managed within the overall strategic planning framework of Council, therefore further consultation has been undertaken in the development of such plans. This document aims to give an overview of the consultation to date, upon which plans for the project are developing.

## **The Southern Midlands Council strategic planning framework**

The *Local Government Act 1993* requires all Councils to have a Strategic Plan for the Municipal area. The Act also states that in preparing a strategic plan, or updating an existing strategic plan, a Council is to consult with the Community in its municipal area and any authorities and bodies it considers appropriate.

The Oatlands Gaol and swimming pool project are encompassed in the Southern Midlands Council Strategic Plan 2006-11 strategic plan, within the framework of heritage and recreation initiatives. When developing the strategic plan, as well as during the bi-annual reviews of the plan, Council facilitates community consultation workshops throughout the region, and encourages wide community participation.

## The Oatlands Gaol project

The following specific community consultation programs have been undertaken within the overall Oatlands Gaol project, under the broader framework of the strategic plan. Specific consultations regarding the Oatlands swimming pool project will be detailed in the following section:

**March 2004:** A public presentation was hosted by Council's Heritage Project Officer to present the findings of the Oatlands Gaol archaeological survey<sup>1</sup>, which determined that the site has a very high level of archaeological potential. This presentation was attended by about 40 community members. An informal discussion about the future of the pool was held, which indicated unanimous support for removal of the pool and restoration of the gaol, but only on the proviso that a new pool be developed prior to decommissioning of the existing.

**July 2004:** Council commissioned an independently facilitated forum on tourism and heritage in the Southern Midlands – where a workshop on overall future directions was held. Around 50 people attended the forum, including community members, sector professionals, council officers and elected members. The three key heritage projects which were identified for the town were Callington Mill, and the Oatlands Gaol and Supreme Court House.

**August 2005:** The Oatlands Gaol Conservation Policy<sup>2</sup> was developed by Council's Heritage Project Officer, which aimed to guide urgent remedial works on the Gaoler's residence, in the absence of a full conservation management plan. The document detailed the overarching policies of restoration and interpretation of the gaol, as well as policies towards the eventual removal of the pool. This document was endorsed by Council after being on public exhibition for a month.

**December 2006:** Pursuant to the Oatlands Gaol Conservation Policy, the Oatlands Gaol Conservation Management Plan<sup>3</sup> was developed by Council's Heritage Project

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<sup>1</sup> Williams, B. 2003: *Oatlands Gaol Historical Report and Archaeological Survey*.

<sup>2</sup> Williams, B. 2005: *Oatlands Gaol Conservation Policy (Interim Conservation Plan)*.

<sup>3</sup> Williams, B. 2006: *Oatlands Gaol Conservation Management Plan*.

Officer. This document extended the previous policies into specific actions and directions, and widened conservation considerations into interpretation, business planning etc. This document was endorsed by Council in March 2007 after a one month public exhibition period. Several submissions were received during consultation – all very much in support of the content and directions of the document.

**November 2008:** As part of the Southern Midlands Council and State Government partnership agreement, the *Southern Midlands Heritage Strategy 2009-13*<sup>4</sup> was developed and endorsed by Council. This extended the heritage directions of the strategic plan, statutory heritage responsibilities, and all previously endorsed heritage plans and documents into a definitive heritage strategy for the municipal region. The community consultation undertaken for each respective document was considered in the development of the strategy. A specific section is devoted to the Oatlands Gaol project, and encompasses the issues relating to the removal and relocation of the pool. This document was placed on public exhibition for two months from November 2008, and no negative submissions were received.

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<sup>4</sup> Williams, B. 2008: *Southern Midlands Heritage Strategy 2009-13*.

## The Oatlands Swimming Pool Project

In addition to the consultation undertaken during the development of the above-mentioned conservation planning documents, several recreation-based strategies have encompassed the Oatlands swimming pool project, with various consultative processes being undertaken to gauge community reactions to various proposals. The following is an overview of that consultation;

**September 2006:** The *Southern Midlands Recreation Strategy*<sup>5</sup> was endorsed by Council. This report was undertaken by an independent consultant, who worked with Council on a series of regional workshops (6 workshops) in order to address the needs and desires for recreational facilities of all areas of the municipal region. The draft document was publicly exhibited for a month, prior to adoption by Council.

**December 2006:** Pursuant to the findings of the *Southern Midlands Recreation Strategy*, and the community consultation to-date having indicated the desire for a new pool facility at Oatlands, a feasibility study<sup>6</sup> of a new pool was undertaken. This feasibility study utilised a survey of pool users undertaken by the Oatlands Pool Committee during 2004/5, which reported on the community's desires for the 'ideal' facility, as well as analysing the use trends of the community.

**December 2008:** Council endorsed the *Oatlands Integrated Development Strategy*<sup>7</sup>. This strategy furthers the initiatives outlined in the strategic plan, with particular reference to Oatlands, and provides cohesive linkages between the range of initiatives being driven by Council in the town. The strategy superficially describes and links the Oatlands Gaol and swimming pool projects, under the streams of recreation, health, education and heritage, and proposed timing, preconditions and resource intensity requirements to further these initiatives. This strategy specifically proposed the replacement of the Oatlands pool with a new aquatic/fitness facility on the former Oatlands works depot site. An extensive consultative process was undertaken in the

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<sup>5</sup> Hepper, J. 2006: *Southern Midlands Recreation Plan*. Inspiring Place, Hobart.

<sup>6</sup> Farley, M. 2006: *Midlands Aquatic & Recreation Centre, Building a Healthy Community, Feasibility Analysis*. Farley Consulting Group, Hobart.

<sup>7</sup> Farley, M. 2008: *Oatlands Integrated Development Strategy*. Creating Preferred Futures, Hobart.

development of this document, which spanned several months of 2008. Several thematic workshops were held, with a wide range of stakeholder groups, both from within the community, and external stakeholders with links to the community.

## **Conclusion**

The above overview of community consultation demonstrates that in addition to the consultation undertaken by Council as part of the strategic plan development process, a great deal of consultation has been undertaken specifically related to the Oatlands gaol and swimming pool project. It is considered that the following points broadly reflect the community's views of the project:

- That there is very strong support for the development of a new swimming pool at Oatlands.
- That it is desired for a new pool to be an indoor facility, to allow year-round use.
- That the gaol is widely recognised as a significant heritage asset which should be restored and interpreted as a public space and tourist attraction.
- That the community will only support removal of the existing pool if a new facility is established first.

Accordingly, Council are pursuing the project based on these community desires. Further community consultation will be undertaken as the project progresses, i.e. in the development of the final physical plan of the new pool, and in the statutory planning processes associated with the project (i.e. for the new pool, and in particular the planing and heritage approvals required for redevelopment of the gaol).

# Oatlands Integrated Development Strategy

*A plan for Council and the Community*

*October 2008*

Prepared by:



With the  
support of:



# Oatlands Integrated Development Strategy

*A plan for Council and the  
Community*

Report prepared by:

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# Introduction

This Strategy is designed to provide a framework for the Southern Midlands Council and the Oatlands Community to work together in a systematic and efficient way to ensure the prosperity and sustainability of the Oatlands Township and district.

Achievement will require a combination of leadership, collaboration and management in terms of specific actions, how resources are harnessed and how we adapt to expected and unexpected change.

It is comprehensive and designed to link a wide range of complementary strategies and associated initiatives to ensure that as a set they are contributing to development while maintaining and enhancing the unique characteristics and endowments on which Oatlands is based.

The strategy builds on the goals and content of the existing Southern Midlands Council strategic framework and the findings and recommendations of the many reports commissioned over the past 15 years.

It has extended many of them as a result of the consultation and deliberations occurring through the development of this strategy.

It must be stressed that this document is not attempting to replace these reports, rather, it places them within a broad context and will further utilize them as reference points and detailed action plans as part of the implementation of this strategy.

We recognize the challenges in implementing such plans and approaches and have included within the strategy two critical elements to support implementation.

The first element is a management model built around roles and responsibilities in planning, implementing and evaluating the strategies; the second is a program focused on the development of community capacity to support structured and productive participation in decision making and implementation. Without these it can be argued that the integrated development strategy risks becoming “another report”.

This strategy could not have been prepared without the collaboration of all of the members of the Oatlands community who gave their time to participate in deliberations and the support of the Project Steering Committee. The Steering Committee members are Clr Alex Green (Chair), Mr Damian Mackey (SMC), Mr David Hurburgh (DEDT) and Mr Adam Saddler (DEDT).

The project was jointly funded by the Southern Midlands Council and the Department of Economic Development and Tourism.

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# Southern Midlands Councils Strategic Directions – Vision

- » A community spirit based on friendliness, co-operation and self help;
- » An environment which encourages local creativity, enterprise and innovation;
- » A diversified local economy creating employment opportunities through sustainable agriculture, heritage tourism, forestry, and viable historic towns/service centres;
- » Development based on the proper management of local resources and the physical environment; and
- » A range and standard of services within the Southern Midlands which meet local needs and are affordable and efficient.

## 1. Infrastructure

*The need to maintain, improve and maximise the Community benefit from infrastructure provided by Council*

## 2. Growth

*The need to increase the population in the municipality and to grow the level of agricultural, commercial and industrial activity*

## 3. Landscapes

*The need to maintain, improve and maximise the benefits of the existing heritage, natural and cultural landscapes of the Southern Midlands*

## 4. Lifestyle

*The need to increase the opportunities for improved health and well-being of those that live in the Southern Midlands*

## 5. Community

*The need to retain and build on the strong sense of Community that exists within the Southern Midlands*

## 6. Organisation

*The need to monitor and continuously improve the efficiency and effectiveness of the way the Council provides services to the Community*

**Our challenge has been to use this framework to develop an integrated development strategy for Oatlands. The framework we have designed is built on the SMC Strategic Plan and will be applied specifically to Oatlands and the context in which it sits in the Midlands.**

# How We've Adapted the SMC Strategy

The following diagram represents the framework used to consider the content, priorities and implementation of the strategy.

The strategies are the linkages that connect the characteristics and endowments that make Oatlands what it is (can be built upon and need to be protected) and the goals established by the Southern Midlands Council as part of its strategic planning process for the municipality.

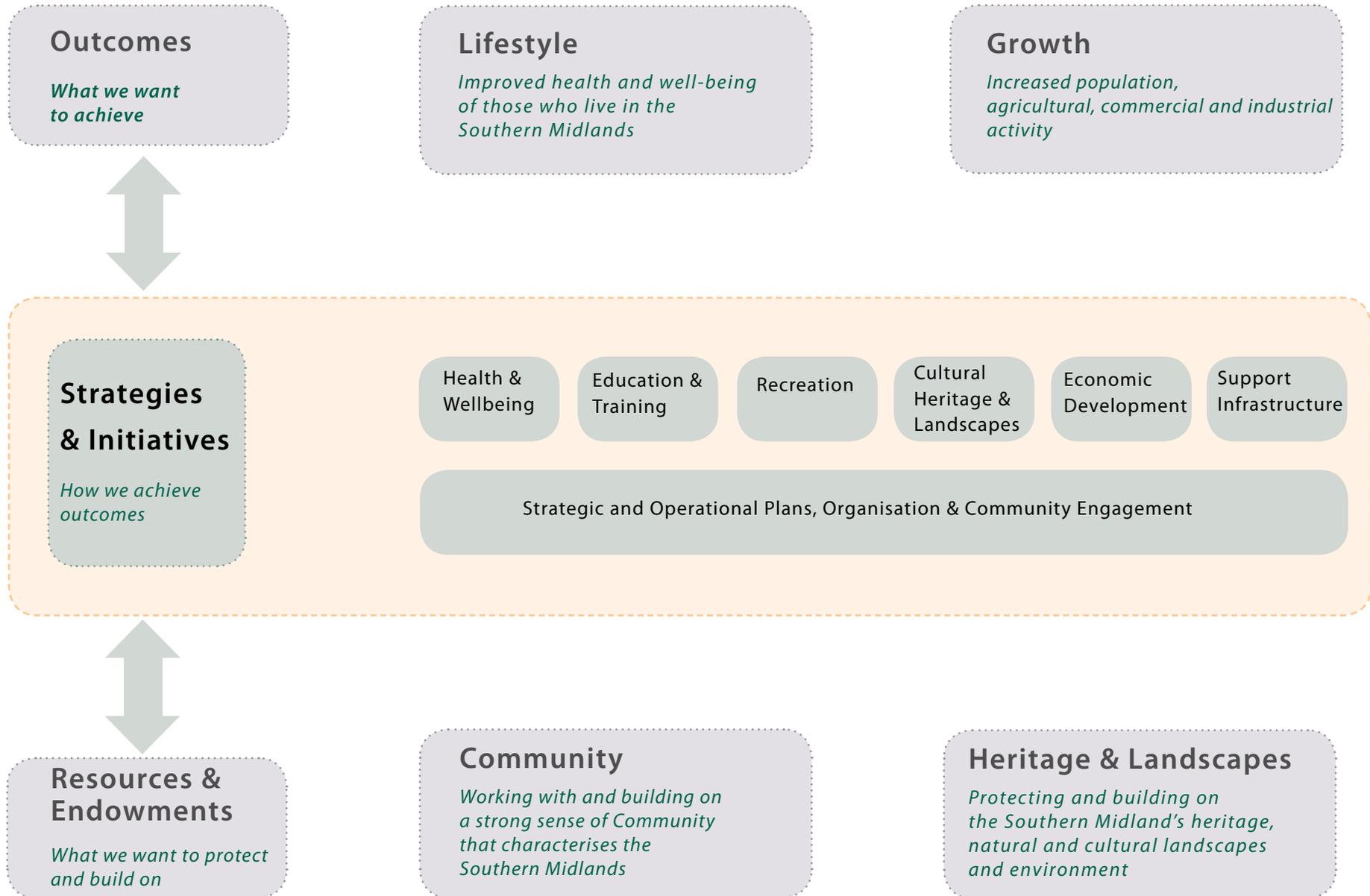
The strategies support Health, Education & Training, Recreation, Cultural Heritage and Landscapes, Economic Development and Infrastructure programs. The sequencing of these programs in the report reflects the important "people foundations" on which prosperity is built and the view that infrastructure is provided to support the achievement of these programs.

The management framework and Community Capacity Program are part of the organisation and council/community collaboration that underpins all of these programs to support decision making, implementation, evaluation and adaptation.

The diagram assists us in the following way; effectively it is a thinking and action framework.

For example, thinking along the strategy row, how does the Recreation Program contribute to the Lifestyle goal while building on or improving the sense of "community"; e.g. how will an initiative in the Recreation Program also contribute to other program outcomes such as health or economic development. Or conversely, are there infrastructure problems that will limit us in implementing the recreation program or its specific strategies.

This encourages us to think about the wider implications of specific issues and to consider how we can leverage increased value from each investment of effort and dollars and to optimise this investment.



# The Implementation Structure and Processes – Integration of the Strategies

As discussed the programs and strategies are in many instances highly complementary, success in one area will flow through to contribute to success or efficiency and performance in another. The following table attempts to identify the degree of impact of strategies on the other areas, e.g. the impact of a training initiative on economic development. This provides a way of considering the value of initiative in terms of both its direct and immediate result as well as its wider impact. We have attempted to attribute the following simple representation of the degree of impact – High (H), Medium (M) and Low (L).

The table also identifies our consideration of the timing for each initiative. A significant number of initiatives will require ongoing levels of activity and as such will become recurrent activities for council officers or community group representatives, rather than once off projects. Again we have used a simple framework to classify initiatives – Immediate and/or ongoing (I), Short term (S) within 2 years, Near term (N) 2- 5 years.

The other important factor to consider when developing priorities is the level of resources required to implement the initiative and whether that level of resource exists. In this instance we have classified resource intensity as High (H), Medium (M) and Low (L).

There is always a temptation to quantify such impacts, however in the context of this plan this is not viewed as adding value.

In terms of establishing priorities while some initiatives will have a high impact, they will take organising and will not necessarily be easily achieved. Others while having a lower impact may be easily achieved and as a consequence should be progressed.

STRATEGIES	TIMING	RESOURCE INTENSITY	SCOPE OF IMPACT					
			Health	Education & Training	Recreation	Cultural & Heritage Landscapes	Economic Development	Support
<b>HEALTH</b>								
Continued support to increase the scope of services available at the MPHC and through outreach	I	L	H				M	
Develop more informal mechanisms to ensure at risk groups and individuals in the community are able to be engaged and supported	I	L	H	H				
Encourage the development of housing units for people at risk of being unable to live independently in locations where access to the MPHC and other services is easily achieved	I	L	H				M	M
The provision of sporting and cultural recreation activities is actively supported	I	L	M		H			L - H
Adoption of urban design principles aimed at promoting walking and cycling	I	L	L		L			L
<b>EDUCATION &amp; TRAINING</b>								
Develop within Oatlands the Australian Centre for Colonial Heritage Conservation and Restoration practical skills development by establishing an annex to archeology, design and restoration associated with TAFE and Tertiary educational institutions	I	H		H		H	H	
Mini campus centrally located for TAFE and UTAS	S	M		M			M	
Promote in school VET programs that are aligned to the services required by tourism, heritage restoration and more intensive, irrigation based agriculture	S	M		M		M	M	
Develop a range of accredited and non accredited short courses in heritage baking, heritage restoration and other programs that will attract extended visitation	I	M		H		M	M	
Negotiate the provision of business development, management and improvement programs	I	L		H			H	

(Table continues over page...)

STRATEGIES	TIMING	RESOURCE INTENSITY	SCOPE OF IMPACT					
			Health	Education & Training	Recreation	Cultural & Heritage Landscapes	Economic Development	Support
<b>RECREATION</b>								
Replace the swimming pool in the old Gaol site with a new facility in the High St Depot Site, augment with Hydrotherapy and fitness facilities to optimize community and visitor use	S	H	M		H	H	L	H
Promote Oatlands as the premium location for events that involve northern and southern Tasmanian residents	S	L			M		M	
Design a network of street corridors and linkages that provide direct and leisurely paths to neighborhood destinations and safe and easy access across streets that are characterized by shade trees, are visually attractive and encourage walking and cycling as a means of transport		L			M	L		
Implement the Southern Midlands Recreation Plan	I	M	H		H		L	L - H
<b>CULTURAL &amp; HERITAGE LANDSCAPES</b>								
Establish an “Midlands Heritage” foundation and underpinning organisation to fund conservation; education/training and commercialisation of heritage conservation and restoration services and assets that can be applied to heritage buildings and production and administration technologies.	I	H		H		H	H	
Develop an adaptive re-use policy for buildings to ensure that they “pay their way” when restored using the fund (within the Australian Centre for Colonial Heritage Conservation and Restoration Program). This can focus on both township heritage properties and those on local farms	S	L		M		H	H	
Improved portfolio of public open space to cater for events, improved amenity and view lines and physical connections between precincts and attractors	S	L			H	H	M	
Future residential development needs to maintain existing predominant pattern of development of lots fronting the north south grid streets (and High Street), and larger internal / battle axe lots between these lots to maintain the important glimpses of the key views to the rural landscapes in the backdrop.	S	L				M	M	

(Table continues over page...)

STRATEGIES	TIMING	RESOURCE INTENSITY	SCOPE OF IMPACT					
			Health	Education & Training	Recreation	Cultural & Heritage Landscapes	Economic Development	Support
<b>ECONOMIC DEVELOPMENT (see specific sections for detailed strategies)</b>								
Population	N	L	H	H			M	M
Tourism	I	H			M	L	H	M
Agri-Tourism	S	M				M	L	
Heritage Fabrication & Industrial Services	I	M		M		M	M	
Agriculture	S	L					M	
Industrial Development & Agri-business Support Services	S	L		L			L	
Equestrian Training & Event Centre	S	L			M		L	
<b>SUPPORT INFRASTRUCTURE</b>								
Implement a policy of using soft and pervious urban roadside infrastructure within the streetscape in locations other than those where this places residents and visitors at risk, for example, in the Health and Aged Care Precinct and around higher use public facilities where hard surfaces provide safe access	S	L				M		L
Review and upgrade street lighting in high use and other locations where safety is a risk factor	I	L	M					L
Use public infrastructure and open space as a means of attracting and retaining visitors and for some facilities a diversity of income streams	I	M					M	
Review the use, functionality and standards of existing public venues with a view to optimization	I		M	M				M
Matching the infrastructure portfolio to the strategy	I	L						
<b>COMMUNITY CAPACITY</b>								
Strengthen the concept of working partnerships between SMC and community/business organizations that have sustainable capacity	I	L	H		H	H	M	
Work with community and stakeholders to ensure integration of development strategies	I	M	H	H	H		H	
Development of innovation and diversity in business and community endeavor	I	L			M		M	

(Table continues over page...)

STRATEGIES	TIMING	RESOURCE INTENSITY	SCOPE OF IMPACT					
			Health	Education & Training	Recreation	Cultural & Heritage Landscapes	Economic Development	Support
<b>COMMUNITY CAPACITY (continued)</b>								
Facilitate the development of an umbrella committee/organisation within which specific interest groups can operate, access funding and administrative support and act as a conduit to council and support its operations.	I	M	M		M		M	H
Facilitate and support collaboration between community organizations and services and external groups, institutions and agencies	I	L	M	M		H	H	
<b>URBAN PLANNING</b>								
Create an Oatlands Civic Hub/Town Square	S	H	H		M	M		M
Ensure the Heritage Character of Oatlands is retained and enhanced	I	L				H	M	
Locate shops, cafes and other facilities within close walking distance (1 km) to the Civic Hub.	I	L	H		H	L		L
Ensure an adequate supply of and balance between residential, commercial and industrial land.	I	L				L	H	M
Future residential and commercial growth of Oatlands respects and reinforces the structure and function of the Integrated Development Strategy.	I	L	H		M	H	L	L
Design the public spaces to support a wide variety of uses, providing activity at different times of the day.	I	L	H		H	M		
Improve the amenity of the existing areas of open space and provide connections between them and other residential and service and commercial facilities of Oatlands.	S	M	H		H	M		
Establish a network of pedestrian transport “corridors” and an interconnected street system	S	M	H		H	M		
Improve safety and amenity of the corridors by applying measures to reduce traffic speed and volumes and setting priorities for street users.	S	M	H		H	M		
New developments need to ensure the allocation of transport space takes account of the land use linkages from a non-vehicular point of view.	I	L	H		H	M		

# How We Make Decisions, Implement, Evaluate and Adapt

Successful strategies are supported by an appropriate management system that allows people to communicate and collaborate to make decisions, implement, evaluate results and approach and as necessary adapt strategy and /or approach.

The following table summarises a common management structure to be applied by SMC as a whole, the committees inherent in this structure and community groups that will have key roles in managing the strategy. The value of this is that when used in combination

with the strategy and its results and integrated thinking, the players will be using similar processes and language and from this creating a model where they can effectively communicate and collaborate to productively implement and adapt the strategy.

Frequency	Focus			
	Strategic Focus "Impact & Outcomes"	Operational Focus "Outcomes, Outputs and Process"		
	<b>Council</b>	<b>SMC Management &amp; Key Stakeholder Groups</b>	<b>SMC Business Units &amp; Community Groups</b>	<b>Responsible Individuals</b>
Annually	Review of the plan against objectives at the program and initiative level Evaluation of changes in strategic environment Adaptation of focus, priorities, specific objectives and initiatives Set direction & outcome targets	Review results & define performance against Plan, objectives and initiatives Report to Council & Community Translate into AOP	Review performance against initiatives Identify focus, program and resources for the year	Define accountabilities, program and processes to deliver
Quarterly or half-yearly	Overall performance reporting and trends. Issues arising of strategic impact (actual & risk) Report by exception	Review results, comparison with previous quarters & trends Adjustments	Review and adjust specific initiative responsibility	Define impact of results and any changes on focus
Monthly	Integrated into standard reporting structure	Basic management review, reporting on KPIs by exception	Basic management review, reporting on KPIs by exception	Basic management review, reporting on KPIs by exception
Weekly			Coordination & Priorities	Coordination & Priorities

The combination of objectives, strategies and initiatives are provided below. Each initiative is linked with any necessary preconditions

required to underpin it, measurable outcomes and who has the accountability to implement it.

They will be managed within the framework identified above.



# The Strategies

Health

Education & Training

Recreation

Cultural Heritage & Landscapes

Economic Development

*Population*

*Tourism*

*Agri-Tourism*

*Heritage/Fabrication and Industrial Services*

*Agriculture*

*Industrial Development & Agri Support Business*

*Equestrian Training & Event Centre*

Community Capacity & Engagement

Support Infrastructure

Urban Planning

# Health

## Strategic Conclusion

Achievement of a “healthy community” requires a balance of preventive and remedial strategies and services. Urban planning, community involvement in formal and informal recreational activity and a mix of medical and allied health services centered on the MPHC will combine to both attract and retain residents.

## Strategic Objective

The residents of Southern Midlands achieve or exceed Tasmanian community health benchmarks by 2012.

**Health Outcome Indicators**

- Accidents/injury
- Mental Health
- Obesity/Diabetes
- Hypertension/Cholesterol
- Arthritis/Musculoskeletal

**Health Risk Factors**

- Smoking
- Alcohol
- Physical Activity
- Nutrition
- BMI
- Illicit Drugs

**Other Indicators**

- Hospitalisation
- Oral Health
- Notifiable diseases
- Vaccine preventable diseases

## Strategies

- » Continued support to increase the scope of services available at the MPHC and through outreach;
- » Develop more informal mechanisms to ensure at risk groups and individuals in the community are able to be engaged and supported;
- » Encourage the development of housing units for people at risk of being unable to live independently in locations where access to the MPHC and other services is easily achieved;
- » Actively support the provision of sporting and cultural recreation activities; and
- » Adopt of urban design principles aimed at promoting walking and cycling.

**STRATEGIC OBJECTIVE - The residents of Southern Midlands achieve or exceed Tasmanian community health benchmarks by 2012**

Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Continued support to increase the scope of services available at the MPHIC and through outreach</i>	Continue the consultation re services profile, identify gaps and plan approach across the region and for Midland Highway emergency responses	Immediate and ongoing	Evidence basis on which to progress initiatives with government and agencies	Partnership Agreement, Dept of Health & Human Services and the MPHIC, Community Advisory Committee
	Recognise and enhance the Health Services and Aged Care Precinct that has developed in the vicinity of MPHIC	Immediate and ongoing	Consolidation of services and economies in provision of infrastructure to access and safety standards	SMC
	Promote the benefits of the Hydrotherapy proposal as a means of establishing a secure, recurrent income stream for the Pool	Immediate and ongoing	More preventive and remedial health services and education Establishment of secure recurrent income stream for facility	MPHIC, SMC & Pool Committee
	Maintain existing professional links with UTAS and Health Professional bodies	Immediate and ongoing	People visit Oatlands and are attracted to work here	MPHIC, SMC
	Accommodation for professional staff	Immediate and ongoing	Attract & retain staff in a transient labour market	MPHIC, SMC
	Aquatic and Recreation Centre, Hydrotherapy pool in close proximity to the MPHIC	Immediate	Preventive and remedial fitness and wellbeing for the community north of Hobart	SMC, DHHS, Committee

(Table continues over page...)

**STRATEGIC OBJECTIVE - The residents of Southern Midlands achieve or exceed Tasmanian community health benchmarks by 2012**

Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Develop more informal mechanisms to ensure at risk groups and individuals in the community are able to be engaged and supported</i>	Raise as an issue within the MPHC consultation and review process and consider inclusion of ODHS and other organisations with strong linkages throughout the community	Immediate and ongoing	People are not “falling through support cracks”	SMC Community development, Dept of Health & Human Services, Dept of Health & Ageing (inc Rural Alive & Well), Education, MPHC and NGO input e.g. Mission Australia, CAC
<i>Encourage the development of housing units for people at risk of being unable to live independently in locations where access to the MPHC and other services is easily achieved</i>	Support the activities of ODHA and others with an interest in such development	Immediate and ongoing	Adaptable and affordable housing to match demand	ODHA, SMC
	Ensure the land in the vicinity of the service centre is compatible for such development	Immediate and ongoing	Appropriate land , development standards, facilities & processes available to support such development	SMC
	Investigate the application of the Tasmanian Affordable Housing Strategy to Oatlands	Immediate and ongoing	Increased population and affordable, adaptable housing	ODHA, SMC, Developers
<i>The provision of sporting and cultural recreation activities is actively supported</i>	See Recreation Strategy	Immediate and ongoing	Active, healthy community	Partnership agreement, SMC, community groups
<i>Adoption of urban design principles aimed at promoting walking and cycling</i>	See Urban Design Strategy	Immediate and ongoing	Safe and attractive townscape that encourages physical activity	SMC



# Education and Training

## Strategic Conclusion

Oatlands is well serviced for compulsory education and has a strong education infrastructure that can be made available for VET, other training programs. There is a need to provide a wider range of post compulsory training and employment for young people in the community and others to achieve business and personal goals.

## Strategic Objective

To increase the scope and levels of education and training offered at Oatlands by aligning programs to the emerging heritage, tourism and agricultural opportunities and adaptation to change.

## Strategies

- » Develop within Oatlands an Australian Centre for Colonial Heritage Conservation and Restoration practical skills development by establishing an annex to archaeology, design and restoration associated with TAFE and Tertiary educational institutions;
- » Mini campus centrally located for TAFE and UTAS;
- » Promote in school VET programs that are aligned to the services required by tourism, heritage restoration and more intensive, irrigation based agriculture;
- » Develop a range of accredited and nonaccredited short courses in heritage baking, heritage restoration and other programs that will attract extended visitation; and
- » Negotiate the provision of business development, management and improvement programs.

**STRATEGIC OBJECTIVE – To increase the scope and level of education and training offered at Oatlands by aligning programs to the emerging heritage, tourism and agricultural opportunities as part of stimulating and innovative community**

Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Develop within Oatlands the Australian Centre for Colonial Heritage Conservation and Restoration practical skills development by establishing an annex to archeology, design and restoration associated with TAFE and Tertiary educational institutions</i>	Establish partnership with tertiary education centres (UniMelbourne, UniTas, TAFE / Polytechnics) and Heritage Tasmania as the basis for the Centre	2009, approval by Council	Australian Centre for Colonial Heritage Conservation and Restoration attracting funds and skills to support work on significant buildings, sites and landscapes	SMC, Heritage Tasmania, Skills Tasmania, DEDT  (Partnership Agreement)
<i>Promote and support in school VET programs that are aligned to the services required by tourism, heritage restoration and more intensive, irrigation based agriculture</i>	Work with ODHS to identify opportunities and establish program priorities.	Jointly working on focus and business model	Career path option for school leavers  HR base for new heritage business opportunities	SMC, ODHS, CDHS, Skills Tasmania
<i>Develop a range of accredited and non accredited short courses in heritage baking, heritage restoration and other programs that will attract extended visitation</i>	Implement the B&E business development program to support success of Callington Mill	2009 onwards	Increased visitation, length of stay and visitor satisfaction  Focus for activity at the Men's Shed	Callington Steering Committee, B&E, community groups and skilled individuals
<i>Negotiate the provision of business development, management and improvement programs</i>	Implement the recommendations of the Skills Tasmania Review project and skills development plan associated with economic development strategies.	2009 as part of Callington Mill  Ongoing as other initiatives demand	Increased number of viable businesses, employment and career path options	SMC, Skills Tasmania, government and private providers

# Recreation

## Strategic Conclusion

Traditionally the Southern Midlands and Oatlands community has actively participated in sporting and more passive recreational pursuits. Some of these are formally organised around venues and specialized facilities, others are less formal or require little in the way of physical assets. There is a need to recognize the balance of recreational drivers and to facilitate multiple choices. Passive and some active recreational facilities such as a modern pool are important contributors to increasing both visitation and the length of stay.

## Strategic Objective

To develop facilities and activities that contributes to attracting and retaining residents and visitors and to the health of the community.

## Strategies

- » Replace the swimming pool in the old Gaol site with a new facility in the High St Depot Site, augment this with Hydrotherapy and fitness facilities to optimize community and visitor use;
- » Promote Oatlands as the premium location for events that involve northern and southern Tasmanian residents;
- » Design a network of street corridors and linkages that provide direct and leisurely paths to neighbourhood destinations and safe and easy access across streets that are characterized by shade trees, are visually attractive and encourage walking and cycling as a means of transport; and
- » Implement Southern Midlands Recreation Plan.

<b>STRATEGIC OBJECTIVE – To develop facilities and activities that contribute to attracting and retaining residents and visitors and to the health of the community</b>				
<b>Strategy</b>	<b>Initiative</b>	<b>Timing/Precondition</b>	<b>Outcome</b>	<b>Primary Responsibility</b>
<i>Replace the swimming pool in the old Gaol site with a new facility in the High St Depot Site, augment with Hydrotherapy and fitness facilities to optimize community and visitor use</i>	Determine feasibility and optimum layout of site to achieve public and direct financial return	Feasibility and proof of concept determined Immediate, build on schematic included in this strategy	Mix of direct income and high value public use	SMC
	Relocate the Depot to the Council Materials Yard	Funds and future use of site clarified	Church St site available for high value use as part of services/ facilities hub and potential housing	SMC
	Prepare a visual, schematic to complement the feasibility study	Immediate	Funding partners have a clear & complete picture of proposal	SMC
	Promote the benefit of the facility and seek investment, recurrent income streams	Immediately following finalisation of site plan and schematic.	Sources of investment and recurrent revenue	SMC, ODHC, Pool Committee
<i>Promote Oatlands as the premium location for events that involve northern and southern Tasmanian residents &amp; visitors</i>	See Tourism Strategy	2009 - Marketing program and support collateral	Increased visitation and use of Council and commercial facilities	Oatlands Marketing Committee, SMC
<i>Design a network of street corridors and linkages that provide direct and leisurely paths to neighbourhood destinations and safe and easy access across streets that are characterized by shade trees, are visually attractive and encourage walking and cycling as a means of transport</i>	Determine the priority linkages (refer following map) and the planting, bollards, paving actions needed to delineate and promote use	Immediate start Build progressively on the proposal in this strategy, through planting, pathway elements at strategic locations and provision of safe, signed linkages.	Implementation plan detailing corridors, planting and street furniture Increase resident activity and visitor length of stay and enjoyment	SMC

(Table continues over page... )

<b>STRATEGIC OBJECTIVE – To develop facilities and activities that contribute to attracting and retaining residents and visitors and to the health of the community</b>				
<b>Strategy</b>	<b>Initiative</b>	<b>Timing/Precondition</b>	<b>Outcome</b>	<b>Primary Responsibility</b>
<i>Design a network of street corridors and linkages that provide direct and leisurely paths to neighbourhood destinations and safe and easy access across streets that are characterized by shade trees, are visually attractive and encourage walking and cycling as a means of transport</i> <i>(continued)</i>	Continue to upgrade the link Oatlands to Parattah through the old train track conversion to walking track	Ongoing Access to funding and volunteers	Providing a choice of active recreational options to promote wellbeing, experiences and extension of visitor stay	SMC Lake Dulverton Committee & community
	Encourage rationalisation of the network of reserved roads, lease or sell unused reserved roads to adjacent landowners	Short term (2009-2010) Design of pathways network Simple lease/purchase agreement and process	Reduced weed risk, improved access to equestrian precinct/ racecourse with, multi use pathways	SMC, partnership agreement Crown land Services
	Review the reserved roads and potential for upgrading to public roads reflecting their current & potential uses	Short term (2009-2010)	Clarification of use, certainty in management and reduction of risk	SMC, Crown Land Services
	Develop linkages between precincts that are characterized by shade trees, are visually attractive and encourage walking and cycling as a means of transport	Investigate possible usage of some reserve roads as walking trails	Attractive location to assist in converting visitation to higher value. Shade in summer	SMC
<i>Implement Southern Midlands Recreation Plan</i>	2.5. Management Skills » Bus planning & Man't » Man't of Volunteers » Funding » Marketing	Formation of Community Group Umbrella organisation	Improved management and programming skills within clubs and groups and coordination of training support services Retaining people in community through local sporting activities	SMC & Community Groups, Sport & Rec Tas, Volunteering Tasmania

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<b>STRATEGIC OBJECTIVE – To develop facilities and activities that contribute to attracting and retaining residents and visitors and to the health of the community</b>				
<b>Strategy</b>	<b>Initiative</b>	<b>Timing/Precondition</b>	<b>Outcome</b>	<b>Primary Responsibility</b>
<i>Implement Southern Midlands Recreation Plan (continued)</i>	2.8 Access to school recreational facilities	Immediate and ongoing. Memorandum of Understanding with ODHS	Increased use of facilities, assistance towards fixed costs of such facilities	SMC, ODHS
	3.1. Lake Dulverton Fill and associated lakeside infrastructure also clarified in the Lake Dulverton Management Plan	Ongoing project, priorities linked to capacity to maintain or increase access to water. Need access to low cost water to ensure viability. Establish benefit/cost of water purchase and alternate uses	Access to water, wetland and recreational opportunities	Lake Dulverton & Callington Park Committee, Parks & Wildlife, DPIW
	4.1. Clubs “Try/learn” program		Greater awareness of, interest and participation in programs and widened support group	SMC & Community Organisations
	5.1. Trails Map to complement other visitor collateral	Formation of Oatlands Visitor Marketing Committee	Increase in active sports such as walking, bike and horse riding Increased length of visitor stay	Oatlands Visitor Marketing Committee

## Cultural Heritage and Landscapes

### Strategic Conclusion

Oatlands and the surrounding farming properties represent Australia's most extensive and best preserved examples of colonial settlement, industry and public administration. Without the development of a range of conservation and restoration funding options many of these characteristics will be at risk of slow decay and eventual loss.

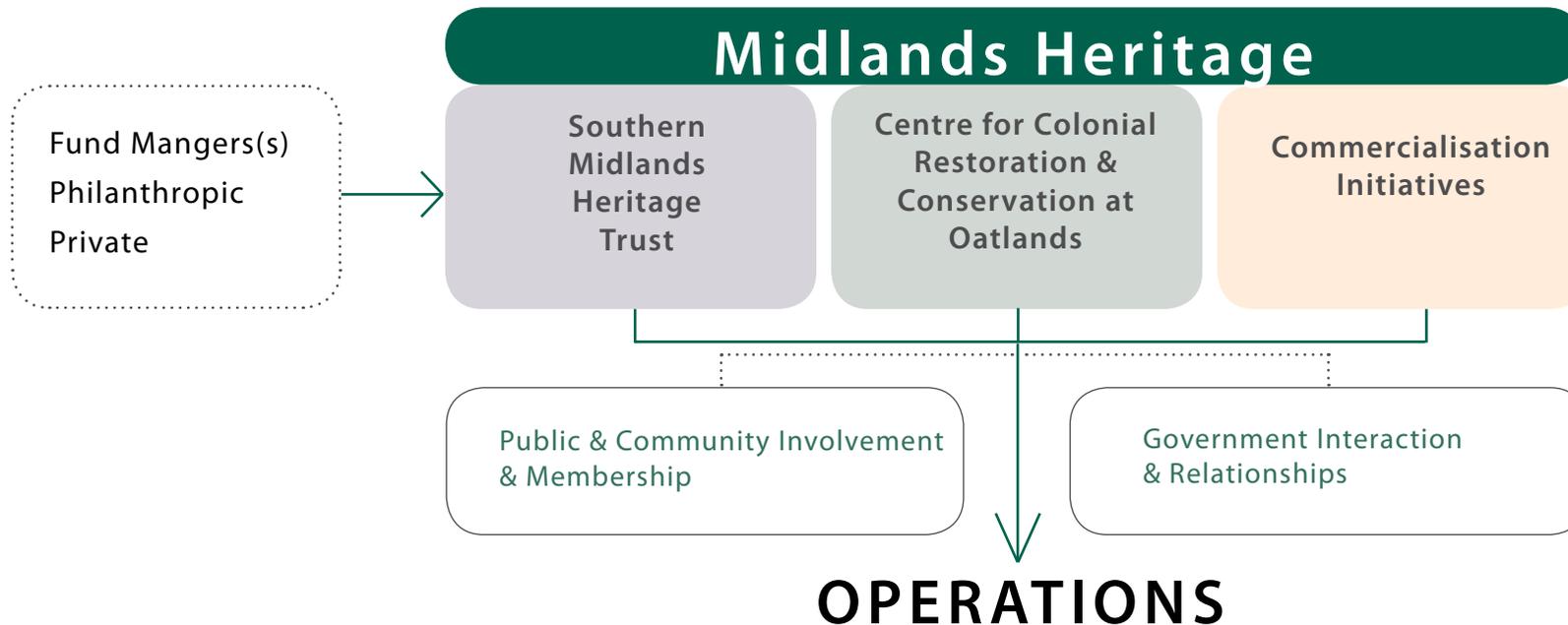
### Strategic Objective

To ensure the cultural heritage of Oatlands and the Southern Midlands is conserved, restored and contributes to the generation of community pride, employment and income.

### Strategies

- » Establish a "Midlands Heritage" foundation and underpinning organisation to fund conservation; education/training and commercialisation of heritage conservation and restoration services and assets that can be applied to heritage buildings and production and administration technologies;
- » Develop an adaptive re-use policy for buildings to ensure that they "pay their way" when restored using the fund (within the Australian Centre for Colonial Heritage Conservation and Restoration Program). This can focus on both township heritage properties and those on local farms;
- » Improved portfolio of public open space to cater for events, increase amenity and provide view lines and physical connections between precincts and attractors; and
- » Future residential development needs to maintain existing predominant pattern of development of lots fronting the north south grid streets (and High Street), and larger internal / battle axe lots between these lots to maintain the important glimpses of the key views to the rural landscapes in the backdrop.

## The Business Model



A foundation with an underlying trust to attract tax deductible donations and philanthropic investment to enable it to invest investment funds, donations and interest into:

- » Research;
- » Conservation of built, technological and administrative heritage;
- » Development of heritage restoration and conservation techniques; and
- » Commercialisation of techniques and capability.

The concept organisation would comprise a foundation, governed by trustees representative of the asset owners, professionals and the community. Specific strategy and operations would be managed in three underpinning elements, comprising the investment trust, the Centre for Heritage Conservation and Restoration and the third a committee responsible for commercialising research, conservation and restoration techniques and the assets as they are restored. Overall strategy would be managed and integrated by Midlands Heritage. The

Callington Mill Steering Committee will take carriage of the development of this model as a progression from the current Callington Mill Restoration Project.

The Trust Fund can be managed by an external funds manager.

Other funds, government and public donation would be attracted by Midlands Heritage on a donation and specific purpose basis. This entity will seek a mix of private donation, investment and government funding focused on both education and conservation.

<b>STRATEGIC OBJECTIVE – To ensure the cultural heritage of Oatlands and the Southern Midlands is conserved, restored and contributes to the generation of community pride, employment and income</b>				
<b>Strategy</b>	<b>Initiative</b>	<b>Timing/Precondition</b>	<b>Outcome</b>	<b>Primary Responsibility</b>
<i>Establish a “Midlands Heritage” foundation and underpinning organisation to fund conservation; education/training and commercialisation of heritage conservation and restoration services and assets that can be applied to heritage buildings and production and administration technologies</i>	Feasibility analysis	2009	Basis to attract participants and funding	Callington Mill Steering Committee
	Transform the Callington Mill Steering Committee into the structure overarching heritage restoration, conservation and governance/management of supply & operational contracts	2010	A sustainable business model to support the integrated funding, restoration, conservation and operations of Oatlands heritage buildings and places	Partnership, Callington Mill Steering Committee, Heritage Tasmania and SMC, Military Precinct Committee
	Implement the Oatlands elements of the Southern Midlands Cultural heritage Strategy 2008-2013 (GHD)	Approval by SMC	An action plan sitting under this framework to provide rigor and consistency of direction	SMC, Centre for conservation and restoration, Partnership Agreement
	Construct a facility to house and manage artefacts within the new depot site or alternate secure location	2010	The capacity to store and conserve artefacts and associated documents	SMC, Heritage Tasmania,
<i>Develop an adaptive re-use policy for buildings and properties to ensure that they “pay their way” when restored using the fund (within the Australian Centre for Colonial Heritage Conservation and Restoration Program). This can focus on both township heritage properties and those on local farms</i>	Planning scheme having flexible use provisions for heritage listed buildings	As part of Planning Scheme review	Usable, living heritage	SMC & Oatlands Colonial Heritage, Heritage Tasmania
	SMC adopt adaptive re-use for owned properties	Council approval and fit to planning scheme	Strong heritage position while minimising direct community cost	SMC

(Table continues over page... )

**STRATEGIC OBJECTIVE – To ensure the cultural heritage of Oatlands and the Southern Midlands is conserved, restored and contributes to the generation of community pride, employment and income**

Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Improved portfolio of public open space to cater for events, increase amenity and provide viewlines and physical connections between precincts and attractors</i>	See Recreation Strategy			
	Establish an Oatlands Civic Hub, Town Square and open space that includes the forecourt of both the Council Chamber and Old School and extends as open space towards the Supreme Court	Design and approval Subject to funds	A large scale public open space and strong connection between High St and Lake Dulverton encouraging people to move between the Military Precinct, the commercial centre and the Aquatic & Fitness Centre/public facilities.	SMC, Department of Education
	Transfer the ownership of Barrack St linking block to Council	Immediate	Strong linkage from Callington Mill to Military Precinct	Partnership agreement
	Consider transfer of Police property in Military precinct to SMC	Adequate Police residential accommodation to retain presence	Open view to original Gaol Interpret as an overlay to 180 years of Police presence on the site	Partnership agreement

## Economic Development

Economic development includes:

*Population*

*Tourism*

*Agri-Tourism*

*Heritage/Fabrication and Industrial Services*

*Agriculture*

*Industrial Development & Agri Support  
Business*

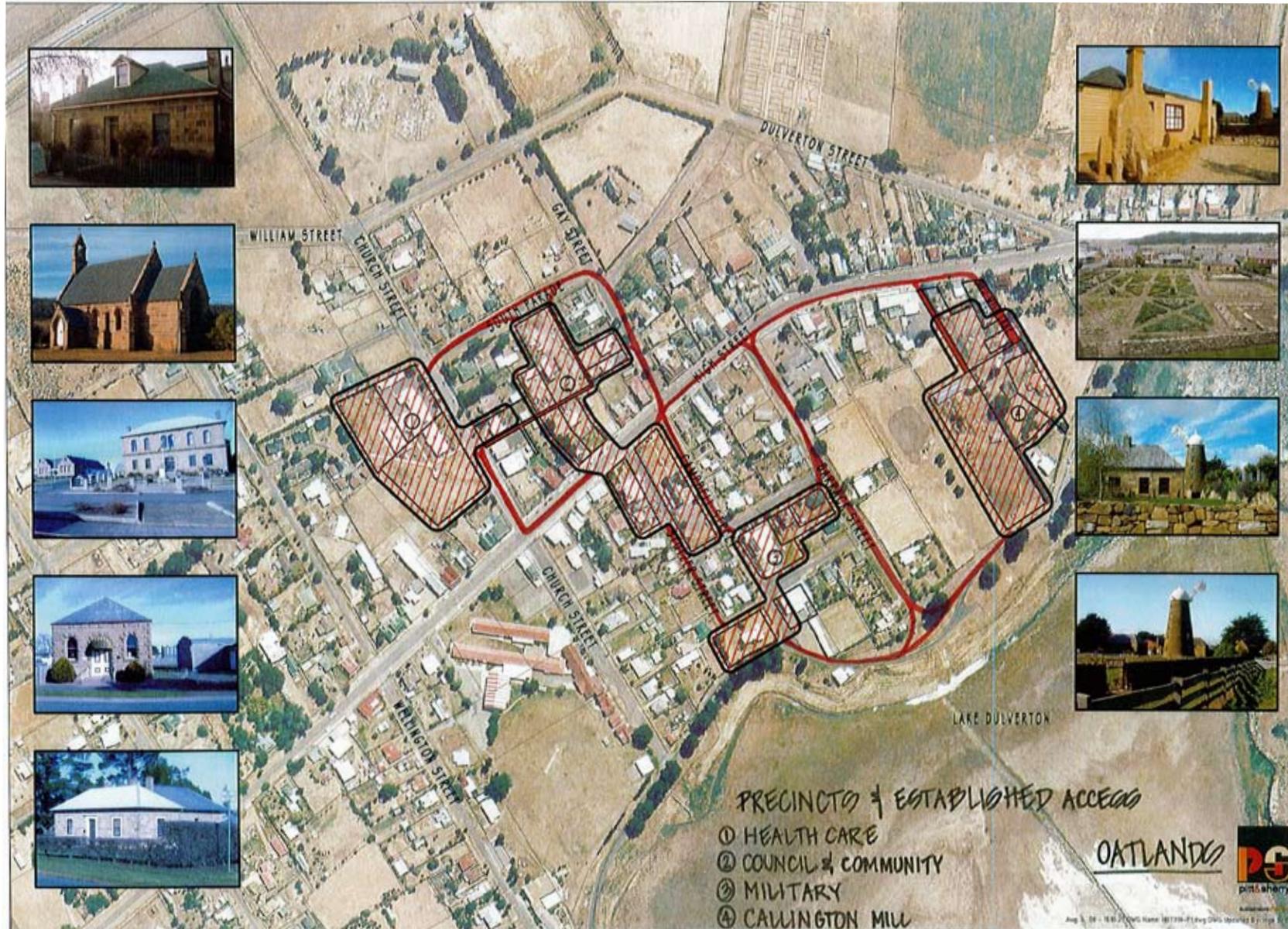
*Equestrian Training & Event Centre*

### Strategic Conclusion

Oatlands is well located on the Midland Highway and fortuitously distant enough from Hobart and Launceston to have enabled it to achieve a scope of facilities that were it closer would be unlikely to enjoy. These facilities, in conjunction with its heritage attributes and unique characteristics position Oatlands as a centre of regional activity, a potential dormitory town for the emerging industrial and transport hub on Hobart's northern limits, a must see tourism experience and a location for events and the traditional north/south meetings.

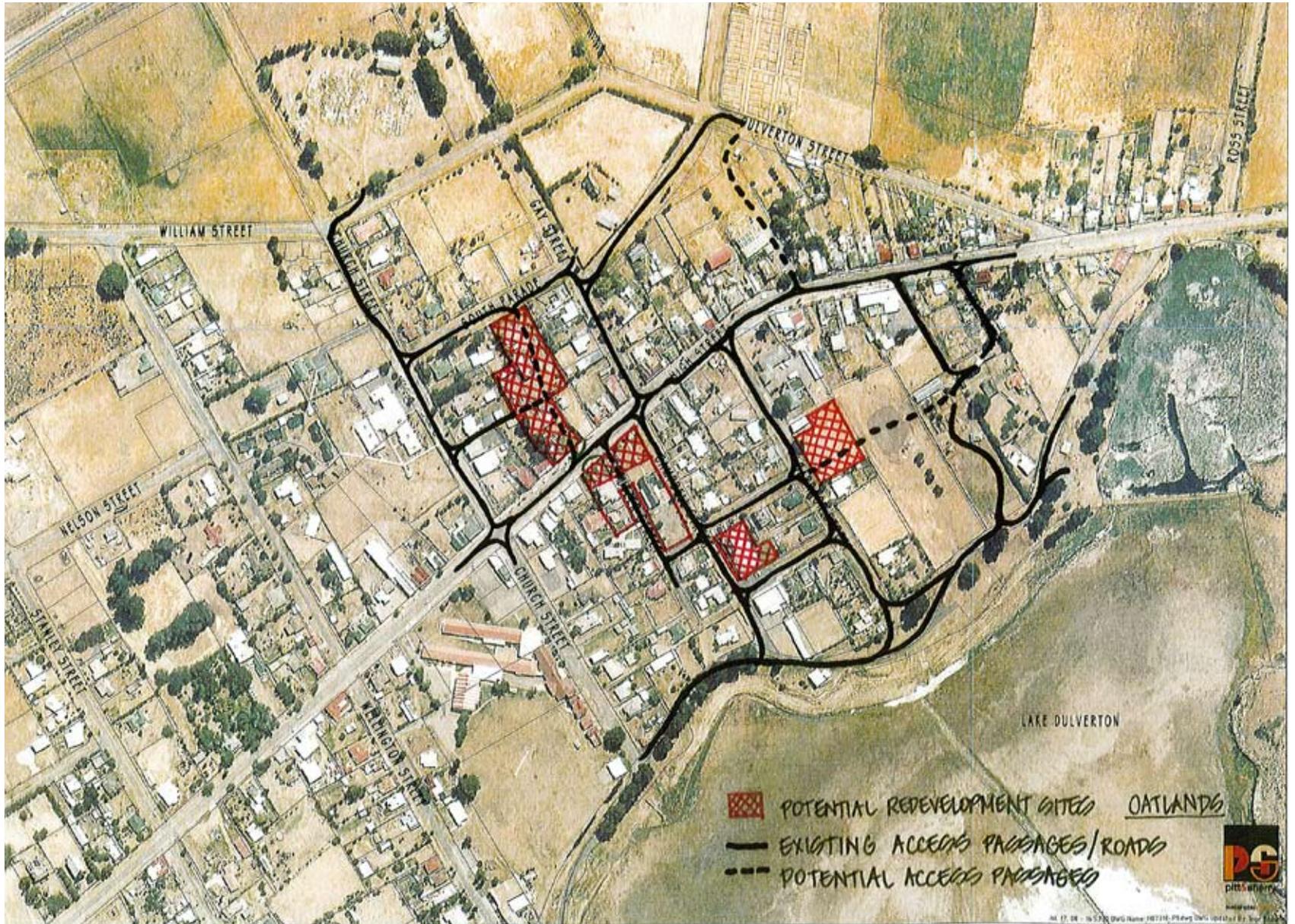
### Strategic Objective

To achieve a more diverse and larger local economy that supports increased population, job opportunities and income.



**Oatlands:**  
Precincts and  
Established  
Access

**Oatlands:**  
Potential  
Redevelopment  
Sites



## Population

### Strategic Objective

To achieve an equivalent population of 660 people by 2012. Comprising a resident population of 600, bed nights of 5,000 (14 fte) and visitors who stop and look around of 70,000 (46 fte).

### Strategies

- » Promotion of Oatlands as a residential location; and
- » See following tourism and industry development strategies.

#### STRATEGIC OBJECTIVE – To achieve an equivalent population of 660 people by 2012

Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Promote Oatlands as a residential location</i>	Adequate provision of Affordable housing and housing for “dis-advantaged” sections of the community	See Health	Diversity of housing options Balance in population profile	SMC, Tasmanian Government
	Ensure appropriate zoning and that the land, housing and accommodation stock is available within locations that reflect the needs of the residents and visitors targeted in the strategy.  The major focus is the SE quarter of Oatlands	New Planning Scheme Provision of essential services, e.g. water, sewerage	Capacity to offer choice and respond to development inquiries	SMC

## Tourism

### Strategic Objective

By 2012 to increase visitation and conversion to Oatlands to:

- » 70,000 visitors who stop and look around
- » 5,000 bed nights.

### Strategies

- » Redevelopment and marketing of the Callington Mill and associated complementary food and artisan experiences that match visitors expectations;
- » Use the redevelopment of Callington Mill as a catalyst for the development of the Military and administrative precinct;
- » Establish linkages and annexes to provide residential education and training in heritage conservation skills and in traditional, colonial trades;
- » Conduct and support events that encourage day-long and overnight visitation and use local facilities and services;
- » Position Oatlands as a night stop-over location between the north and south of the state and trip-break location on the Heritage Highway;
- » Facilitate development of additional tourist accommodation types through planning scheme amendments and developer incentives programme;
- » Ensure that Planning scheme supports the integration of tourism into the Heritage Precincts and the adaptable re-use of buildings and sites; and
- » Focus on Pugin designed church and position Oatlands as beginning of both Pugin and heritage trails.

<b>STRATEGIC OBJECTIVE – By 2012 to increase visitation and conversion to Oatlands to 70,000 visitors who stop and look around and 5,000 bed nights</b>				
<b>Strategy</b>	<b>Initiative</b>	<b>Timing/Precondition</b>	<b>Outcome</b>	<b>Primary Responsibility</b>
<i>Redevelopment and marketing of the Callington Mill and associated complementary food and artisan experiences that match visitors expectations</i>	Marketing Plan, promotion and associated collateral including review of role of Visitor Centre	Callington Project plan	Increased visitation, length of stay and visitor satisfaction	Callington Mill Steering Committee and Oatlands Visitor Marketing Committee
	Skills training (see education strategy)		Increased business capacity to meet visitor needs and achieve margins	B&E, Callington Steering Committee, business owners
	Niche Marketing for small conferences & groups	Facility profile, Oatlands Visitor Marketing Committee	Increased visitation, length of stay and improved use of facilities and business sustainability	Owners, Oatlands Visitor Marketing Committee
<i>Use the redevelopment of Callington Mill as a catalyst for the development of the Military Precinct, Lake Dulverton Foreshore and linkages</i>	Create interpretive, visual and physical linkages and cues between the Callington site and the adjacent precincts		Interpretation of the 1830's and 1840's precincts Hub of convict probation system, Machinery of justice positioning Increased length of stay, access to and understanding of heritage	Oatlands Colonial Heritage Fund/ Trust
<i>Establish linkages and annexes to provide residential education and training in heritage conservation skills and in traditional, colonial trades</i>	Provide on-site experience, education/training through residential courses	Build on current programs	Oatlands pre-eminent positioning in this space. Increased promotion and visitor conversion	Specialists, Visitor Marketing Committee

(Table continues over page...)

<b>STRATEGIC OBJECTIVE – By 2012 to increase visitation and conversion to Oatlands to 70,000 visitors who stop and look around and 5,000 bed nights</b>				
<b>Strategy</b>	<b>Initiative</b>	<b>Timing/Precondition</b>	<b>Outcome</b>	<b>Primary Responsibility</b>
<i>Establish linkages and annexes to provide residential education and training in heritage conservation skills and in traditional, colonial trades</i> <i>(continued)</i>	Promote and support increased visitor accommodation within Oatlands	Demonstrable increase in visitation Engagement of owners and potential developers	Appropriate zoning and supportive processes allowing a mix of accommodation that reflects visitor demand	SMC
<i>Conduct and support events that encourage day-long and overnight visitation and use local facilities and services</i>	Adopt and implement the Oatlands “Midpoint” market positioning and develop appropriate collateral	Clarification of facilities and market “fit” Oatlands Visitor Marketing Committee formation	Increased visitor conversion	Visitor marketing Committee and specific purpose groups
<i>Position Oatlands as a night stop-over between the north and south of the state and trip-break location on the Heritage Highway and base location for extended trips</i>	Adopt and implement the Oatlands “Travel midpoint” market this positioning and develop appropriate collateral		Increased visitation and length of stay	Visitor Marketing Committee and Business Owners
	Maintain membership of Heritage Highway Interpretation Strategy and strengthen Oatlands positioning		Influence the positioning of Oatlands on the route	SMC, Visitor Marketing Committee
<i>Facilitate development of additional tourist accommodation types through planning scheme amendments and developer incentives programme</i>	Identify preferred site(s) for dedicated caravan park/motel/ hotel location		Increased visitor conversion and spend	SMC, Visitor Marketing Committee

(Table continues over page... )

**STRATEGIC OBJECTIVE – By 2012 to increase visitation and conversion to Oatlands to 70,000 visitors who stop and look around and 5,000 bed nights**

Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Ensure that Planning scheme supports the integration of tourism into the Heritage Precincts and the adaptable re-use of buildings and sites</i>	Adaptable re-use of heritage properties	Immediate	Sustainable restoration of buildings and maintenance of historic and cultural integrity - visitation	SMC
	Use of rear spaces of properties on High St and extension into side streets to ensure appropriate density of use occurs	Immediate	Attractive spaces for tourism activities Maintains townscape	SMC
<i>Focus on Pugin designed church and position Oatlands as beginning of both Pugin and heritage trails.</i>	Work with Pugin Society to promote visitation	Immediate	Increased visitation, length of stay	Oatlands Marketing Committee, Pugin Society
	Create links between Oatlands and other heritage towns: <ul style="list-style-type: none"> <li>» Kempton</li> <li>» Bothwell</li> <li>» Ross</li> <li>» Richmond.</li> </ul>	2008/09	Increased visitation, length of stay, expenditure	Oatlands Marketing Committee, Tourism Tasmania

## Agri-Tourism

### Strategic Objective

To establish a core of agri-tourism products and experiences that reflect the cultural heritage and contemporary adaptations of the region by 2010 that provides the ability to market this agri-tourism option.

### Strategies

- » To create linkages between “Casaveen” and the “Callington Mill” and farm based experiences;
- » To work with landowners who are currently involved and others who have an interest to prepare and market products and experiences that meet visitor needs and are complementary to their farming operations and delivery capability; and
- » To develop product and promotional linkages between the 3 regional wind/ water mills and complementary on-farm experiences.

**STRATEGIC OBJECTIVE – To establish a core of agri-tourism products and experiences that reflect the cultural heritage and contemporary adaptations of the region by 2010 that provides the ability to market this agri-tourism option**

Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>To create linkages between "Casaveen", sheep sales, "Callington Mill" and farm based experiences</i>	To work with business and landowners who are currently involved and others who have an interest to prepare and market products and experiences that meet visitor needs and are complementary to their farming operations and delivery capability	Development of a product concept, market viability and business case for owners	Authenticity and diversity in tourism experience, employment and income base	Oatlands Visitor Marketing Committee, Callington Steering Committee DEDT, Heritage Tasmania, Heritage Highway Tourism Region Assoc
<i>To develop product and promotional linkages between the 4 regional wind/water &amp; steam mills and complementary on-farm experiences</i>	Create a marketing and technology partnership	2009 - Gain input and cooperation of other owners	Regional attraction theme to complement positioning and diversity of tourism experience	Callington Steering Committee

## Heritage/Fabrication and Industrial Services

### Strategic Conclusion

The location of the heritage conservation and restoration skills centre, in conjunction with the Callington Mill as an attractor and brand, will support the introduction of trade and artisan skills to support the fabrication of heritage fittings and restoration materials as well as those associated with technologies. This will support the manufacture and sale of products as well as the export of restoration services throughout the rest of Australia. Many of the skill sets can also be applied to the servicing of the irrigation based more intensive farming opportunities arising from the Poatina Tailrace irrigation project.

### Strategic Objective

To develop a number of heritage restoration based businesses with the capability to provide products and services to the Tasmanian and national markets.

### Strategies

- » Develop a business incubator to support the translation of heritage conservation and restoration skill development into business opportunities;
- » Provide product outlets and limited fabrication facilities adjacent to the Callington Mill; and
- » Ensure adequate land with the appropriate zoning on which to locate such businesses.

<b>STRATEGIC OBJECTIVE – To develop a number of heritage restoration based businesses with the capability to provide products and services to the Tasmanian and national markets</b>				
<b>Strategy</b>	<b>Initiative</b>	<b>Timing/Precondition</b>	<b>Outcome</b>	<b>Primary Responsibility</b>
<i>Develop a business incubator to support the translation of heritage conservation and restoration skill development into business opportunities</i>	Negotiate access with the Education Department and sign a Heads of Agreement	Incubator plan and business case	Facility in which incubator can be located	Partnership agreement
	Work with local artisans and trades people to establish a critical mass of expertise and capability	Create initial linkages and business concept	A centre of capability and collaboration	SMC, DEDT
	Develop a profile of appropriate training programs and access mechanisms	Plans around which to develop skills profile, gaps & priorities	Increased skills, innovation and commercial/social outcomes	SMC, DED, Skills Tasmania
<i>Provide product outlets and limited fabrication facilities adjacent to the Callington Mill</i>	Transfer Barrack St linking block to Council ownership to establish an artisan outlet	Immediate	A cluster of fabrication and retail outlets that reflect the authenticity and positioning of Oatlands and lead people from the mill site into the Military and commercial precincts	Partnership Agreement
	Adaptive re-use of heritage buildings	Adoption of policy	Create a culturally and financially sustainable business model to support conservation and restoration	SMC, Oatlands Colonial Heritage Trust.
<i>Ensure adequate availability of land with the appropriate zoning on which to locate heritage/ fabrication and industrial service</i>	Attract sandstone final product production facility to Oatlands	New Planning Scheme	Oatlands as a centre for both cut stone and value added product lines ranging from construction, landscaping, art and visitor products.	SMC, DEDT
	See Planning Strategy			

## Agriculture

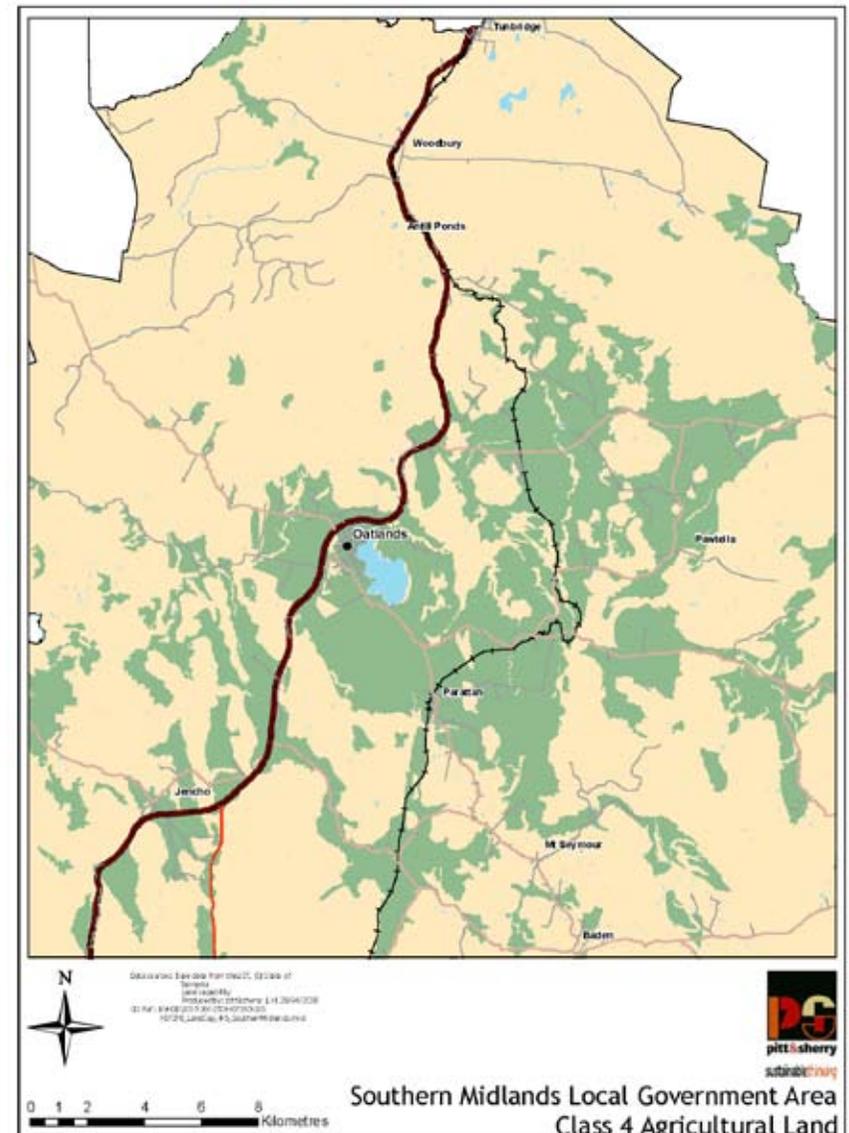
### Strategic Conclusion

Agriculture is an important contributor to the local economy both in its own right and because of the other industries / commercial activities that depend on it. Agriculture offers significant ongoing benefits to the Oatlands community.

The availability of suitable land is not considered to be a major constraint to expansion in agricultural output at the present time. The availability of irrigation water would potentially redefine future agricultural development to include horticulture.

### Strategic Objective

To increase the production and income options available to farmers.



## Strategies

- » Support the extension of irrigation water to Class 4 land in the northern area of the municipality and that surrounding Oatlands; and
- » Promote the introduction of grains that will supply the Callington Mill and broker the implementation of equitable supply contracts.

### STRATEGIC OBJECTIVE – To increase the production and income options available to farmers

Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Support the extension of irrigation water to Class 4 land in the northern area of the municipality and that surrounding Oatlands</i>	Provide support to local farmers in mounting the case for water delivery	Immediate, develop case for extension against the projects decision criteria	Irrigation to increase agricultural diversity and value	SMC, Landowners
<i>Promote the introduction of grains that will supply the Callington Mill and broker the implementation of equitable supply contracts</i>	Initial grain trials	Arrangements with Bothwell Millers and Department of Primary Industry and Water Landowner involvement	Authentic grains to supply the mill	Callington Mill Steering Committee, Landowners, DPIW
	Crop and milling trials		Viable business model for all players	Callington Mill Steering Committee, Landowners, DPIW
	Equitable supply contracts		Sustainability of supply, equitable return	Callington Mill Steering Committee

## ***Industrial Development and Agri Support Business***

### Strategic Objective

To achieve a critical mass of industrial service and light manufacturing production capability to ensure local servicing can be locally sourced.

### Strategies

- » Create a strong nexus between the heritage based engineering capability and contemporary engineering/mechanical/electrical services support required for higher intensity, irrigation based farming; and
- » Develop a manufacturing and fabrication incubator within the old Hydro facility, currently owned by the Education Department.

**STRATEGIC OBJECTIVE – To achieve a critical mass of industrial service and light manufacturing production capability to ensure local servicing can be locally sourced**

Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Create a strong nexus between the heritage based engineering capability and contemporary engineering/mechanical/electrical services support required for higher intensity, irrigation based farming</i>	Align planning scheme to diversity of activity and protection of character and amenity	Immediate consideration in new planning scheme	Ensure adequate supply of land and zoning to support industrial business	SMC
	Develop a manufacturing and fabrication capability in the above incubator	Incubator plan and business case Create initial linkages and business concept	Capacity to supply to local and external markets	SMC, DEDT

## ***Equestrian Training and Event Centre***

### Strategic Conclusion

The racecourse on the southern edge of Oatlands is a reminder of the importance of horses to the region. The location is currently used by a small number of trainers and is in workable condition as a track. There is the potential to grow the facility as a midway location for permanent training on a small scale and as a venue for state-wide events. Stage 1 development requires only basic infrastructure. Retention of existing training use is a key foundation to the strategy. It would provide a training facility that allows horses to be held in paddocks adjacent to the site, rather than in stalls and provides a track with good length and curvature enabling safe, high speed work.

The basic facilities such as loose boxes and water could be supplemented with Porta'loos for events such as Camp Drafting, Polocross, Dressage and Pony Club.

There is potential for a basic facility to grow and as demand increases be further developed.

### Strategic Objective

To establish a basic training track and facilities at the Oatlands Racecourse that can provide both a training venue and location for horse based events that increase population, visitation and associated commercial services.

### Strategies

- » To develop a marketing position and promote the site;
- » To provide basic, functional training and event infrastructure;
- » To ensure adjacent land tenure and zoning supports the strategic objective by allowing appropriate development; and
- » To upgrade infrastructure as demand is proven and defined.

**STRATEGIC OBJECTIVE – To establish a basic training track and facilities at the Oatlands Racecourse that can provide both a training venue and location for horse based events that increases population, visitation and associated commercial services**

Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>To develop a marketing position and promote the site</i>	Produce market positioning and promotional material as stand alone and integrated into visitor promotion	Involvement of key individuals and groups to develop the business case	Increased level of use of the basic facility	Oatlands Visitor Marketing Committee
	Develop management structure for the site		Cohesive use and development of the site	User group, SMC
<i>To provide basic, functional training and event infrastructure</i>	Minor track upgrade, grading and markers	Confirm continuity of existing trainers and identify new entrants	A basic facility that can be upgraded as demand validates	Partnership agreement, Clubs and individuals, User Group
	Loose boxes/yards	As business case dictates		
	Porta'loos	Event by event		
<i>To ensure adjacent land tenure and zoning supports the strategic objective by allowing appropriate development</i>	Extend water as required to support permanent facilities		Sustainable and long term use and development	SMC
	Take advantage of existing pattern of titles to accommodate private facilities	Level of demand and number of developments		
	Ensure zoning and services support establishment, protection and equine service provision			
	Overlay in planning scheme to define equine area	Immediate planning scheme review		SMC

# Community Capacity & Engagement

## Strategic Conclusion

Oatlands has a large number of community groups relative to its size. While some such as the RSL have significant membership and capacity, others are small and are characterized by “single person dependency” or dependence on a few. While many of these make a strong contribution to the community some run out of energy or find it difficult to achieve their objectives. There is a need to provide an organizational umbrella within which these interest groups can operate, which allows them to focus on their interest and gather additional resources on a needs basis.

## Strategic Objective

To create and develop a strong partnership between SMC, residents and community/business organisations that can collaboratively implement and adapt the Integrated Development Strategy.

## Strategies

- » Strengthen the concept of working partnerships between SMC and community/business organizations that have sustainable capacity;
- » Consultative Decision Making;
- » Facilitate the development of an umbrella community organisation within which specific interest groups can operate, access funding and administrative support and act as a conduit to council and support its operations;
- » Facilitate and support collaborations between community organizations and services and external groups, institutions and agencies;
- » Incentive awards; and
- » Communication.

<b>STRATEGIC OBJECTIVE – To create and develop a strong partnership between SMC and community/business organisations that can collaboratively implement and adapt the Integrated Development Strategy</b>				
<b>Strategy</b>	<b>Initiative</b>	<b>Timing/Precondition</b>	<b>Outcome</b>	<b>Primary Responsibility</b>
<i>Strengthen the concept of working partnerships between SMC and community/business organizations that have sustainable capacity</i>	Form and support Oatlands Visitor Marketing Committee	Progression from Callington Mill Marketing activities and processes	Capability to develop and adapt marketing to improve visitation outcomes	SMC, Business Community
	Provide training for volunteer boards and promote consolidation as appropriate	Formation of community group umbrella organisation	Improved organisational delivery capability	SMC, Volunteer Tasmania
	Bargain Centre and men's shed	Consider extension of High St Community Centre to accommodate Bargain Centre	Consider Men's Shed location in business incubator	Easily accessible location to support conversation, connection, prevention and remediation of health and well being risk factors
<i>Work with community and stakeholders to ensure integration of development strategies</i>	Build on the Work of the Callington Mill Steering Committee and the Oatlands Visitor Centre to support the development of the Oatlands Visitor Marketing Committee	As Callington Mill moves to operational phase	An integrated management group with capacity to coordinate visitor strategy and develop marketing materials and approaches, including the visitor centre	Callington Mill steering Committee, Business Community
<i>Development of innovation and diversity in business and community endeavor</i>	Create an environment to attract individuals and businesses	Promotion of the mix of strategies and provision of networking and support activities	Adaptable, innovative people leading to diversity of population and social/commercial outcomes	SMC, Community

(Table continues over page... )

<b>STRATEGIC OBJECTIVE – To create and develop a strong partnership between SMC and community/business organisations that can collaboratively implement and adapt the Integrated Development Strategy</b>				
<b>Strategy</b>	<b>Initiative</b>	<b>Timing/Precondition</b>	<b>Outcome</b>	<b>Primary Responsibility</b>
<i>Facilitate the development of an umbrella committee/organisation within which specific interest groups can operate, access funding and administrative support and act as a conduit to council and support its operations</i>	Use & support MILE (or new org) as umbrella group for small interest groups and link to SMC	Short term Engage groups in the concept, decisions and formation	Allow small groups to be sustained and new interest groups to easily emerge to contribute to community wellbeing	SMC
<i>Facilitate and support collaboration between community organizations and services and external groups, institutions and agencies</i>	Identify key external linkages and support community groups to leverage opportunities	Immediate Map linkages and identify key connections and gaps	Improved, health, education and community outcomes	SMC



## Support Infrastructure

### Strategic Conclusions

Oatlands is well served for utility infrastructure with excess capacity in water and sewage treatment (175 fte). While there is a need to ensure that lighting and pedestrian infrastructure reflects the key use of specific locations and precincts, it is also important to ensure that roadside infrastructure reflects the character of the township and the pervious nature of the town's development over the past 180 years.

It is recognized that Water and Sewer Assets and personnel will be transferred to a new regional authority in July 2009.

### Strategic Objective

To provide a scope and quality of infrastructure that provides access and safety and the ability to pursue social and economic goals while maintaining the open and rural characteristic of Oatlands.

### Strategies

- » Implement a policy of using soft and pervious urban roadside infrastructure within the streetscape in locations other than those where this places residents and visitors at risk;
- » Review and upgrade street lighting in high use and other locations where safety is a risk factor;
- » Use public infrastructure and open space as a means of attracting and retaining visitors and for some facilities a diversity of income streams;
- » Review the use, functionality and standards of existing public venues with a view to optimization; and
- » Matching the infrastructure portfolio to the strategy.

<b>STRATEGIC OBJECTIVE – To provide a scope and quality of infrastructure that provides access and safety and the ability to pursue social and economic goals while maintaining the open and rural characteristic of Oatlands.</b>				
<b>Strategy</b>	<b>Initiative</b>	<b>Timing/Precondition</b>	<b>Outcome</b>	<b>Primary Responsibility</b>
<i>Implement a policy of using soft and pervious urban roadside infrastructure within the streetscape in locations other than those in high use commercial and service areas</i>	Barrack and streets through military/gaol precincts	New Planning scheme	Streetscape reflects contemporary values and maintains heritage integrity.	SMC
	Review sub-division standards to reflect these principles	New Planning scheme	Retention of townscape character	SMC
<i>Review and upgrade street lighting in high use and other locations where safety is a risk factor</i>	RSL, Gay St Hall, High St (commercial) Health & aged facilities precinct		Safe access	SMC
	Aesthetic Lighting		Important buildings are lit to attract visitation and identify key characteristics	SMC
	Continue High St underground power as the priority Follow up with Callington Mill/ Military Precinct underground power		Streetscape and precincts reflect historic amenity and character	SMC, Aurora
<i>Use public infrastructure and open space as a means of attracting and retaining visitors and for some facilities a diversity of income streams</i>	Public Toilets accessible from High St to SMC standards	2010 to 2012 Achievement of increased visitation targets	Well located, safe and low maintenance facilities attracting stopover and meeting visitor expectations	SMC
	Plan for public car park catering for visitor, residents and coaches	Immediate start, first development by end 2009 in Barrack St site.	Access convenience while maintaining character and safety	SMC

(Table continues over page... )

**STRATEGIC OBJECTIVE – To provide a scope and quality of infrastructure that provides access and safety and the ability to pursue social and economic goals while maintaining the open and rural characteristic of Oatlands.**

Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Use public infrastructure and open space as a means of attracting and retaining visitors and for some facilities a diversity of income streams</i> <i>(continued)</i>	Extend Council Offices rearwards over the current car park in Stutzer St	Funding and accommodation standards Recognition of status of LG rationalisation policy	Productive environment, consolidation of council staff Makes Old School House available for heritage/cultural use	SMC
	Promote tree planting and landscaping on private property, in particular adjacent to town entries and locations visible from roadways and walking paths.	Immediate	Annual landscaping award for a number of categories contributing to the visual attractiveness and liveable nature of Oatlands	SMC, community groups and residents
	Pool/hydrotherapy facility located in the High St Depot site	See Health/Rec strategies	Central location for residents and visitors to increase length of stay.	SMC, Pool Committee
<i>Match the infrastructure portfolio to the strategy.</i>	Pursue the provision of providing gas and high speed broadband to Oatlands from the adjacent pipeline and fibre optic cable	Council develop a business case	Attraction and retention of people and business	SMC, local business & Community



## Urban Planning

### Strategic Conclusion

This set of strategies must be supported by an appropriate urban planning and design framework that includes land use planning and design and construction standards for both private and public initiatives.

Oatlands is within a heritage setting that inspires and generates tourism, however tourism growth can transform a place - the local identity must be maintained to provide visitors with a meaningful experience.

The current strong linear form of High Street focuses and reinforces activity along this axis; however the town has a number of assets and key facilities radiating from the High Street, located in the surrounding grid structure. The relatively compact nature of Oatlands, combined with the plethora of local destinations provides an opportunity to reduce dependence on the car for short journeys.

### Strategic Objectives

To create a local urban structure that maximizes the integration between land use and non-vehicular transport in an integrated accessible fashion. Planning for accessibility will be based on:

- » Connectivity
- » Convenience
- » Comfort
- » Environmental awareness.

## Strategies

- » Create an Oatlands Civic Hub with a neighbourhood cluster centred on the existing service and community facilities to encourage social interaction and to provide an important link to and from Lake Dulverton, the residential areas to the south west and the community facilities to the north of High Street. This “cross connection” will foster greater connectivity and activity in the north south axis, in part capitalising on and moving beyond the domination of High Street as a key area of activity.
- » Ensure the Heritage Character of Oatlands is retained and enhanced.
- » Locate shops, cafes and other facilities within close walking distance (1 km) to the Civic Hub.
- » Ensure an adequate supply of and balance between residential, commercial and industrial land.
- » Design the public spaces to support a wide variety of uses, providing activity at different times of the day (e.g. using schools after hours for community learning) and parks which can support everyday recreation and community festivals.
- » Improve the amenity of the existing areas of open space and provide connections between them and other residential and service and commercial facilities of Oatlands.
- » Establish a network of pedestrian transport “corridors” and an interconnected street system provides access to activities and services and supports community interaction by providing many alternative routes from one point to another. This network will be designed to enhance the local heritage and landscape environment.
- » Improve safety and amenity of the corridors by applying measures to reduce traffic speed and volumes and setting priorities for street users.
- » Ensure the future residential and commercial growth of Oatlands respects and reinforces the structure and function of the Integrated Development Strategy.
- » New developments need to ensure the allocation of transport space is not considered from a transport efficiency viewpoint alone, but also takes account of the land use linkages (such as open space, service and commercial facilities) from a non-vehicular point of view.

**STRATEGIC OBJECTIVE – To create a local urban structure that maximizes the integration between land use and non-vehicular transport in an integrated accessible fashion.**

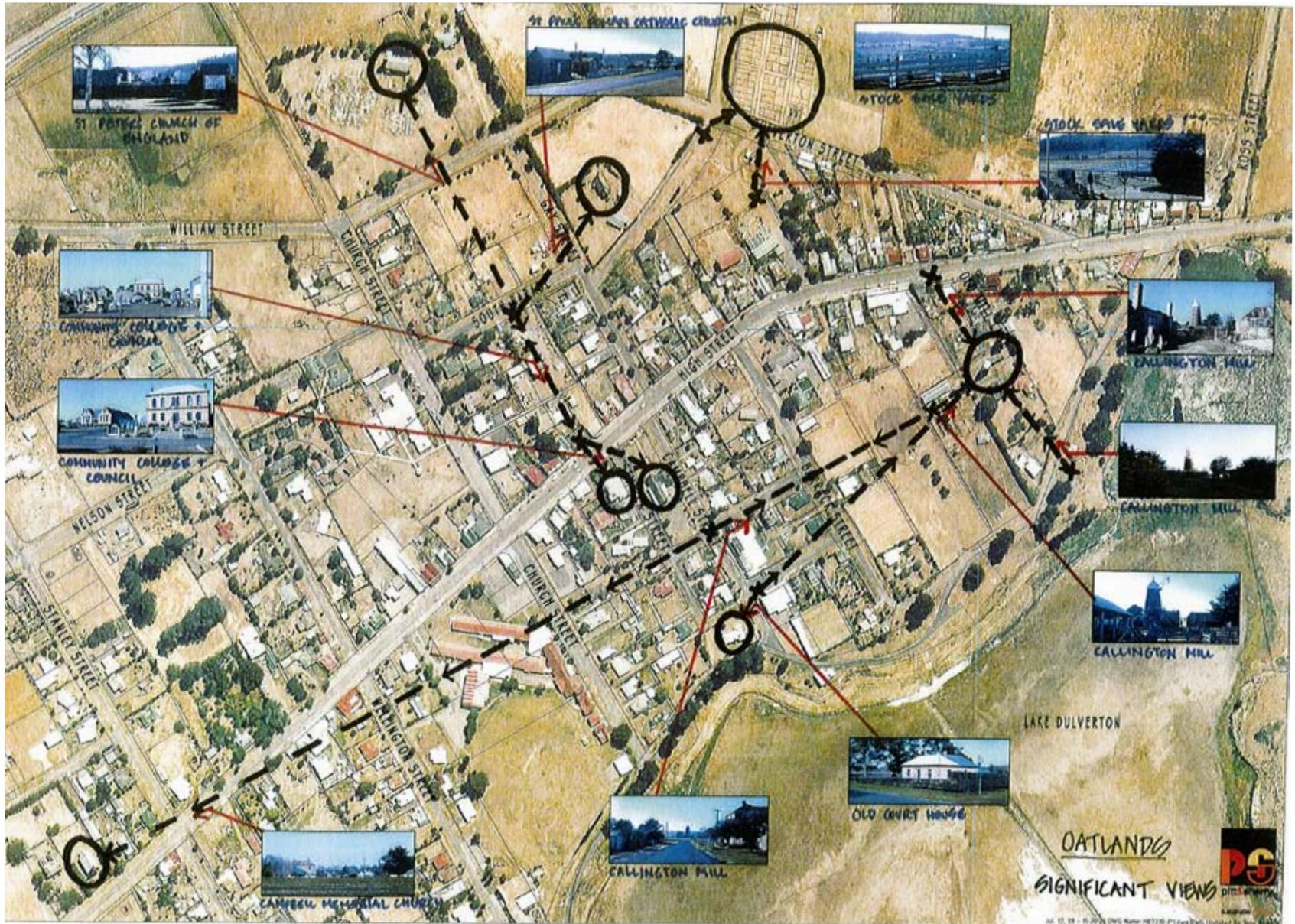
Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Create an Oatlands Civic Hub and 'Town Square'</i>	Design brief for recreation centre to include integrated urban design of the area between South Parade to Mason Street (inclusive of Campbell, Stutzer and High Street).	As part of the redevelopment of the Council Depot site.	To create a local urban structure, including a 'town square' for formal and informal events that maximizes the integration between land use and non-vehicular transport in an integrated accessible fashion.	SMC
<i>Ensure the Heritage Character of Oatlands is retained and enhanced</i>	Expanded & better articulate the heritage precinct	As part of Planning Scheme review	Protection of the heritage assets of the town.	SMC
	Protection of the rural buffer between the highway & town	As part of Planning Scheme review	Maintenance of the local identity	SMC
	Updated the heritage register	As part of Planning Scheme review	Protection of the heritage assets of the town.	SMC
	All new residential development to be concentrated in SE quarter	As part of Planning Scheme review	Maintenance of the local identity and to protect and enhance the heritage assets and cultural landscapes of the town.	SMC
<i>Locate shops, cafes and other facilities within close walking distance to the Civic Hub.</i>	Future land use zonings to reflect this strategy	As part of Planning Scheme review	Provide local destinations that encourage walking	SMC
<i>Ensure an adequate supply of and balance between residential, commercial and industrial land.</i>				
<i>Future residential and commercial growth of Oatlands respects and reinforces the structure and function of the Integrated Development Strategy.</i>	Ensure appropriate zoning and land is available with locations and conditions to reflect the needs targeted in this strategy	As part of Planning Scheme review		SMC

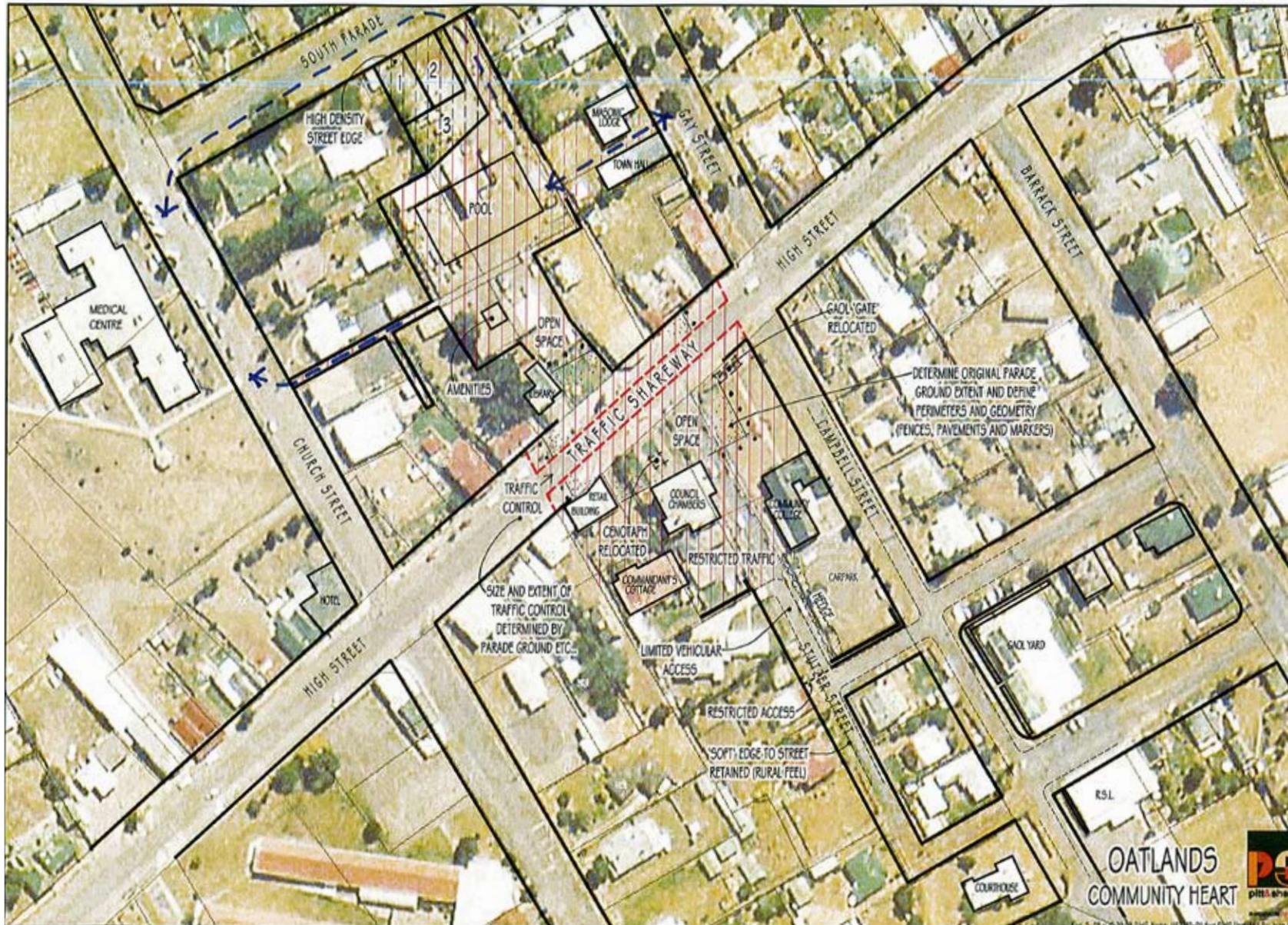
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**STRATEGIC OBJECTIVE – To create a local urban structure that maximizes the integration between land use and non-vehicular transport in an integrated accessible fashion.**

Strategy	Initiative	Timing/Precondition	Outcome	Primary Responsibility
<i>Design the public spaces to support a wide variety of uses, providing activity at different times of the day.</i>	Public spaces to include a variety of furniture to encourage active and passive recreation	2009 as part of Callington Mill Project	Well located facilities attracting stopovers and meeting visitor expectations	SMC
<i>Improve the amenity of the existing areas of open space and provide connections between them and other residential and service and commercial facilities of Oatlands.</i>	Plan and design the street layouts to be permeable and assist pedestrians and cyclists to find their way and travel the shortest route.	2009 as part of Callington Mill	Encourage walking and other non vehicular forms of transport.	SMC
<i>Establish a network of pedestrian transport “corridors” and an interconnected street system</i>	Prepare a design brief for a suitably qualified consultant to undertake the detailed design to support the linkages concept plans	2009 as part of Callington Mill	Reinforce the structure and function of the Integrated Development Strategy	SMC
<i>Improve safety and amenity of the corridors by applying measures to reduce traffic speed and volumes and setting priorities for street users.</i>				
<i>New developments need to ensure the allocation of transport space takes account of the land use linkages from a non-vehicular point of view.</i>	Ensure appropriate provisions are included in the development of the planning scheme	As part of Planning Scheme review	Reinforce the structure and function of the Integrated Development Strategy	SMC

**Oatlands:**  
Significant  
Views





**Oatlands:**  
Community  
Heart



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## **GENERAL MEETING**

# **AGENDA**

**Wrest Point  
Hobart**

**Wednesday 3 July 2019**

**Commencing  
Immediately following the  
Conclusion of the  
AGM**

**PROCEDURAL MATTERS.  
RULES REGARDING CONDUCT OF MEETINGS**

**13 WHO MAY ATTEND A MEETING OF THE ASSOCIATION**

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

**14. PROXIES AT MEETINGS**

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

**15. QUORUM AT MEETINGS**

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

**16. VOTING AT MEETINGS**

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

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

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

## Schedule

10.30am	Coffee on arrival
11.00 approx.	Annual General Meeting  <b>General Meeting.</b> Commences immediately following The conclusion of the Annual General Meeting
12.00	The Hon Peter Gutwein MP Treasurer Minister for Local Government Minister for State Growth
12.30	Lunch
1.30	Statewide Waste Study Presentation Urban EP
2.00pm	Community Satisfaction Survey Findings

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\* DENOTES ATTACHMENT

## 1 MINUTES \*

### Decision Sought

**That the Minutes of the General Meeting held on 29 March 2019, as circulated, be confirmed.**

The Minutes of the Meeting held on 29 March, 2019, as circulated, are submitted for confirmation and are at **Attachment to Item 1.**

## 2 CONFIRMATION OF AGENDA & ORDER OF BUSINESS

### Decision Sought

**That the agenda and order of business be confirmed.**

Members are invited to confirm the agenda and order of business as presented.

## 3 PRESIDENTS REPORT

### Decision Sought

**That the Meeting note the report on the President's activity from 1 March to 31 May 2019.**

### Media and Events

- Pulse, LG Tas articles
- Reconciliation Breakfast
- Regional Breakfast Forums (NW and South)

### Meetings

- Anita Dow MP – Shadow Minister for Local Government
- LGAT General Meeting
- Local Government Legislation Review Reference Group Meetings
- General Management Committee
- Premier's Local Government Council
- Legislation Review Reference Group Workshops x 4
- Mayor's Professional Development Day

### Upcoming Meetings (June)

- ALGA Board Meeting
- ALGA National General Assembly

## 4 CEO'S REPORT

### Decision Sought

**That the Meeting note the report on the CEO's activity from 1 March to 31 May 2019.**

### Policy, Projects and Presentations

- AICD Lunch – Councils and Good Governance (Amalgamations) – panel with Michael Bailey, TCCI
- Charitable Rating Exemptions, advice to Minister, developed creative brief, EOI process, engaged consultant, established Steering Committee, information gathering and working group analysis
- Distribution ALGA Federal Election Materials
- Investigating partnership approach to Art of Storytelling Workshop (August tbc)
- Preparation for Incoming GMC including briefing notes and discussion with consultant re strategic planning
- Review of the Local Government Legislation Steering Committee inputs
- Working Group – Charitable Rating Exemptions/compilation of data, response to Minister Gutwein.

### Media

- Amanda Ducker/Mercury Café Society
- Code of Conduct – background only
- Council Cost Index – The Mercury
- Free Camping – ABC and The Mercury
- Planning matters – background only
- Pulse article on population
- Pulse/LG Tas
- The Mandarin – Telstra Award and working in partnership
- Valuations

### Meetings, Training and Events.

- Adaptive Leadership Forum (free by invitation)
- Anita Dow MP – Shadow Minister for Local Government and Planning
- CEO Cradle Coast Authority
- CEO Dial b4 you Dig
- CEO of LG Professionals Tas regarding Emerging Leaders Program
- Charitable Rates Working Group Teleconference
- Consultant re Road Safety Strategy/Capacity Building (for State Growth)
- Director Housing Tasmania re transfer of property/rates
- DPAC re State of the State/Economic Growth
- General Manager's Workshop
- George Town Council – presentation to workshop
- GMC Meeting

- Hosted meeting of Association CEOs in Hobart
- International Women's Day event debrief and future planning
- LG Professionals Tasmania Board Meeting
- LGAT General Meeting
- LGD/KPMG re presentation of consolidated data collection
- Local Government Legislation Review Steering Committee
- Local Government Legislation Review Steering Committee (monthly)
- MAV Insurance Board Meetings x 2
- Mayor's Workshop
- Minister Jaensch's Advisors re Affordable Housing Plan
- National Finals Telstra Business Women's Awards
- NW Regional Breakfast
- Peer Advisor Debrief (by teleconference)
- Penny Stringer UTAS re LEAP Program
- PLGC Meeting
- PLGC Officials
- Rates Exemptions Working Group (by teleconference)
- Reconciliation Breakfast
- Regional Development Australia Tasmania Board Meeting (as observer)
- Regular Meeting Director of Local Government
- Richmond Fellowship re joint Art of Story Telling workshop
- TCCI Budget Breakfast
- Telstra Business Women's Awards
- University Dinner
- UTAS Population Roundtable
- UTAS re campus move
- Web conference – LGAT SharePoint training
- West Tamar Council – informal lunch

## 5 BUSINESS ARISING \*

### Decision Sought

**That Members note the following information on business arising.**

At **Attachment to Item 5** is a schedule of business considered at the meetings held on 29 March 2019 and the status thereof.

**6 FOLLOW UP OF MOTIONS \***  
Contact Officer: Dion Lester

**Decision Sought**

**That the meeting note the report detailing progress of motions passed at previous meetings and not covered in Business Arising.**

**Follow up on outstanding motions**

A matrix indicating progress to date on motions passed at General Meetings, which remained outstanding at the last General Meeting, is at **Attachment to Item 6.**

**7 MONTHLY REPORTS TO COUNCILS \***

**Decision Sought**

**That Members note the reports for March and April 2019.**

**Background comment:**

Monthly reports to Councils that briefly outline the Associations activities and outcomes for the previous months are at **Attachment to Item 7.**

## 8 ITEMS FOR DECISION

### 8.1 National Redress \* Contact Officer – Dion Lester

#### Decision Sought

**That Members resolve to joining the National Redress Scheme with the State Government as a 'State Institution'.**

#### Background

Following the Royal Commission into Institutional Responses to Child Sexual Abuse, on 4 November 2016, the Australian Government announced its intention to establish a National Redress Scheme for individuals who experienced institutional sexual abuse as children. In May 2018, the Tasmanian Government committed to joining the National Scheme.

The National Redress Scheme provides support to people who experienced institutional childhood sexual abuse and includes three key components for individuals deemed eligible for redress:

- A monetary payment (up to \$150,000);
- A direct personal response (such as a meeting with a senior institutional official and an apology); and
- Access to counselling consistent with National Service Principles (with the method of delivery to be determined by the relevant jurisdiction).

The Scheme started on 1 July 2018 and will run for 10 years. **Attachment to Item 8.1** provides further details on the Scheme.

Each State Government has been asked to engage with Local Government by the Scheme Operator (the Commonwealth Department of Social Services) to provide information to assist the sector in considering whether to participate in the National Redress Scheme and how that may occur. Staff from the Tasmanian Royal Commission Response Unit in the Department of Justice are currently meeting with councils to progress this discussion and recently presented at the General Managers' Workshop.

The State Government is offering Local Government the opportunity to join the Scheme as a 'State Institution', which would provide the following benefits:

- A clear mechanism to provide redress for any child sexual abuse that has occurred within a council in the past, which may reduce potential civil litigation ;
- Participation under the auspice of the State Government without the need to undertake individual steps to join the Scheme. Practically, Local Government claims

will be received like claims against any another Tasmanian Government Agency and the processing, coordination and management of claims will be supported and coordinated by the Department of Justice; and

- The Tasmanian Government will underwrite the redress liability for Local Government as calculated by the Scheme Operator for individual claims for payment by Local Government in arrears.

There is no cost for Local Government to join the Scheme or for the State Government to administer responses to the Scheme ( this is handled by the State Government). However, the Scheme operates on a 'responsible entity pays' basis for the monetary payment. This means that councils who receive a claim via the Scheme are liable for that claim, but the claim is limited to that council, not all councils.

It is important to note that a claimant who has not been able to progress an application for abuse against a non-participating institution may pursue civil law options against that institution. Unlike the redress scheme, payments determined through civil law processes are not capped, however the burden of proof is likely higher.

The State Government has indicated a preference for all councils join the scheme. The difficulty that arises if a whole of sector approach is not taken is that administrative and legal complexity that would result. While the Tasmanian Government has not made a formal decision that it would not support individual councils, there are some legal complexities that they would need to liaise with the Commonwealth further about before indicating whether it is feasible.

A draft MOU, which will be sent to each council, is included for reference at **Attachment to Item 8.1.**

### **Budget Implication**

Being undertaken within current resources

### **Current Policy**

Strategic Plan

Building Local Government's reputation; and  
Fostering collaboration.

## 9 ITEMS FOR NOTING

### 9.1 Charitable Exemptions on Rates \* Contact Officer – Katrena Stephenson

#### Decision Sought

**That Members note the report on LGAT Activity with respect to charitable rates exemptions.**

As discussed at General Meetings in 2016, December 2018 and March 2019 the sector has raised significant concerns in relation to the application of charitable exemptions on rates.

In 2015 LGAT Members determined that they would take a common and equitable approach to the rating of Independent Living Units (ILUs) which takes as a core assumption that private residential occupancy is not a charitable purpose and is not exempt from general rates.

At the March 2019 General Meeting members resolved:

*That LGAT establish a working group and seek legal advice if necessary, to develop a proposed amendment to section 87 of the Local Government Act, and specifically in regard to the definition charitable purpose, with a view to providing certainty and social equity in the application of rating exemptions.*

*That LGAT seek a firm commitment from the State Government to commence a review of the rating exemption provisions in the Local Government Act, with amendment to proceed as soon as practicable and ahead of the broader legislative review timeframes.*

The sector strongly believes that the intent of the legislation was that, for an exemption to apply, the land in question is to be both **owned and occupied** exclusively for charitable purposes. It should not be enough that the landowner is a charitable institution if the purpose for the occupancy is not charitable. This is particularly the case when the land owner has the ability to pass on the rates to the non-charitable occupant, as was done by Southern Cross Care. Independent Living Units are by their very definition, accommodation units designed for independent, active retirees who do not require special assistance with day-to-day living. What distinguishes them from aged-care facilities is that independent living units are used as normal and private residences, just like anyone else's home.

This issue is a question of equity. Is it acceptable or equitable that residents of these residential village units do not pay rates and therefore do not contribute to the services and facilities of their respective cities and communities while low income families, pensioner home owners and private retirement villages do pay? How is it fair and equitable that someone paying \$600,000 -

\$700,000 to buy into a modern Independent Living Unit doesn't pay rates but a pensioner who paid \$130,000 to buy a humble former Housing Tasmania property and has lived in low socio-economic areas for years does? Or that someone living at Vaucluse Retirement Village does?

It is also relevant to note that rating exemptions applied to charitable organisations should not be confused with pensioner remissions. The State Government funds a rate remission for all eligible pensioners of the lesser of a prescribed amount or 30% of rates.

There are more than 8,500 pensioners across both Clarence and Hobart alone, together with low-income earners and self-funded retirees, who currently pay rates as their contribution to the cost of providing facilities and services to their community. With every form of rates exemption, there is a corresponding shift of the rates burden to other ratepayers.

The need for councils to ensure that general rate exemptions are appropriately applied is good governance. It is important for councils to implement up-to-date and equitable policies that consider the entire community and ensure ratepayers are being treated fairly and equally.

Further discussion on this issue was undertaken at the April General Managers' workshop where General Managers sought that LGAT develop a business case in relation to engaging specialist communications support for advocacy around appropriate amendment to the legislation.

Additionally, the Minister for Local Government has written to LGAT, outlining concerns raised by TasCOSS and seeking a response from both TasCOSS and LGAT (**refer Attachment to Item 9.1**). It is likely that concerns stem from council's having different processes and policies related to exemptions even though there is compliance with the legislation as it currently stands. LGAT anticipates advocacy for a common approach across the sector.

The LGAT has convened a Steering Committee and Working Group to support advocacy in this space.

### **Budget Impact**

Within current budget.

### **Current Policy**

As per the Meeting resolution.

### **Strategic Plan**

Promoting Financial Sustainability

Priority Area 2 Support the sector through the next stages of Local Government Reform

**9.2 Local Government Act Review**  
**Contact Officer – Katrena Stephenson**

**Decision Sought**

**That Members note the report on the progress of the Local Government Act Review.**

**Background**

As reported at the General Meeting in June 2018, the Minister for Local Government announced a ‘roots and branches’ review of Tasmania’s Local Government legislation framework. Comment was sought on the Terms of Reference which were finalised in November 2018. There are a number of matters out of scope of this review including council amalgamations and Code of Conduct provisions.

A governance structure was finalised at the end of 2018. The Review is being governed by a Steering Committee. Local Government representatives on that Committee are the LGAT CEO Katrena Stephenson, former Tasman Mayor, Roseanne Heyward and former Meander Valley General Manager (and Chair of the Local Government Board) Greg Preece. The Steering Committee meets monthly.

A Reference Group has been appointed comprising membership from a broad range of backgrounds including Local Government and Industry. Members are:

- Doug Chipman                      Mayor, Clarence City Council
- Peter Freshney                    Mayor, Latrobe Council
- Kerry Vincent                      Mayor, Sorell Council
- Cheryl Arnol                        Councillor, Glamorgan-Spring Bay Council
- Claire Smith                        Director Organizational Performance, Waratah Wynyard Council
- Lynette While                      Director Community & Development Services, Meander Valley Council
- John Brown                         General Manager, Break O'Day Council
- Andrew Paul                        General Manager, Clarence City Council
- Karen Abey                         Solicitor, Simmons Wolfhagen
- Margaret Taylor                    Community member
- Pamela Allan                        Adjunct Professor, School of Technology, Environment & Design, UTAS
- Craig Perkins                        CEO, Regional Development Australia, Tasmania
- Rhonda Skelton                    Board Member, Northern Midlands Business Association
- Kym Goodes                        CEO, Tasmanian Council of Social Services (TasCoss)
- Luke Martin                         CEO, Tourism Industry Council Tasmania
- Brian Wightman                    Executive Director, Property Council of Australia, Tasmania Division
- Michael Bailey                     CEO, Tasmanian Chamber of Commerce and Industry (TCCI)

The Reference Group is being independently facilitated with each meeting to focus on a particular subject matter. Reference Group meetings commenced in April and concluded in May. Steering Committee Members did not attend the Reference Group Meetings. The Reference Group discussions were facilitated by Wise Lord Ferguson and by all accounts were productive and effective discussions.

The Premier's Local Government Council will have ongoing oversight of the project and following the release of a Government Directions Paper, technical working groups will be formed to support the development of appropriate legislative responses.

A discussion paper was released in late 2018 inviting submissions until 1 March 2019. The paper sought only broad input on principles and represents Phase 1 of consultation. A number of forums were held regionally to allow for public, sector and industry input into the paper as well as through a survey or written submission. LGAT participated in those. The Paper canvassed a range of questions around governance and powers, democracy and engagement, revenue and expenditure, performance transparency and accountability as well as seeking feedback on any other matters. Nearly 400 submissions were received. All submissions, including LGAT's, as well as a summary, are now available on the Local Government Division website.

Key themes arising in Phase 1, which were explored to various extents by the Reference Group included:

- A desire for greater community engagement particularly in relation to strategic decisions, budget and rate setting and around major development, infrastructure projects, parks and recreation facilities;
- Shared services as a priority and strong budget management;
- Greater transparency around council decision making;
- Enhanced accountability measures and management of conflict of interest;
- Limitations on council decision making in the lead up to an election; and
- Earlier intervention when councils are not performing as they should.

The Reference Group is to provide the Steering Committee with an insight into the views and ideas held by a diversity of stakeholders with an interest in Local Government. The Group have identified, discussed and workshoped ideas and reform options for the Local Government legislative framework, particularly in relation to elections, council revenue and expenditure, councils' roles as regulators and/or statutory authorities, representation and community engagement, council services, governance, regulatory oversight, performance monitoring and reporting and council administration. Recommendations and actions arising from these discussions will be presented to the Steering Committee for consideration as they form advice to the Minister in the form of a draft Direction Paper.

There will be further opportunity for broad sector input into the process in Phase 2 (June to August 2019) with the release of the Directions Paper and, in Phase 3 (March-May 2020) with the release of a draft Bill.

**Budget Impact**

Within current budget.

**Current Policy**

Strategic Plan

Facilitating Change

Priority Area 2 Support the sector through the next stages of Local Government

Reform

**9.3 Waste Management \***  
**Contact Officer – Dion Lester**

**Decision Sought**

**That Members note the following report on LGAT’s advocacy around waste issues and the report from the Statewide Waste Arrangements Feasibility Study.**

**Background**

Improved waste and resource management has been an on-going and sustained area of LGAT advocacy for many years now, with recent activity including the Statewide Waste Arrangements Feasibility Study (the Study).

At the July 2018 General Meeting, Councils endorsed funding the study, up to \$90,000. In the latter part of 2018 LGAT was successful in securing a 50% funding contribution from the State Government for this work, reducing council contributions to \$45,000.

Tenders were sought from a range of providers to undertake the Study. There were four very high-quality submissions, with Victorian based firm Urban EP selected to undertake the work.

At the project commencement a project reference group, comprising two representatives from each regional waste authority and one representative from the EPA, was formed to oversee the project. There are two parts to the study.

**Part A:** Collate evidence and present findings on the needs for and benefits of a Statewide Waste Management Arrangement. This was primarily be developed through:

- Engagement with Local Government and the three regional waste authorities;
- A review of the three existing regional waste authorities, including their differing governance arrangements, roles and functions and how they may integrate with a statewide arrangement; and
- A review of arrangements in other jurisdictions.

Part A of the Study was completed in late April, with a summary of the problems to address, benefits of a state-wide arrangement and list of potential functions summarised in **Attachment to Item 9.3**.

The Study also found that establishment of a statewide arrangement would be consistent with the direction of all the mainland Australian states and the benefits would be shared across Tasmania and stakeholder groups, rather than accruing to any particular interest groups.

A summary report was provided to Mayors and General Managers on completion of Part A.

Part B of the Study, which is now almost complete, involves development of the purpose, role, functions and governance of this statewide arrangement as necessary for planning, co-ordinating and delivering statewide waste policies, strategies, programs and services.

There will be a short presentation on the main findings of Part B at the July General Meeting and will, in addition to the three (3) regional workshops, allow members to raise any issues or ask questions.

### **Budget Implications**

Members agreed at the 2018 July General meeting to full fund the study. LGAT were subsequently successful in securing a State Government 50% contribution.

### **Current Policy**

Strategic Plan

- Facilitating change
- Building Local Government's reputation
- Fostering collaboration
- Developing capacity and capability to deliver

## **9.4 21<sup>st</sup> Century Councils \***

**Contact Officer: Dion Lester**

### **Decision Sought**

**That Members note the progress on the 21<sup>st</sup> Century Councils Project.**

### **Background**

At the March General meeting members endorsed the following methodology for progressing discussions on the future of the Tasmanian Local Government sector, known under the name of 21<sup>st</sup> Century Council Project:

1. Development of a summary paper covering the history of the work that has been done to date in relation to Local Government reform in the State and the context and drivers of discussions to date;
2. Compilation of a stakeholder interest/outcomes paper, there is significant interest in "Local Government reform", but what outcomes are different stakeholders actually seeking? This piece of work will seek to compile key stakeholder values and views.
3. A series of pilot projects to test change ideas that fit with the issues raised in the kitchen table exercise and the ideas and issues emerging out of the Part 2 investigations.

This work will be undertaken consecutively in the three-stages outlined above, with the initial summary paper included at **Attachment to Item 9.4**.

The summary paper has involved a detailed literature review, compiling relevant recent studies and academic literature on Local Government reform in Tasmania and Australia, articles around the issues, pressures and challenges facing Local Government. The paper does not seek to provide recommendations but rather outlines:

- A brief history of Local Government reform in Tasmania;
- An analysis of the drivers for reform;
- Types of structural reform;
- A comparison of the benefits and risks of the two main forms of structural reform typically discussed – amalgamations and shared services; and
- Conclusions.

Part 2 of the Project involves the compilation of a stakeholder interest paper and will commence later this month. In order to achieve comprehensive engagement with the Local Government sector, LGAT has developed a process and toolkit to guide individual General Managers to have a conversation with both staff and their councillor group.

The approach seeks to:

- Enable a collaborative engagement;
- Be simple and time sensitive; and
- Collect feedback in a useful, consistent and comprehensive format.

A toolkit has been developed to support GMs throughout this approach. The toolkit includes:

- Guided facilitator notes;
- An effective agenda, with explanatory notes detailing scope of engagement;
- A short briefing session (delivered virtually); and
- A note taking/reporting template.

The toolkit will be rolled out during July to enable GMs to undertake the consultation throughout July to September.

In addition, LGAT will be undertaking targeted consultation with a number of key stakeholders who have an interest in Local Government.

The results from Parts 1 and 2 will be analysed in late 2019, to allow the development of pilot projects (Part 3) in early 2020.

### **Budget Implication**

Parts 1 and 2 can be undertaken within current resources, however Part 3 would require dedicated further investment to ensure the pilot projects are designed and implemented effectively.

## Current Policy

### Strategic Plan

- Facilitating change
- Building Local Government's reputation
- Fostering collaboration
- Promoting financial sustainability
- Developing capacity and capability to deliver.

## 9.5 Planning Reform

Contact Officer – Dion Lester

### Decision Sought

**That Members note the following report on the progress of the State Government's program of land use planning reform.**

### Background

The State Government's number one planning reform priority remains the establishment of the Tasmanian Planning Scheme, which is now reliant on councils completing their Local Provisions Schedules (LPSs) and submitting to the Tasmanian Planning Commission for assessment. The Minister for Planning has requested council lodge their LPS by 30 June 2019. At the time of writing nine (9) councils had lodged their LPS, with a further 14 likely to lodge prior to this deadline. Six (6) councils are unlikely to meet the 30 June timeframe but are expected to submit either shortly after or in the second part of 2019. This has taken a significant resource effort from councils and the planning staff are to be congratulated for their efforts.

To support councils in the advertising of the LPSs, LGAT has secured funding from the State Government for a sector software licence for councils to access. The licence provides access to an online mapping tool for the advertising of LPSs. This platform was successfully used by Meander Valley Council and can be viewed at:

<http://meandervalley.discovercommunities.com.au/connect/analyst/tps/#/main?mapcfg=tps>

Preparation of council specific pages requires additional modest investment for each council.

The other key areas of reform soon to be progressed by the State Government are outlined below.

### The Development of the Tasmanian Planning Policies (TPPS)

As a first step, a Scoping Paper will be released for public consultation in June 2019 to gather feedback on the possible themes and scope of the TPPs, with formal consultation on a draft

suite of TPPs expected to commence in late 2019. It is anticipated that there will be a significant role for Local Government in the TPPs, not only during scoping but also during the drafting stage during the later months of the year.

### **Update of the Regional Land Use Strategies (RLUSs)**

The RLUSs will need review in light of the development of the TPPs and it would be premature to embark on a review prior to the TPPs being understood. In the interim, the Government will focus on developing a framework for the RLUSs. It is anticipated that the review will commence in late 2019 with the release of a discussion paper.

### **Review of the Residential Provisions**

The Government also recently announced the development of new planning rules that will facilitate 'medium-density' residential development in our major urban centres. This work is expected to commence in late 2019 with the government's aim of having the draft standards before the Tasmanian Planning Commission in 2020. In addition, the standards for residential development (Planning Directive 4.1) in the General Residential Zone are proposed to be reviewed. This is likely to commence in early 2020.

### **Improvements to Subdivision Legislation**

The Government has previously committed to a review of the *Local Government (Building and Miscellaneous Provisions) Act 1993* (LGBMP) with a view to consolidating the Act's subdivision provisions into the State Planning Provisions. A preliminary review has indicated that the LGBMP Act is based on policy settings now decades old. The Act also contains a range of provisions relating to matters covered by other State agencies and has overlap with other legislation, consequently a comprehensive 'root and branch' review is required. However, the current priority is to establish the Tasmanian Planning Scheme and introduce a suite of TPPs.

### **Major Projects Legislation**

The Government has committed to replacing the projects of regional significance process (PORS process) with a new major projects assessment process in LUPAA. It is anticipated that a draft Bill will be introduced in the Spring Session of Parliament 2019, which will replace the Projects of Regional Significance section of the Act.

### **Planning and Building Portal**

The portal's aim is to make it easier for Tasmanians to access information about their properties and to apply for planning and building permits.

The portal will deliver a single statewide system that integrates all planning, building and related approvals and will incorporate features such as:

- Online access to information and regulatory requirements;
- Online application lodgement, which will allow owners and agents to lodge planning applications and associated documents; and

- An application tracking service, which will allow planning authorities to manage workflows and also applicants to view and track applications from lodgement to determination.

As part of this process the portal team have previously met with either the General Manager or a senior Development Officer at every council.

A tender for the design of the portal has recently been released by the State Government.

#### **Budget Impact**

Being undertaken within current resources.

#### **Current Policy**

Strategic Plan

Building Local Government's reputation

Fostering collaboration

Developing capacity and capability to deliver

#### **9.6 LGAT Community Satisfaction Survey \***

**Contact Officer: Deborah Leisser**

#### **Decision Sought**

**That Members note the results from the 2019 Community Satisfaction Survey as provided in the written report and presentation to the General Meeting.**

#### **Background**

*Metropolis Research* was commissioned by LGAT to conduct primary research of 1,200 residents drawn proportionally from across the state to explore community satisfaction with the performance of Local Government and associated issues. This research builds on satisfaction research previously conducted by LGAT and has been conducted using the same methodology as has been employed in previous years.

Surveys were conducted as telephone interviews of randomly selected residents across Tasmania during the early months of 2019. The interviews lasted for a duration of roughly twenty minutes and were conducted by trained Metropolis Research staff. The purpose of the interviews was to measure community satisfaction with council's overall performance, as well as with a range of council provided services and facilities.

Satisfaction scores have been categorised as follows:

- **Excellent** – scores of 7.75 and above
- **Very Good** – scores of 7.25 to less than 7.75
- **Good** – scores of 6.5 to less than 7.25
- **Solid** – scores of 6 to less than 6.5
- **Poor** – scores of 5.5 to less than 6
- **Very Poor** – scores of 5 to less than 5.5
- **Extremely Poor** – scores of less than 5

### **Satisfaction with Council's Overall Performance**

State-wide, respondents rated their satisfaction with their council's overall performance at an average of 6.81 ('good') out of a potential 10.

Time series results suggest that satisfaction with the overall performance of Local Government in Tasmania has remained stable since 2009.

There was some variation in overall satisfaction with councils observed across the State as follows:

***More satisfied than average*** – respondents from the rural and north west councils, younger respondents (aged 18 to 34 years), senior citizens (aged 75 years and over) and new residents (less than five years in the municipality).

***Less satisfied than average*** – respondents from city councils, mortgagee households and two parent families with the youngest child aged 5 to 12 years.

The most common reasons for dissatisfaction with a council's overall performance related to governance and accountability issues.

A summary of the 2019 Community Satisfaction Survey (A Report For Decision Makers) is at **Attachment to Item 9.6**.

Summary papers of key areas will be made available on the LGAT website and the lengthy and detailed final report is available through LGAT on request.

### **Community Satisfaction at the Local Council Level**

Individual council surveys using the survey instrument that formed the basis of the State-wide Community Satisfaction Survey can be organised via LGAT.

### **Budget Implications**

The State-wide Community Satisfaction Survey is already funded through council contributions to LGAT.

Facilitation and coordination of Community Satisfaction Surveys at the individual council level by LGAT (in consultation with councils) is not funded and will be costed on a fee for service basis.

### **Current Policy**

Strategic plan

Building Local Government's reputation

Developing capacity and capability to deliver

### **9.7 St Lukes Corporate Health Plan \*** **Contact Officer – Dion Lester**

#### **Decision Sought**

**That Members note the St Lukes Health Corporate Plan that is now available to all elected representatives and staff of Local Government Tasmania.**

#### **Background**

St Lukes Health was established in Tasmania in 1952 and is a not-for-profit organisation employing more than 100 staff. They have been a supporter of the LGAT Annual Conference for a number of years.

On behalf of Tasmanian Local Government elected representatives and staff, LGAT has negotiated a whole of sector Corporate Health Plan, with the following key features:

- An 8% discount on the brochure rates offered in the Corporate Brochure;
- The first month premium free and waiver of the two, three and six month waiting periods on extras for those people who switch from another health fund within two months of the Corporate Health Plan commencing; and
- Current St Lukes members will receive, in addition to the 8% discount, the first month premium free if they upgrade their existing cover within two months of the Corporate Health Plan commencing.

The full Corporate Health Plan can be found at **Attachment to Item 9.7**.

It is important to note that the benefits are only available to elected representatives and staff while on council or working for council. Any individual would need to contemplate in relation to deciding to move to St Lukes that there is no guarantee of continued discount if they are no longer in the sector (either through election outcome or job change). This still represents a very attractive deal for many Elected Member and Employees of Local Government.

The Corporate health Plan commenced in late May, so Members are encouraged to make all staff and elected representative aware of the opportunity, as a number of the benefits are limited to within two months of the Plan commencing (or new staff starting employment).

Please see the St Luke staff at their Conference booth for further information.

### **Budget Implication**

Being undertaken within current resources.

### **Current Policy**

Strategic Plan

Fostering collaboration

## **9.8 Digital Advisory Group \***

**Contact Officer: Dion Lester**

### **Decision Sought**

**That Members note the following report on the work of the Digital Advisory Group.**

### **Background**

Local Governments in Tasmania are experiencing changing local contexts. As is occurring in other State and Territories, there is a gradual shift in Tasmania away from what might be considered traditional industries, towards tourism, service and knowledge-based industries. Improvements in technology have contributed to this change, most notably within industry and the broader community. While not a traditional area of responsibility for Local Government, these changes in the local context are creating expectations amongst the community and business about the role of Local Government.

This poses three questions:

1. How should councils' play a role in fostering and supporting local business and residents' active participation within the digital economy?
2. How can councils adapt their service delivery in the digital age?
3. What internal changes do councils need to enable these changes?

There is a recognition within the sector that we need to find ways to capitalise on the benefits that come with digital technologies and over the last few years a number of Tasmanian councils have begun to explore ways that technology can be deployed to service their communities in a smarter and more efficient manner.

## What is the role for LGAT?

There is already significant work occurring in a number of councils and this provides an opportunity for LGAT to **support** and **promote** the work already occurring across the sector and **connect** councils with a desire, but perhaps not the resources, to councils or other partners from outside the sector who could be of assistance.

In recognition of the potential role LGAT can play we established a Digital Advisory Group to help guide LGATs activities in supporting councils. The Digital Advisory Group, made up of sector and industry leaders from Tasmanian and Queensland, met for the first time in late 2018 and considered the three questions posed earlier in this item.

As a result of the feedback from the Digital Advisory Group LGAT is in the process of preparing a roadmap for how we support councils in this transformation. To further inform us of the current state across the sector, LGAT has recently completed a digital readiness survey of relevant council staff. A report on the survey results is included at **Attachment to Item 9.8**. The survey results have been provided to the Digital Advisory Group for consideration and advice to inform the LGAT roadmap for supporting councils through a digital transformation.

The path to a smart council and community is a long and continuous one. However, we know that with the right planning and investment in digital transformation, councils can make their communities more liveable, workable and sustainable.

## Budget Impact

Being undertaken within current resources.

## Current Policy

### Strategic Plan

- Facilitating change
- Fostering collaboration
- Promoting financial sustainability
- Developing capacity and capability to deliver

**9.9 Energy**  
**Contact Officer: Georgia Palmer**

**Decision Sought**

**That Members note the report on LGAT's successful advocacy in the energy space, resulting in significant sector savings.**

**Background**

The Local Government Association of Tasmania continues to advocate strongly in the energy policy portfolio and provide project management support to councils to assist them in realising significant savings. This brief provides members with an update of the work occurring in this area.

**TasNetworks Pricing Reset 2019-24**

As a monopoly provider of transmission and distribution network services, the amount of revenue TasNetworks is able to earn from its customers each year is set by the Australian Energy Regulator (AER).

This regulation exists to protect electricity customers by ensuring specific performance standards and by capping revenues based on forecast costs during a regulatory period (usually five years).

TasNetworks submitted its combined Transmission and Distribution Regulatory Proposal (Proposal) for 2019 to 2024 to the AER on 31 January 2018. The process of review and consultation for a pricing reset is a long and detailed process providing stakeholders with a number of opportunities for engagement.

The TasNetworks proposal indicated that the current prices for public lighting assets fall significantly short of full cost recovery. As a result, TasNetworks proposed to increase its public lighting prices over the 2019-24. In reviewing the proposal, LGAT identified a number of issues of concern and raised these with the AER through face-to-face meetings and a formal submission.

The draft determination of the AER handed down in September 2018 supported LGAT's submission and rejected TasNetworks pricing for public lighting. TasNetworks were then given an opportunity to resubmit their proposal. The revised proposal, although better, was not completely transparent and still failed to adequately justify the proposed overhead price rises. LGAT again discussed concerns with the AER and provided an additional submission.

In April 2019 the AER handed down its final determination and rejected TasNetworks public lighting pricing submission and imposed caps on overheads, along with recommending that TasNetworks engage with LGAT to develop service level agreement for street lighting for Tasmanian councils.

This advocacy work has resulted in significant savings to councils.

TasNetworks original submission (January 2018) proposed a revenue of \$37.8 million over the five year period. However as discussed above, the AER were not satisfied that TasNetworks had demonstrated that the increased costs were justified, with the final determination by the AER allowing TasNetworks to recover revenue of \$30.7 million over the five year period, **\$7.1 million** less than TasNetworks original proposal. This is a significant saving to Councils and a good outcome from the advocacy work LGAT undertook throughout this process.

### **Great Southern Lights Project**

The Great Southern Lights LED street lighting project continues to progress. While significant delays have occurred with the project due to negotiations with TasNetworks on the Asset Sale Agreement, at the time of writing they are close to finalisation. Once councils have signed the agreement the project managers will be appointed and orders for lights and installers will be made. It is likely that lights will begin being installed at the start of next financial year.

### **Budget Implications**

Being undertaken within current resources.

### **Current Policy**

Strategic plan

Facilitating Change

Fostering collaboration

Promoting financial sustainability

**Decision Sought**

**That Members note the following report on the Local Government Workforce and Future Skills Report.**

**Background**

In April, LGAT released the Local Government Workforce and Future Skills Report for Tasmania<sup>1</sup> (foreshadowed in the December 2018 General Meeting) and distributed to councils via LGAT's newsletter, The Pulse<sup>2</sup>. The report is one of a series of nationwide Local Government focused reports undertaken collaboratively between the Local Government Associations of all States and Territories, completed with Commonwealth funding support.

The Tasmanian Local Government workforce report found nearly 70% of Tasmanian councils were experiencing skills shortages and 50% of councils were experiencing skills gaps. These results substantiate the anecdotal evidence of councils across Tasmania reporting challenges in recruiting experienced staff in a number of important skills areas.

Engineers were found to be the top occupation shortage, followed by Town Planners, Surveyors, and Environmental Health Officers. Councils identified a number of reasons for the shortages, including:

- Location of the councils restricting the number of suitable candidates applying;
- Inability to compete with private sector on remuneration, due to a mismatch between Local Government funding and service obligations;
- Insufficient suitably qualified/experienced candidates, either from a limited skilled candidate pool or difficulty in attracting such candidates;
- Public perception and branding of councils; and
- Lack of vocational education and training providers.

These gaps and shortages in critical skill areas have significant implications for Local Government work flows, capacity and sustainability of service provision, especially if prolonged. For example, although councils are currently maintaining good permit processing times, prolonged shortages may place unsustainable resourcing demands on skills involved in assessing permits.

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<sup>1</sup> See:

[http://www.lgat.tas.gov.au/webdata/resources/files/LG%20Workforce%20&%20Future%20Skills%20Report%20Tasmania%20\(Sept%202018%20FINAL\).pdf](http://www.lgat.tas.gov.au/webdata/resources/files/LG%20Workforce%20&%20Future%20Skills%20Report%20Tasmania%20(Sept%202018%20FINAL).pdf)

<sup>2</sup> View and subscribe to The Pulse here: <http://www.lgat.tas.gov.au/page.aspx?u=635>

LGAT has previously received anecdotal reports of difficulties recruiting in specific skill areas from council human resources staff even before the outcomes of this report were known and has begun to take action. In addition to working with Members to address these issues, LGAT has initiated a program of work focusing on the shortage of Environmental Health Officers (EHOs).

So far, LGAT, in partnership with the Department of Health and Environmental Health Australia (Tasmania), have lobbied the University of Tasmania to re-establish a tertiary degree to train EHOs in Tasmania, a course that the University had previously decided to phase out. As a direct result the University has agreed to map out a replacement course that serves the environmental health outcomes and demands of local communities. In addition, work has commenced on a workforce development plan for EHOs, refer Agenda Item 9.11 for a full description (see also report on the Health and Wellbeing Project Item 9.11)

Importantly, the work undertaken for EHOs will provide a model for addressing skills shortages in other fields, such as engineering and town planning.

Concurrent to the Tasmanian report, the Australian Local Government Association (ALGA) has released the national Local Government Workforce and Future Skills Report Australia, available on ALGA's website<sup>3</sup>. National level actions are being considered to address these threats to the Local Government workforce and LGAT is collaborating with Local Government Associations of other states on these workforce planning issues.

Local Government cannot solve sector skills shortages alone and will need to work collaboratively with training providers and State and Commonwealth Government funding bodies to address the issue. This is particularly important as resolving underlying local resourcing issues is critical to sustaining adequate levels of community service provision, permit processing times and infrastructure and development management that contribute to the daily standard of living of Tasmanians.

### **Budget Impact**

Being undertaken within current resources.

### **Current Policy**

#### Strategic Plan

- Building Local Government's reputation
- Fostering collaboration
- Promoting financial sustainability
- Developing capacity and capability to deliver

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<sup>3</sup> See: <https://alga.asn.au/local-government-workforce-and-future-skills-report-australia/>

## 9.11 Environmental Health Officer Update Contact Officer – Lynden Leppard

### Decision Sought

**That Members note the report on LGAT's work to address EHO shortages.**

### Background

Currently Tasmania's 29 councils are experiencing significant difficulty in attracting and retaining appropriately skilled Environmental Health Officers (EHOs). Local Government is the largest employer of EHOs in Tasmania and this workforce plays an essential role in ensuring the health and safety of our community and visitors to the State. The drivers of this skills shortage are complex and multifaceted and in order to address this challenge there needs to be a holistic assessment of the causes and a number of strategies developed.

This is why in late 2018 LGAT applied to SkillsTas for funding to undertake a workforce development plan for EHOs in Tasmania (the Project). This application was unsuccessful, however the contributors to the application determined that they would collectively fund the work themselves. LGAT, UTAS, the Department of Health and the EPA have all committed to jointly fund the Project. In addition, each organisation and Environmental Health Australia Tasmanian Division will contribute significant in-kind support for the Project.

The Project team consists of:

- Roger Hughes, School of Medicine, UTAS;
- Nicola Stephens, School of Medicine, UTAS;
- Dion Lester, LGAT;
- Lynden Leppard, LGAT;
- Paul Hunt, Public Health Services, Department of Health;
- Siohban Harpur, Public Health Services, Department of Health;
- Melissa Burn, Environmental Health Australia (Tasmania); and
- Alasdair Wells, Environment Protection Authority Tasmania.

The Project funding will support the employment of a Research Assistant who will work to the Project Team under day-to-day support in the School of Medicine (Public Health & Health Systems team). Recruitment of a Research Assistant to undertake the work has commenced, with the Project expected to be complete this year.

The Project will produce a paper summarising in detail the issues and challenges facing the workforce, with initial suggestions for action that will inform the development of the workforce development plan. The members of the Project team represent the agencies with

a stake in the project's findings and they are committed to a collaborative and constructive approach to the challenges that will be identified.

LGAT has an important role to play in facilitating a process in which all the stakeholders remain engaged and committed to the agreed principles for working together. LGAT also has a responsibility for ongoing consultation with all Local Councils on the implications of the findings and the development of recommendations.

One of the known key challenges to sustaining an appropriately skilled EHO workforce in Tasmania was the lack of a University course for aspirant EHOs. Pleasingly and as a direct result of the advocacy efforts of the Project Team, the UTAS School of Medicine intends to develop a post-graduate Graduate Diploma of Environmental Health.

### **Budget Implication**

Being undertaken within current resources

### **Current Policy**

Strategic Plan

Fostering collaboration

Promoting financial capacity

Developing capacity and capability to deliver

## **9.12 LGAT Procurement**

**Contact Officer – Deborah Leisser**

### **Decision Sought**

**That Members note the report on LGAT's procurement services, the savings of nearly \$2million across the sector and potential future procurement opportunities for councils.**

### **Background**

LGAT provides a range of procurement services for members. Of primary importance is the development, establishment and management of a range of goods and services supply panel arrangements that combine the purchasing power of councils in Tasmania and in other States of Australia for collective benefits.

Tasmanian councils can save time and money by purchasing through LGAT Procurement. These savings are made both on the price of the goods (discounts have been negotiated) and through streamlined administrative purchasing processes i.e. avoiding the need to tender. Savings associated with a single tender process are in the order of \$15,000 for a simple tender to around \$45,000 for a complex tender process.

LGAT member councils can purchase from quality approved suppliers, through these panels via a Request for Quotation or direct purchase order, they do not need to undertake a tender process, as this has already been done on behalf of councils by LGAT. It is important to note that councils can purchase locally through these panels.

Panels are developed and managed by procurement experts and are designed to meet strong probity requirements.

### **LGAT panel arrangement activity for 2018/19**

Panel arrangements in place -

- Energy Efficient Street Lighting
- Energy Efficient Street Lighting installation project management
- Telecommunications
- Fuel
- Mobile Garbage Bins
- Plant Machinery and Equipment
- Specialised Trucks and bodies, including Electric Garbage Trucks
- Trucks
- Industrial, Construction, Electrical and General Hardware and Materials

Panel arrangements under review/development

- Smart Cities
- Road, Water, Sewerage and Civil Works
- Business Management Services
- Information and Communication Technology Solutions and Services
- Corporate Clothing Workwear and Personal Protective Equipment
- Tyres, Tubes and Batteries
- Motor Vehicles, including Hybrids, Electric Vehicles and Electric Vehicle Charging Stations.

### **The key LGAT panel arrangements used**

Over the 12 months to end March 2019 key LGAT panel arrangements used were:

- Plant Machinery and Equipment
- Trucks and Specialised Trucks and Bodies
- Telecommunications
- Corporate Wardrobe
- Tyres, Tubes and Batteries

### **Total Spend through LGAT panel arrangements**

The total council spend through LGAT panel arrangements from the end of March 2018 to end March 2019 was \$5.8m. The total estimated savings for councils over the 12 months to end March was **\$1.11m**. This equates to an estimated saving per council (total savings divided by 29 councils) of \$38,276.

### **Savings through LGAT - Electricity**

LGAT also works to coordinate specific procurement processes where a range of councils have a common interest. By way of example, in 2014 non-metred public lighting energy became contestable. As a result, LGAT facilitated two rounds of competitive procurement processes for the sector. LGAT secured a significant reduction in electricity costs for the group of participating councils by leading this collective procurement process.

The latest contract is coming to an end on 30 June 2019 and LGAT is once again facilitating a combined competitive procurement process with the sector. At the time of writing the tender process was underway and contracts are likely to be in place by the time the July General Meeting is held.

The total savings negotiated for electricity (street lighting) was in the order of **\$820,000** for the period 2018/19.

### **Total savings via LGAT Procurement (Panel Arrangements And Electricity)**

The total amount councils saved via LGAT procurement for the 12 months to end March 2019, was \$1.9M or \$65,517 per council (total savings divided by 29 councils), \$1.11M of this was via LGAT contract/panel arrangements and \$820,000 was via savings through the electricity contract.

Total LGAT subs state-wide for 2018/19 amounted to \$1.3M. In other words, savings covered 146% of total subs for a 12-month period.

Fourteen Councils made savings through LGAT Procurement that were sufficient to fully offset their LGAT annual subscriptions and a further four made savings that covered more than 50% of their LGAT annual subscription.

### **Budget Implications**

LGAT Procurement operates within existing staffing arrangements.

### **Current Policy**

#### Strategic Plan

- Fostering collaboration
- Promoting financial sustainability
- Developing capacity and capability to deliver

**9.13 Heavy Vehicle National Law Review and Heavy Vehicles Regulation In Tasmania**  
**Contact Officer – Michael Edrich**

**Decision Sought**

**That Members note the following report on the review of Heavy Vehicle National Law and direct interested staff to make contact with LGAT.**

**Background comment:**

Tasmania is leading the way in Australia in collaborating to understand its road network and deliver safe and responsible road access for heavy vehicles. However, a current review of the Heavy Vehicle National Law (HVNL) by the National Transport Commission (NTC) may impact the work achieved to date.

Since its commencement in 2014, the HVNL has had a difficult introduction period for road managers, regulators and transport operators alike in implementing and adapting to the new regulatory environment. Being such a critical component and facilitator of economic activity and community wellbeing, both locally and nation-wide, getting the optimal balance between productivity, efficiency, road safety and infrastructure protection has been an important task for all stakeholders to get right.

To proactively adapt to the new law, the Tasmanian Department of State Growth (DSG) and Local Government have partnered closely over the last five years to undertake work to understand the infrastructure capacity and tolerances of their road network, as well as Tasmanian industry heavy vehicles and transport needs, in order to optimise the delivery of safe and responsible road access for operators. The collaboration has provided novel digital mapping and technical tools to assess proposed HV routes and their demands on critical infrastructure (like bridges and roundabouts) so that requests for HV access to the road network can be assessed and processed as efficiently as possible and with steadily improving speed and convenience. This has led to a relatively positive and stable road access situation for heavy vehicles in Tasmania, with a collaborative culture of continual improvement and infrastructure optimisation shared amongst road managers. From LGAT's perspective, the collaborative approach between State and Local Governments is a highly successful one in delivering quality services to our communities and unlocking value in the infrastructure we manage, providing a model for State-Local engagement in optimising service delivery for Tasmania.

However, Heavy Vehicle access problems, particularly in other jurisdictions, have motivated some operators and their industry associations to advocate for change, including the Oversize and Overmass (OSOM) Review<sup>4</sup> and the broader HVNL review<sup>5</sup>, both very recent and in-progress. Some of this advocacy has taken aim at Local Government specifically, questioning the entire sector's role in road access decisions. Given that this is not the same issue in every jurisdiction and the substantial progress made in Tasmania, how the NTC responds to these claims in the HVNL review may have adverse impacts on the collaboration and service delivery that Tasmania is currently delivering.

LGAT is working closely with DSG to inform the HVNL review, as well as Local Government Association colleagues of other states and the ALGA. LGAT encourages members to support their road management staff in continuing the positive collaboration between State and Local road managers. Should your staff wish to be involved in the HVNL review, please have them contact Michael Edrich at [michael.edrich@lgat.tas.gov.au](mailto:michael.edrich@lgat.tas.gov.au).

### **Budget Impact**

Being undertaken within current resources.

### **Current Policy**

#### Strategic Plan

- Facilitating change
- Building Local Government's reputation
- Fostering collaboration
- Promoting financial sustainability
- Developing capacity and capability to deliver

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<sup>4</sup> See: [https://www.infrastructure.gov.au/vehicles/vehicle\\_regulation/ris/index.aspx](https://www.infrastructure.gov.au/vehicles/vehicle_regulation/ris/index.aspx)

<sup>5</sup> See: <https://www.ntc.gov.au/current-projects/heavy-vehicle-national-law-review/>

**9.14 Emergency Management**  
**Contact Officer – Georgia Palmer**

**Decision Sought**

**That Members note the report on Emergency Management activity.**

**Background**

Significant activity has been occurring in the emergency management sphere in recent times. The following provides an update on the status of this activity at the federal, state and local level.

**Federal Government Policies**

**Emergency Response Fund**

Through the 2019/20 budget the Federal Government announced a new \$3.9B Emergency Response Fund, to allocate up to \$150M per annum for natural disaster recovery and response initiatives above and beyond existing funding for severe and catastrophic disasters.

The application of the Fund will not interfere with the current Disaster Recovery Funding Arrangements (DRFA).

The Fund will commence on 1 October 2019.

The fund is for natural disaster recovery and responses and on the face of it does not include mitigation, or betterment, which is dealt with under the existing DRFA.

However, the fund will be established under legislation which will be tabled after the election and may therefore be subject to negotiations to include mitigation funding. Indications are the funding could be in the form of grants as opposed to reimbursement under the DRFA model (albeit with upfront payment).

**Natural Disaster Resilience Funding**

The Government will provide \$130.5M over five years from 2019-20 to reduce the risk and impact of disasters

The funding includes \$104.4M for a five year National Partnership Agreement (NPA) to support the States and Territories in reducing disaster risks. The total amount available to the State and Territories under this agreement will be \$20.9M per annum (in contrast to the previous NPA, which provided a total of \$26.1M per annum). The funding difference is being provided to the Department of Home Affairs to deliver initiatives (8 projects) which reduce disaster risk at the national level.

From a Tasmanian perspective it is likely that funding for mitigation through grant programs will reduce from \$1.3 million to \$1 million per annum. This is still dependant on negotiations which will start after the election. Tasmania's previous share of NPA funding was allocated based on 5% of the national pool but whether the funding is distributed on the same basis under the new agreement is not yet known. Tasmania's share could be reduced as low as 2.2% if a decision is made to distribute the funding on a per capita basis.

### **Tasmanian Municipal Emergency Management Guidelines**

LGAT and the State Emergency Service were successful in receiving grant funding to update the Municipal Emergency Management Guidelines to support Municipal Emergency Management Committees in fulfilling their roles and responsibilities under the *Emergency Management Act 2006*. The Guidelines will incorporate the plethora of changes to the emergency management arrangements since 2010 including changes to the act, risk assessment, and relief and recovery arrangements, among other things.

Andrea Heath has been engaged as the consultant to manage the project and consultation. Consultation with councils has begun and a draft of the new guidelines will be complete in the near future. The guidelines will be supported by video cases studies.

### **Registration in Evacuation Centres**

One of the key issues identified by councils during the December and January fires, and which other councils have experienced in the past, relates to registration of evacuees and ensuring that the council has the appropriate information to run a safe and efficient evacuation centre.

To address these issues and to explore opportunities for improvement a workshop was facilitated by LGAT between councils, Red Cross and Police. The workshop discussed interim and long term opportunities to improve registration in evacuation centres. There was agreement from participants that a consistent approach across the state would be beneficial.

It was agreed at the workshop that a business case for funding should be prepared to develop an online registration process which will meet council needs in running an evacuation centre and hopefully enable the data to be shared with Red Cross and Police. Privacy considerations will be key to enabling this to happen successfully.

LGAT has established a working group to develop the business case.

### **State Government Policies and Projects**

#### **Disaster Recovery Funding Arrangements Mitigation Project**

The new federal arrangements for natural disaster funding are now being applied. Under these arrangements the Australian Government will provide funding for the restoration of Essential Public Assets (EPAs) based on the estimated cost of reconstruction works. If the

actual cost of restoring EPAs is lower than the estimated cost, the savings must be redirected towards:

- EPA restoration projects where the actual costs is more than the estimated cost; or
- Natural hazard mitigation activities in accordance with the Disaster Recovery Funding Arrangements (DRFA).

The January fires in Tasmania will be the first event to be managed under these arrangements.

The Tasmanian Government is currently developing an agreed method for allocating realised efficiencies. Stakeholder consultation for this project is expected to begin soon, with the project plan aiming to have the approach signed off by Cabinet in October 2019.

### **Vulnerable People Framework**

The Tasmanian Health Service is currently reviewing Tasmania's Emergency Management Framework for Vulnerable People. The framework was initially implemented in December 2014, and while it raised awareness of the issue of vulnerability in emergencies, it did not result in effective implementation in either the government or community sectors. Consequently, a 2017 review of the framework was undertaken, and a series of recommendations made, including a formal revision and update to the framework.

The update of the framework is currently occurring with a focus on orientating the document towards contemporary language and practical application to address the perceived barriers to implementation. Engagement with stakeholders on the draft framework is likely to begin in June. This will include consultation with Local Government.

### **Emergency Management Training Continuum**

This Project is a whole of government collaborative approach to training and education in the Tasmanian emergency management sector.

There is little or no coordination of emergency management training across Tasmania.

The purpose of the project is to identify the educational units being delivered in organisations for Emergency Management (EM) workers. Once the educational units are understood a continuum will be crafted to outline the training pathways for workers with EM responsibilities. A survey has been designed to capture feedback from key stakeholders and the results of this survey will be used to shape the development of the Training Continuum. This will provide a centralised point of training, resources and links for EM practitioners in Tasmania.

## Tasmanian Resilience Strategy and new State Emergency Management Strategic Directions Framework

The SEMC (State Emergency Management Committee) *Strategic Directions Framework 2013-18* describes the current strategic priorities of the Tasmanian Government and provides a basis for the existing governance structures including subcommittees.

The Office of Security and Emergency Management is working closely with Tasmanian Government agencies and key external stakeholders to:

- Renew the SEMC *Strategic Directions Framework*; and
- Develop a public-facing *Tasmanian Disaster Resilience Strategy*, consistent with other states and national and international frameworks.

The Strategy and Framework will ensure strategic alignment between existing disaster resilience activities and help to prioritise the allocation of available resources.

The *SEMC Strategic Directions Framework* will be further reviewed and refined by the SEMC and agencies from July, following consultation and development of the draft Strategy. If approved, the final Strategy will be released in late 2019.

### Fire Services Act

The State Government is currently reviewing the *Fire Services Act 1979* and all subordinate legislation. An issues paper was released in June last year with several councils and LGAT providing submissions. The Independent Chair of the Steering committee, Mr Michael Harris, resigned from his position on 30 January 2019 and has been replaced by Mr Michael Blake.

Mr Michael Blake met with LGAT in February to discuss the LGAT submission and Local Government issues. It is expected that a further discussion paper with a range of options will be released to stakeholders for consultation in the next couple of months.

### Budget Implications

Does not apply.

### Current Policy

Strategic plan

Facilitating Change

Developing capacity and capability to deliver

**9.15 Local Government Community Health and Wellbeing Project  
Contact Officer – Lynden Leppard**

**Decision Sought**

**That Members note the report on LGAT's Community Health and Wellbeing Project.**

**Background**

A new position combining overall social policy and the Health and Wellbeing Project (the Project) was filled in March this year. The new officer is Lynden Leppard.

The Project is now one year in to the three year plan and the latest six monthly report has been provided to the Department of Health (DOH), the funder of the project. A focus last year was on supporting the development of council community health and wellbeing plans and highlighting health and wellbeing actions within council strategic plans. This included regional forums and information sharing about what councils are doing to promote health and wellbeing in their communities. This focus on support for planning will continue in 2019.

The [Project webpage](#) includes a wealth of resources for councils. This includes examples of council health and wellbeing plans, videos describing practical approaches to planning, and describing playground and playspace builds in Wynyard, Hobart, Bridgewater, Brighton, Longford, Dunalley, Launceston and Meander. Materials from *Building Great Communities for Tasmania's Children* forums in Hobart and Campbell Town are also available through the link.

Information on the Walkability Project is also available on the webpage. This Liveable Communities Program project will develop further in 2019-20 with the focus remaining on how LGAT can support councils making walking easier in their communities and linking to public transport opportunities.

**Actions for 2019**

Planning for years 2 and 3 of the health and Wellbeing Project is well underway, with a draft shared with the Advisory Committee in May. Key DOH stakeholders and some council officers have been consulted about how the Project's vision and objectives might best be interpreted based on last year's experience. Our focus will include supporting councils interested in practical projects such as playgrounds and food security while also supporting councils to address health and wellbeing issues guided by local data.

Developing a shared understanding across the state about the positive actions councils are already taking to sustain and improve health and wellbeing will also be a priority for 2019-20. Council staff everywhere are taking all sorts of positive actions that may not be contained in a formal plan and we want to capture this in case studies acknowledging the strengths and capacity that already exist. This knowledge will inform LGAT and other organisations about

how to tailor their support to better suit particular council needs and improve our overall understanding of how councils work within their communities. Forums in Burnie, Devonport, Launceston and Hobart in late July will explore these themes and feature discussions led by local council officers.

### **Budget Implication**

The Health and Wellbeing Project is funded by the Department of health, although LGAT is also providing significant in-kind support.

### **Current Policy**

Strategic Plan

- Facilitating Change
- Fostering collaboration
- Promoting financial capacity
- Developing capacity and capability to deliver

## **9.16 LGAT Peer Advisor Program \*** **Contact Officer – Katrena Stephenson**

### **Decision Sought**

**That Members note the Peer Advisor Program has been extended until the end of 2019.**

### **Background**

Following the Local Government elections in 2018, LGAT implemented a Peer Advisor Program for new councillors (refer **Attachment to Item 9.16**). This was the first time such a program had been put in place. Three Peer Advisors were appointed (one for each region) with training and resource kits provided to each. The program was widely promoted.

While the funding of the program concluded at the end of April all three Peer Advisors have agreed to continue on the program for no fee until the end of the year.

In evaluating the program in early May it was noted that program uptake had been slow to begin with but was starting to climb and that key matters being raised were around meeting procedures and practice, dealing with personal conflict/behaviours and relationship management. On occasions issues were too difficult or significant to be dealt with by Peer Advisors and in those instances the councilor was referred elsewhere (e.g. to the Director of Local Government or the Integrity Commission).

In general Advisors agreed:

- Councillors may need longer after an election to know what it is they might want to take advice on and to build program awareness;
- Managing personalities/conflict is often the issue;
- It appears that Code of Conduct may be being used inappropriately as a tool to threaten new councillors;
- There is clearly a role in training of candidates to build understanding and awareness of the reality of the role;
- It is hard for Peer Advisors to deal with intractable conflict – they have no authority. They can only be a trusted ear; and
- The training and support provided to Peer Advisors by LGAT was sufficient and does not need to change.

### **Budget Implications**

The program was fully funded through the 2018/19 budget at \$15,000.

### **Current Policy**

Strategic Plan

Developing capacity and capability to deliver

Priority Area 4 Further build sector resources and support, particularly for new Elected Members

### **9.17 State Budget \***

**Contact Officer – Katrena Stephenson**

#### **Decision Sought**

**That Members note the report on the 2019-20 State Budget.**

### **Background**

The State Budget was handed down on 23 May. LGAT circulated highlights to councils that day and are at **Attachment to Item 9.17**. A media release was also issued and is at **Attachment to Item 9.17**.

LGAT made a budget submission at the end of last year see <http://www.lgat.tas.gov.au/webdata/resources/files/Budget%20Priority%20Statement%202019-20.pdf>.

Our priority request was for additional resources to be based in the Planning Policy Unit, and a positive outcome was achieved in this regard with \$500,000 per annum allocated for planning reform. However, no funding was identified in the budget to support implementation of the soon to be released State Waste Action Plan. While the budget had a significant infrastructure focus, with \$2.8 billion to be invested in community infrastructure over the forward estimates period, there was not a specific allocation for cycling infrastructure. LGAT's capacity building proposals were not funded, but there will be further opportunity to advocate in these spaces during the review of the Local Government Legislation Framework and ahead of the next Local Government elections.

### **Other items of Interest to Local Government**

Other expenditure for the budgeted year:

- \$1.6 million to support the ongoing recovery of communities impacted by the bushfires in January and February 2019;
- \$650,000 to deliver the Flood Mapping Project;
- \$450,000 to finalise the Local Government Legislation Review; and
- \$1.2 million for the Southern Tasmania Community Recovery Fund.

At the Budget Breakfast in Hobart, the Treasurer noted the context 'headwinds' likely to impact on Tasmania's "strong economy and growing population", these included a reduction in state revenue of around half a billion dollars (a combination of a smaller total GST pool in the face of a national retail slow down and reduced stamp duty revenue associated with market growth occurring in areas where property values are not as high). He also noted that the state public service will be looking for efficiency savings to the order of 0.75c per \$100 of expenditure. The Government has projected that the budget, in particular the infrastructure spend, will create 10,000 jobs in Tasmania over the four year forward estimates period. Some concern has been raised by the opposition and other stakeholders about the movement into net debt, but the Treasurer remarked that the cost of servicing the debt was relatively low and supported equitable, intergenerational funding approaches for infrastructure. There has also been comment on the lack of focus on Tasmania's disadvantaged, particularly as relates to housing affordability. The Treasurer responded by noting initiatives around home ownership, infrastructure investment in growth areas and investment in transport.

As further detail emerges on the budget, LGAT will continue to update Members as appropriate.

### **Budget Impact**

Does not apply.

### **Current Policy**

Does not apply.

**9.18 Federal Election**  
**Contact Officer – Katrena Stephenson**

**Decision Sought**

**That Members note the report on the outcomes of the 2019 Federal Election.**

**Background**

The Federal election took place on 18 May and on 29 May, new Ministers under the Morrison Government were sworn in.

Of particular interest to the Tasmanian councils are:

<b>Deputy Prime Minister and Minister for Infrastructure, Transport and Regional Development</b>	The Hon Michael McCormack MP
<b>Minister for Water Resources, Drought, Rural Finance, Natural Disaster and Emergency Management</b>	The Hon David Littleproud MP
<b>Minister for Regional Services, Decentralisation and Local Government</b>	The Hon Mark Coulton MP
<b>Assistant Minister for Road Safety and Freight Transport</b>	The Hon Scott Buchholz MP
<b>Assistant Minister to the Deputy Prime Minister</b>	The Hon Andrew Gee MP
<b>Assistant Minister for Regional Development and Territories</b>	Mrs Nola Marino MP
<b>Minister for Population, Cities and Urban Infrastructure</b>	The Hon Alan Tudge MP

There will be two Tasmanian Ministers in the new Government:

<b><i>Assistant Minister for Forestry and Fisheries</i></b>	<i>Senator Jonathon Duniam</i>
<b><i>Minister for Aged Care and Senior Australians</i></b>	<i>Senator the Hon Richard Colbeck</i>
<b><i>Minister for Youth and Sport</i></b>	<i>Senator the Hon Richard Colbeck</i>

The ALGA National General Assembly 2019, to be held in Canberra 16-19 June, will include an address from the Local Government Minister and Shadow Minister.

ALGA President, David O'Loughlin will discuss the implications of the Federal Election outcome at the LGAT conference. He says –

*“while the election has ended, many of the initiatives for which ALGA has campaigned since September 2018 are yet to be realised. There was progress in some areas, increased Roads to Recovery and Bridges Renewal funding, continued local roads funding for South Australia, more funding for local sports infrastructure, some funding for waste and recycling initiatives and greater commitments in the areas of Indigenous well-being. But we still have a mountain to climb in terms of achieving a better federal funding deal for Local Government through FAGs, combating climate change, and really coming to grips with mounting recycling and waste management problems”.*

David will talk to delegates about the second phase of the Fairer Share campaign. This will need the support of all councils in contacting their new or returned local members and senators to congratulate them and also remind them of the importance of fairly funding local communities. It will be important to have as many councils involved as possible.

**Budget Impact**

Does not apply.

**Current Policy**

Does not apply.

**9.19 Communications, Events and Training Update**  
**Contact Officer – Kate Hiscock**

**Decision Sought**

**That Members note the following update regarding LGAT’s communications, events and training.**

**Communications**

LGAT’s monthly e-newsletter the Pulse continues to bring you information regarding Local Government activities, policies, legislation and LGAT’s advocacy activities as well as upcoming LGAT events and training. The Pulse includes links to the LG Noticeboard and stories about Member achievements at the Better Councils Better Communities page. Sign up for the Pulse [here](#).

The first online only edition of [LG Tas](#) was released in April. Previously posted in hard copy to around 1000 recipients, digital only publication is resulting in financial savings and waste reduction. Tracking indicates that opening rates for LG Tas are 16.7% above the industry

standard which is pleasing. The purpose of LG Tas, produced bi-annually, is to promote the Local Government sector with a focus on Members' achievements and activities to a range of stakeholders and influencers.

### Overview of Activities

Proactive communications activities since the last General Meeting in addition to media queries include:

- Opinion Editorial - LG Taking the lead on waste (submitted yet to be published);
- The Pulse March, April, May editions;
- LG Tas April 2019; and
- Six Media queries.

Since the last General Meeting LGAT has facilitated key events and training activities including:

- Internal Audit Panel Training (6/7 March 2019);
- International Women's Day Awards Luncheon (8 March 2019);
- Elected Members Professional Development Weekend (23/24 March 2019);
- Engagement Champions Leadership (1 April 2019);
- General Managers Workshop (3/4 April 2019); and
- LGAT Breakfast Series with UTAS Devonport 9 May, Hobart 16 May (Launceston event postponed due to low numbers)

### Upcoming Events and Training

The LGAT Events Calendar can be found on our website [here](#)

### Upcoming Training and Development opportunities include:

May 2019	Date	Location	Information
Statewide Waste Study Consultation Workshop	29-May	Hobart	Click <a href="#">here</a>
Mayor's Professional Development Day	30 May	Launceston	Click <a href="#">here</a>
<b>June 2019</b>			
Statewide Waste Study Consultation Workshop	7 June	Launceston	Click <a href="#">here</a>
<b>July 2019</b>			
AURIN Workshops	1 July	Launceston	Click <a href="#">here</a>
AURIN Workshops	2 July	Hobart	Click <a href="#">here</a>
LGAT General Meeting	3 July	Hobart	Click <a href="#">here</a>
LGAT AGM	2 July	Hobart	Click <a href="#">here</a>
LGAT Annual Conference	4-5 July	Hobart	Click <a href="#">here</a>

<b>August 2019</b>			
Storytelling for leaders	15 August	Hobart	TBC
2IC Forum	4 September	Launceston	TBC
Regional Breakfast (UTAS)	4 September	Launceston	TBC

We have started preliminary work scoping a forum that looks to marry issues around planning, tourism impacts and housing affordability. Similarly, we are investigating a potential partnership to deliver an understanding of council financials workshop for elected members. More information on those will be provided in due course.

### **LGAT Annual Conference**

We hope you have registered for the 107<sup>th</sup> LGAT Annual Conference from 3-5 July at Wrest Point, Hobart. We think we have a great event lined up and look forward to seeing you there. Don't forget to visit the trade exhibition and talk to the exhibitors and sponsors that help support our event.

- Conference Wifi Password: lgat2019
- Join the conversation on Twitter: #LGATconf2019
- Dinner theme: Splash of Colour

Your feedback about the conference helps us deliver you a better event. Be sure to complete the feedback form that will be emailed to you on conference completion.

We are striving to reduce waste at the 2019 LGAT Annual Conference. All eating and drinkware will be washable. The coffee corner will have washable cups.

*Don't forget to bring your own reusable coffee cup and last year's conference bag*

### **Budget Impact**

Within current budget.

### **Current Policy**

LGAT Strategic Plan

Building Local Government's reputation

Fostering collaboration

Developing capacity and capability to deliver

## Motions For Which Notice Has Been Received

### 10 ROADS AND INFRASTRUCTURE

#### 10.1 Reinstatement of Heavy Vehicle Road Tax Council – Circular Head

##### Decision Sought

**That Member Councils of LGAT recommend that the State Government provides an immediate commitment to reinstatement of the equitable distribution of the total heavy motor vehicle road tax collected, to the percentage distribution at the time of inception of the scheme in 1996/1997.**

##### Background Comment

The State Grants Commission Act 1976 also requires the Commission to recommend the distribution amongst councils of State motor taxes collected on the registration of heavy vehicles. This function of the Commission is separate from its responsibility to recommend the distribution of Australian Government FAGs. The distribution of the HVMTR is not governed by the Local Government (Financial Assistance) Act 1995, and the funding is not a component of the FAG pool.

Since 1996-97, the State Government has allocated \$1.5 million per annum of heavy vehicle motor taxes for distribution to councils.

From the State Government published budget documents the total Motor tax in 1997-98 (no 1996-97 document online) was \$39 million with an estimated \$32.1 million being the heavy vehicle tax component (82% estimation based upon the number of licences issued and cost of licencing per vehicle class).

In 2018-19 this figure grew to \$89.9 million total Motor tax with an estimated \$73.9 million being the Heavy vehicle component (based on the above 82%).

Local Government may also be in position to lobby for a stronger proportion of the heavy vehicle tax than stated originally thought based upon a detailed read of the States 2016-17 Freight Survey report.

It is revealed (screenshot below) that the local government road network is providing carriage for 6% of all freight land movement which equates to 7.6% of all freight movement via road.

The 1997-98 distribution of Heavy vehicle tax (and original basis for lobbying) was 4.7%

If we recast the estimations in the original email using 7.6% as the total distribution to Local Government of the estimated total \$73.9 million collected by the state we arrive at \$5.6 million being distributed to Local Government. The CHC share via the SGC 18.64% distribution is then recalculated to be nominally \$1,046,000 annually.

This recast estimate would be a nominal \$767,000 increase to above the current \$279,000 fixed per annum contribution and would involve a .09% change to the State Governments annual revenue of \$5,874 million (still an immaterial change). This is equivalent to a 10.9 rate rise in the general rate.

## Overview

In 2016-17, Tasmania's road and rail freight network carried 25.7 million tonnes, which travelled around 2.2 billion tonne-kilometres. The majority of the task moved on the road network – 88 per cent by mass and 78 per cent by tonne-kilometres, compared to 12 per cent by mass and 22 per cent by tonne-kilometres for rail<sup>1</sup>.

Table 1 - Freight movements by road owner

Road ownership	Total length (km)	Tonne-kilometres travelled	per cent of total tonne-kilometres travelled
National Land Transport Network – Road	454	913 million	42%
State Roads <sup>2</sup>	3,700	612 million	28%
Local Government Roads <sup>3</sup>	14,470	131 million	6%
Roads under other ownership <sup>4</sup>	55,448 <sup>5</sup>	42 million	2%
<b>Total Road</b>	<b>74,072</b>	<b>1.7 billion</b>	<b>78%</b>
Tasmanian Rail Network	411	473 million	22%

42 per cent of Tasmania's total freight task, in tonne-kilometres, is carried on the National Land Transport Network (National Network)<sup>6</sup>, the majority by road (Table 1). While this Network comprises only a small proportion of Tasmania's total land freight network by length, it underpins the State's land freight network,

## LGAT Comment

LGAT has received two similar motions dating back thirteen years:

### 2005

*That Local Government lobby the State Government to increase the amount of 'heavy vehicle licence fees' that are distributed to Local Government.*

### 2006

*Heavy Vehicle Funding: That LGAT lobby the State Government to provide a greater share to Local Government in Tasmania of the heavy vehicle registration fees to enable Councils to develop a sustainable model for more adequate maintenance to their roads.*

LGAT also made budget submissions in 2004, 2008 and 2010 seeking redress for the elimination of previous sources of Local Government road maintenance funding for heavy vehicles, the equitable distribution of road taxation to improve local road maintenance capability and for such measures to keep pace with the considerable increase in the freight task and growth in heavy vehicle usage and demands on local roads.

This issue has a long history and is part of a larger issue of Local Government funding. At the heart of it is a small and dwindling (in real terms) distribution of the heavy vehicle motor tax to Local Government, when demands on the roads are increasing. This declining Local Government revenue in the face of increasing demands is a familiar story, recognised by councils across the nation<sup>6</sup>.

With roads, it is a particularly acute problem. Using the metric of “tonne kilometres” to assess roads and distribute funding to components gives a skewed sense of the complete road network. This metric tends to very favourably emphasise the role of the State and National road networks because of the distance travelled by a bulk of freight<sup>7</sup>, but these roads are not complete networks because they service a very small proportion of properties and land uses. Instead, it is the local road network that completes the transport task, delivering goods and services door to door and servicing the overwhelming majority of economically productive land uses.

It can be argued that although the State road network may be superior in providing kilometres driven, volume and the big figures that look impressive on paper, the local road network is far more critical for delivering actual completed trips that are fundamental to economic productivity. Effort and resources therefore need to be focused on Local Government roads and capacity to ensure the best transport outcomes.

In addition, local roads are typically constructed and maintained to a more economical standard and so can be more susceptible to suffering the impacts of heavy vehicle traffic.

The Tasmanian Government response does not attempt to address the issue at the heart of this motion, which is equity in road maintenance capacity. It does not take a whole-of-network approach so does not acknowledge the critical role of Local Government roads in facilitating economic productivity by providing complete transport trips. It also does not attempt to demonstrate equitability in funding distribution, appropriate to the transport outcomes sought, which should be a smooth, safe and efficient journey, from door to door.

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<sup>6</sup> See also: <https://alga.asn.au/policy-centre/financial-sustainability/background-on-local-government-funding/>

<sup>7</sup> See: [https://www.stategrowth.tas.gov.au/infrastructure\\_tasmania/freight/data/tasmanian\\_freight\\_survey2](https://www.stategrowth.tas.gov.au/infrastructure_tasmania/freight/data/tasmanian_freight_survey2)

### Tasmanian Government Agency Comment

The Tasmanian Government does not support the motion to increase its \$1.5 million annual contribution to supplement local council road maintenance programs.

While the cost to local councils of maintaining roads will have grown over time, the \$1.5 million annual payment is only a small part of road-related funding that Tasmanian local councils receive.

Many of these payments will contribute to maintenance of roads used by heavy vehicles, including:

- Roads to recovery funding;
- Black spot funding;
- Urban congestion funding; and
- State Government funding for specific roads and bridges projects.

Treasury has been unable to find evidence to support linking the grant to the quantum of State Government heavy vehicle motor tax revenue collections. The grant appears to have been primarily designed to compensate local councils for the abolition of local council heavy vehicle road tolls in 1996.

### 10.2 Compensation for No Indexation of Heavy Vehicle Road Tax Council – Circular Head

#### Decision Sought

**Member Councils of LGAT recommend that the State Government make to all Local Councils a one off additional annual payment allocation of the heavy motor vehicle road tax distribution as compensation for 24 years of no indexation of the funding allocation.**

#### Background Comment

From the State Government published budget documents the total Motor tax in 1997-98 (no 1996-97 document online) was \$39 million with an estimated \$32.1 million being the heavy vehicle tax component (82% estimation based upon the number of licences issued and cost of licencing per vehicle class).

In 2018-19 this figure grew to \$89.9 million total Motor tax with an estimated \$73.9 million being the Heavy vehicle component (based on the above 82%).

Just let that sink in for a moment: -

- The distribution of \$1.5 million of the total heavy vehicle tax collected by State government to Local Government has remained fixed at \$1.5 million without increase for 24 years.
- The total heavy vehicle tax collected by State Government has grown from an estimated \$32.1 million to \$73.9 million (a 230% increase to the state revenue with a 0% increase to the Local Government share).

From the same SGC publication referenced above CHC's share of the \$1.5 million in 2017-18 was 18.64% of the total; \$279,552. In 2017-18 the \$1.5 million represents 2.08% of the total Heavy vehicle tax collected by State Government. If the 1997-98 comparative distribution was used (4.67% to Local Government) the total distribution to Local Government would rise from the fixed \$1.5 million to \$3.36 million across all Councils.

It should be noted that the total State Government revenue in 2017-18 was \$5,874 million, so the suggested correction to 1997-98 distribution proportion would represent only a 0.03% reduction in revenue (\$1.86 million reduction).

Despite the small margins involved for State Government, in all likelihood LGAT (if lobbying on Local Government's behalf) wouldn't achieve a full correction upfront but lobbying for increases to the fixing of the \$1.5 million distribution given the 230% growth of the revenue since 1996-97 over a period of say 3 years (0.01% revenue reduction to State Government) would have a very material effect for the high road use repair costs for Councils.

For interest, the current SGC \$1.5 million Heavy vehicle tax distribution is shown below for all 29 Councils.

**Table 16: 2016-17 Heavy Vehicle Motor Tax Revenue Distribution by council**

	Tonne-Kilometres (1)	Share of State Total	2016-17 Distribution \$
Break O'Day	5 551 751	4.84%	72 642
Brighton	1 261 299	1.10%	16 504
Burnie	3 790 995	3.31%	49 603
Central Coast	5 219 775	4.55%	68 298
Central Highlands	1 989 652	1.74%	26 034
Circular Head	21 365 189	18.64%	279 552
Clarence	1 663 315	1.45%	21 764
Derwent Valley	5 633 386	4.91%	73 710
Devonport	4 339 139	3.79%	56 775
Dorset	11 387 792	9.93%	149 003
Flinders	728 258	0.00%	0
George Town	2 559 709	2.23%	33 493
Glamorgan Spring Bay	32 878	0.03%	430
Glenorchy	2 235 666	1.95%	29 253
Hobart	5 036 370	4.39%	65 898
Huon Valley	3 877 835	3.38%	50 739
Kentish	4 529 823	3.95%	59 270
King Island	1 357 427	0.00%	0
Kingborough	700 584	0.61%	9 167
Latrobe	1 165 783	1.02%	15 254
Launceston	11 974 969	10.45%	156 686
Meander Valley	4 956 200	4.32%	64 849
Northern Midlands	5 670 606	4.95%	74 197
Sorell	1 085 585	0.95%	14 204
Southern Midlands	898 102	0.78%	11 751
Tasman	724 531	0.63%	9 480
Waratah-Wynyard	4 569 630	3.99%	59 791
West Coast	140 024	0.12%	1 832
West Tamar	2 279 083	1.99%	29 821
<b>Total</b>	<b>116 725 356</b>	<b>100.00%</b>	<b>1 500 000</b>

(1) Source: Tonne-Kilometres from the 2014-15 TFS

### LGAT Comment

Refer to comments above in relation to Motion 10.1 - Reinstatement of Heavy Vehicle Road Tax). Distribution of road funding, that is, the resourcing and capacity of road management should be distributed and allocated strategically according to the transport outcome sought.

The Tasmanian Government comment on this motion below gives no explanation for the absence of indexation and how it supports their road management goals for the Tasmanian road network, nor why, when motor tax revenue is increasing, Local Government distribution should be declining (in real terms).

### Tasmanian State Government Agency Comment

The State Government does not support the preceding motion 4.1 to increase its \$1.5 million annual contribution to supplement local council road maintenance programs, and therefore also does not support this motion.

## 11 SECTOR PROFILE AND REFORM

### 11.1 Amend Meeting Procedures Council – Break O’Day

#### Decision Sought

**That LGAT lobby the State Government requesting changes be made to Part 3, Sections 27 and 28 – Voting as well as the inclusion of reasons to be listed in Section 32 – Minutes of the Local Government (Meeting Procedures) Regulations 2015 with regard to elected members voting against an “Officer’s Recommendation” or “Motion”.**

#### Background Comment

That if a Councillor votes against an “Officer’s Recommendation” or “motion” it must be recorded in the minutes that particular Councillors reason for voting against the recommendation. This should be done for all decisions of Council not just when acting as a “Planning Authority”.

The main reason for this amendment is to ensure complete transparency and accountability to the community. An elected member must be accountable to the community and the only way transparency can work is if the community knows why a Councillor has voted “no”.

#### LGAT Comment

There has been one previous motion that is related to this matter, tabled at the July 2015 Meeting -

*That all Councillors be encouraged to undertake training courses ie Planning, Legislation, Code of Conduct, Meeting Procedures etc.*

Members would be aware that the State Government has recently commenced a review of the *Local Government Act*. Please refer to the separate agenda item for a full update. If this motion is carried, then the current review offers the ideal opportunity for this motion to be progressed.

#### Tasmanian State Government Agency Comment

The Tasmanian Government is currently undertaking a comprehensive review of Tasmania’s Local Government legislation (including supporting regulations). Proposed changes to enhance transparency in council decision making, including meeting procedures, are being actively considered as part of the review.

## 12 SECTOR CAPACITY

No Motions Received

## 13 FINANCIAL SUSTAINABILITY

No Motions Received

## 14 ENVIRONMENTAL MANAGEMENT

### 14.1 Climate Change Council – Devonport City

#### Decision Sought

That the Local Government Association of Tasmania investigate opportunities for the sector to develop a position on climate change including acknowledging:

- There is a climate emergency that requires action by all levels of the government;
- Human induced climate change is at the forefront of the climate emergency; and
- The State Government has a particular role in assisting local governments in dealing with the impacts of climate change.

#### Background Comment

There is a view that climate change is impacting on the environment at a rapidly increasing rate. All levels of government need to be working closely together to address the issue.

A number of local governments around the world have passed motions which acknowledge that in their view, there is a climate emergency (refer <https://climateemergencydeclaration.org/category/news/>).

The Municipal Association of Victoria recently passed a motion as follows:

*That the MAV recognise that:*

- a) We are in a state of climate emergency that requires urgent action by all levels of government, including councils;*
- b) Human induced climate change stands in the first rank of threats to humans, civilisation and other species;*
- c) It is still possible to restore a safe climate and prevent most of the anticipated long-term climate impacts – but only if societies across the world adopt an emergency mode of action that can enable the restructuring of the physical economy at the necessary scale and speed.*
- d) The MAV has a role in assisting local governments in this regard.*

Council acknowledges that individual councils are actively pursuing their own responses to climate change however, the climate emergency is more than an individual council responsibility. It could reasonably be argued that there is a responsibility for all levels of government and the community to work together.

This motion seeks LGAT to develop a sector wide position on climate change which is supported by the State Government to ensure that it can demonstrate that Tasmania is serious about tackling the issue and are prepared to work together to identify and implement positive action.

### **LGAT Comment**

LGAT has had one historical motion carried specifically relating to climate change:

*November 2010 – Seeking strengthening of the State-wide Partnership Agreement on Climate Change*

The Climate Emergency Declaration and Mobilisation campaign is a growing movement who's stated goal is "...for governments to declare a climate emergency and mobilise society-wide resources at sufficient scale and speed to protect civilisation, the economy, people, species, and ecosystems."

It is an awareness campaign seeking action that gives special consideration to Local Governments and their role in addressing climate instability. Nineteen Australian Governments, including the ACT and eighteen councils, and 106 British Local Governments have declared a climate emergency<sup>8</sup>.

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<sup>8</sup> See: <https://climateemergencydeclaration.org/climate-emergency-declarations-cover-15-million-citizens/>

**14.2 Climate Change  
Council – Huon Valley**

**Decision Sought**

**That the LGAT call upon the Federal and Tasmanian State Governments and Parliaments urging them to:**

- a) Acknowledge the urgency created by climate change that requires immediate and collaborative action across all tiers of government;**
- b) Acknowledge that the world climate crisis is an issue of social and environmental injustice and, to a great extent, the burden of the frontline impacts of climate change fall on low income communities vulnerable groups and future generations; and**
- c) Facilitate emergency action to address the climate crisis, reduce greenhouse gas emissions and meet or exceed targets in the Paris Agreement.**

**Background Comment**

There is concern from young people within Tasmania in relation to the impacts of climate change as is now occurring and for the future. These impacts are wide reaching including environmental, social and economic impacts.

The recent Intergovernmental Panel on Climate Change (IPCC) Special Report: Global Warming of 1.5°C, concluded that urgent action needs to be taken to prevent global temperatures exceeding 1.5°C.

Tasmania and particularly the Huon Valley is increasingly vulnerable to the impacts of climate change, particularly sea level rise, bushfires, floods and drought.

There is a strong feeling that climate change is not being addressed by Governments in a collaborative and effective manner.

The Federal and State Governments have the potential for the greatest influence on climate change related matters and yet they do not provide adequate resources and direction to addressing climate change impacts and often pass down responsibility to Local Government and local communities to find their own solution.

**LGAT Comment**

LGAT has had one historical motion carried specifically relating to climate change:

*November 2010 – Seeking strengthening of the State-wide Partnership Agreement on Climate Change*

Tasmanian communities are increasingly feeling the effects of extreme weather events, resulting in severe bushfires in 2013, 2016 and 2019, severe flooding in 2016 and 2018 and, ongoing coastal erosion. Each instance cannot casually be correlated to altered climate but taken together they form a pattern in people’s minds that match the climatic patterns predicted by a large body of global scientific investigation.

The number of positive initiatives undertaken by the Government is acknowledged (as detailed in the Tasmanian Government comment below) however, members should be aware that the 2019-20 State Budget Papers indicate an end to State Government funding for its Climate Action 21: Tasmania’s Climate Change Action Plan 2017-2021 from the end of the 2021 financial year (only two years away) resulting in a significant reduction in forecast funding from that period onwards. This coincides with the end of the Action Plan however, funding has not been forecast or allocated for a replacement plan or what continuation past the point might look like.

**Table 9.1: Key Deliverables Statement**

	2019-20	2020-21	2021-22	2022-23
	Budget	Forward Estimate	Forward Estimate	Forward Estimate
	\$'000	\$'000	\$'000	\$'000
Bushfire Recovery	1 560	....	....	....
Climate Action 21: Tasmania’s Climate Change Action Plan 2017-2021	750	750	....	....

**Tasmanian Government Agency Comment**

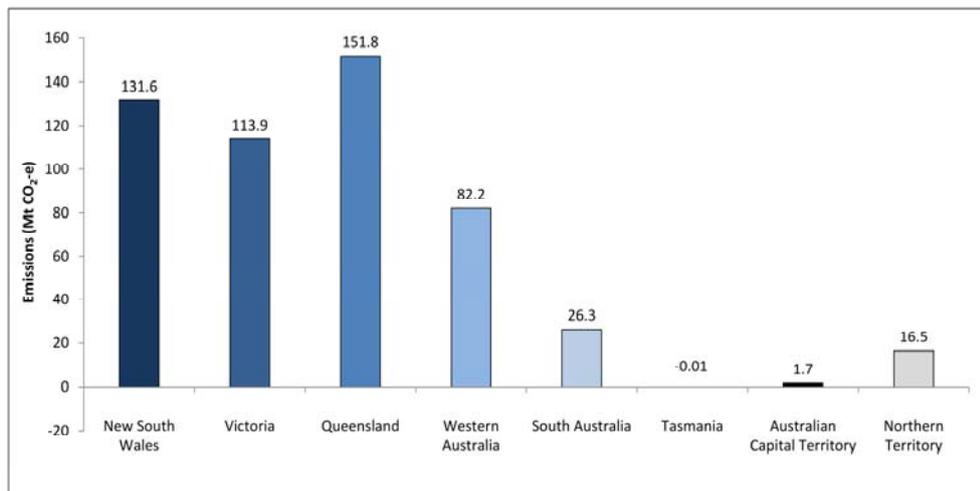
The *Climate Change (State Action) Act 2008* (the Act) sets the Tasmanian Government’s legislative framework for action on climate change.

Following the most recent independent review of the Act, completed by Jacobs Australia in 2016, the Department of Premier and Cabinet’s Tasmanian Climate Change Office is currently leading a project to amend the Act.

Amendments to the Act are scheduled to be tabled in Parliament this year. The proposed amendments include setting a new greenhouse gas emissions target for Tasmania in line with international agreements.

It is important to note that Tasmania’s total contribution to national carbon emissions is the lowest of any state or territory and, according to the *State and Territory Greenhouse Gas Inventories 2016*, represented a net negative contribution of -0.01 metric tonnes of carbon dioxide equivalent emissions (see Figure 1, below).

Figure 1: State and Territory total emissions (including those from Land Use, Land Use Change and Forestry), Financial Year 2016, (Mt CO<sub>2</sub>-e)



Note: The NSW inventory includes ACT emissions from the *stationary energy* sector.

*Climate Action 21: Tasmania's Climate Change Action Plan 2017-2021* (Climate Action 21) sets the Tasmanian Government's policy framework for action on climate change through to 2021. It reflects the Government's commitment to addressing the critical issue of climate change and articulates how Tasmania will play its role in the global response to climate change.

Through the implementation of Climate Action 21, the Tasmanian Government has worked closely with councils on a number of key projects in relation to electric vehicles, risk management, and coastal issues.

Key initiatives being delivered by the Tasmanian Government to reduce the State's greenhouse gas emissions include:

- \$850,000 for Power\$mart Homes, a program aimed at helping low income households reduce their energy costs through support and education, energy efficiency audits and low cost upgrades;
- \$150,000 for Power\$mart Businesses, a program to provide assistance to businesses to improve energy efficiency;
- \$450,000 to commence the rollout of a statewide electric vehicle charging network by offering grant funding to install both fast and destination electric vehicle charging stations; and
- The Smarter Fleets Program to work with councils, State Government departments, and heavy vehicle fleets for improved electric vehicle preparedness and fleet efficiency.

Additionally, the Tasmanian Government:

- Has committed to becoming 100 per cent self-sufficient in renewable energy generation by 2022 and has facilitated major windfarm developments to help achieve this;

- Will invest up to \$30 million to take the first phase of Battery of the Nation to investment stage by 2022;
- With support from the Australian Government, will invest \$56 million to the development of the second interconnector between Tasmania and the mainland;
- Has delivered the \$40 million Tasmanian Energy Efficiency Loan Scheme to provide no-interest loans for households and small businesses to purchase energy efficient equipment and appliances;
- Continues to support vulnerable customers through Aurora Energy's 'Your Energy Support' and 'No Interest Loan Scheme' programs, which help customers manage their energy bills through tailored payment plans and access to energy efficient products;
- Delivered a Climate Change Health Roundtable (April 2019) with experts and policy makers to identify policies, programs and research in climate change and health, specific to the Tasmanian context;
- Is undertaking research to help the Tasmanian Government, Local Government, industry and communities build their capacity to prepare for and respond to coincident (also known as multi-hazard) extreme events;
- Is supporting local councils to understand and actively assess climate risks to ensure they make decisions in the best interests of their community; and
- Is working with coastal managers across Local and State Government to identify key issues in coastal hazards management for existing settlements and values.

The Tasmanian Government will continue to work collaboratively with councils, communities and all stakeholders to further reduce the State's greenhouse gas emissions, grow a climate-ready economy and build climate resilient communities across Tasmania.

### **14.3 Single Use Plastics/Waste Strategy Council – Huon Valley**

#### **Decision Sought**

**That the Local Government Association of Tasmania lobbies the State Government to complete a state-wide Waste Strategy that includes Policy and Legislation that will phase out single use plastics across the State and support the establishment of regional composting facilities.**

#### **Background Comment**

The issue of single use plastics is under active discussion within the Tasmanian community.

The Hobart City Council has recently announced a by-law proposing to ban single use plastics within the Hobart City. The By-law will not though apply to any other Council area.

There is substantial evidence that single use plastics and takeaway packaging is a major contributor to the litter stream in Tasmania.

There is considerable public momentum for the reduction in availability of plastic products to reduce environmental impact. Alternative and compostable packaging is readily available and it is considered important that the strategy considers and supports the development of regional composting facilities to ensure that maximum benefit can be achieved from use of alternative packaging.

This is not a matter simply confined to an individual Council but is a matter that should be considered by the State Government on a statewide strategy basis with some following action.

#### **LGAT Comment**

There have been a significant number of previous motions related to waste management and resource recovery at LGAT General Meetings. Starting with July 2004, seeking the State Government to develop a policy for the preferred disposal of green waste.

In July 2012 and again in November 2016 the sector confirmed its commitment to the introduction of a state-wide statutory waste levy.

In November 2017 the sector reaffirmed its commitment to improving waste management and raised concerns over the lack of a State Waste Strategy and action on plastics in particular.

In July 2018 the sector moved that LGAT lobby the State Government for the introduction of legislation to phase out the provision of petroleum-based single-use take-away food packaging, and also that LGAT lobby councils to adopt the use of reusable and compostable items for use in council sponsored events.

LGAT has been actively lobbying the State Government for the development of a State Waste Action Plan since July 2016, when the Government announced it would not be introducing a statutory waste levy. This has included the development of the LGAT Waste and Resource Management Strategy in 2017, which details a suite of initiatives which address key state-wide issues faced by Local Governments across Tasmania, for consideration by the Environment Protection Agency (EPA) in developing a new waste action plan. Since that time LGAT has advocated directly to Government and also via a number of media statements and opinion editorials for the urgent need for state-wide policy. At the most recent Premier's Local Government Council Meeting the failure of the State Government to produce a State Waste Action plan was discussed.

The LGAT Waste and Resource Management Strategy 2017 did not contain a recommendation to phase out single use plastics as at that time stakeholder feedback did not highlight it as a key issue. However, this issue emerged as a significant concern of the sectors (and the

community more broadly in 2018) and since that time LGAT has been advocating that the State Government introduction of legislation to phase out the provision of petroleum-based single-use take-away food packaging. It is further worth noting that the work LGAT is currently undertaking on the feasibility of state-wide waste arrangements indicates that single use plastics and packaging was highlighted as one of the four top waste priorities identified by stakeholders. Please see the separate agenda item for a full discussion.

The State Government response to this motion is typical of their response over the past 12 – 18 months on all aspects of LGATs advocacy related to waste and resource recovery. The long awaited for State Waste Action Plan will need to be a comprehensive road map with an implementation plan for addressing the many significant and unresolved waste issues at a state-wide level. Anything otherwise would fall well short of what the Tasmanian community requires.

#### **Tasmanian Government Agency Comment**

The Tasmanian Government acknowledges that there is a high level of interest from the community on reducing the impact of single-use plastics. The Tasmanian Government is currently working at the national level through the Meeting of Environment Ministers to develop an implementation plan for the recently endorsed *National Waste Policy*. The Policy includes consideration of how to reduce and eventually move away totally from the use of single-use plastics and has a key commitment from Ministers to having 100 per cent of Australian packaging being recyclable, compostable or reusable by 2025.

The Government has committed to releasing the Draft Tasmanian Waste Action Plan by the end of June 2019. The Waste Action Plan and the national policy will help to establish an environment that will result in a reduction in single-use plastics. It is important that potential impacts on business and the community are assessed and the Waste Action Plan will help to set a broader framework that tackles these kinds of waste and resource recovery issues.

**14.4 Single Use Plastics  
Council – Break O’Day**

**Decision Sought**

**Request that LGAT lobby the State Government to take leadership in developing a consistent state wide approach to banning the use of single use plastics in takeaway food packaging.**

**Decision Sought**

Break O’Day Council completely agree with the initiative of the Hobart City Council to ban single use plastics but we think that having up to 29 Council By-Laws which could all be different or only having some Councils doing this would be confusing. A more logical way to go is for a state wide approach which sends a message from Tasmania on this issue.

The City of Hobart has integrated the banning of single-use plastics into their current by-laws. We believe there is community support for this to happen in the Break O’Day municipality and that this Council should support the Hobart Council in their motion to LGAT and commence our own lobbying of sector businesses and State Government.

We believe many of our community members are increasingly concerned about plastics entering the Tasmanian marine environment and the impacts of micro-plastics on both human health and the environment.

We believe that Break O’Day should tackle the distribution of single-use, petroleum based plastic packaging, like straws, cutlery, lids and containers, from takeaway food outlets, working with local businesses.

We also believe that Council should request LGAT to lobby the State Government to broaden the scope of its current plastic bag legislation to include non-compostable single-use takeaway food packaging.

A number of our local food outlets have already commenced on this pathway to reduce waste and have joined the Responsible Café movement (<https://responsiblecafes.org>) to eliminate disposable coffee cups. Disposable coffee cups are lined with plastic polyethylene, which is tightly bonded to the paper making the cups waterproof and therefore able to contain liquid. In St Marys there are three (3) cafes who are participating and in St Helens there are two (2) participating cafes.

**LGAT Comment**

Please refer to the comments provided on the Huon Valley Council Motion above.

### Tasmanian Government Agency Comment

The Tasmanian Government acknowledges that there is a high level of interest from the community on reducing the impact of single-use plastics. The Tasmanian Government is currently working at the national level through the Meeting of Environment Ministers to develop an implementation plan for the recently endorsed *National Waste Policy*. The Policy includes consideration of how to reduce and eventually move away totally from the use of single-use plastics and has a key commitment from Ministers to having 100 per cent of Australian packaging being recyclable, compostable or reusable by 2025.

The Government has committed to releasing the Draft Tasmanian Waste Action Plan by the end of June 2019. The Waste Action Plan and the national policy will help to establish an environment that will result in a reduction in single-use plastics.

It is important that potential impacts on business and the community are assessed and the Waste Action Plan will help to set a broader framework that tackles these kinds of waste and resource recovery issues. It is the view of DPIPWE that the scope of the *Plastic Shopping Bags Ban Act 2013* could not be amended to address takeaway food packaging. New legislation would be required for any agreed statewide approach.

### 14.5 State Weed Management Council – Break O’Day

#### Decision Sought

**That LGAT lobby the heads of the Tasmanian Government’s Departments and GBEs with responsibilities for management of public lands or works on public lands to have new increased and sustained resourcing levels committed in government agency budgets to manage weeds on public land in coordination with the efforts of others in local areas.**

#### Background Comment

Break O’Day Council is concerned that Tasmanian Government agencies responsible for weed management on public land and conducting public infrastructure and works are not allocating sufficient resources for their duty care to the community.

The Spanish heath, gorse, pampas grass and many other weeds causing our problems have no regard for whose land they spread over. It is the property owner/manager who is responsible for preventing the spread of weeds and their eradication under the state’s Weed Management Act. Without coordinated strategic efforts by all land holders and managers and matching efforts, the weeds win.

Break O'Day Council is concerned that the resources being provided to public land managers locally are often not enough to match the coordinated efforts and progress by Councils, land owners and communities and is undermining their collective efforts.

Break O'Day Council recognises the area of public land government agencies are responsible for is extensive and fragmented, and the diverse range of public infrastructure and works in Tasmania they manage. Our experience is that government agencies generally do locally as much weed management as they can. Council also acknowledges the support of Biosecurity Tasmania and the government's Weed Action Fund and appointment of Mr Ian Sauer a State Weeds Advocate to chair the Fund and coordinate priorities for these new weed management resources.

However we are increasingly concerned that government agencies across Tasmania are failing to keep up with significant progress being made by Councils with farmers, community groups and residents, government agencies locally and Biosecurity Tasmania. And levels of weed management resources must be sustained over years, the key to success with weed management is follow-up.

The government's relatively short term Weed Action Fund is a welcome boost but it is not a substitute for the responsibilities government agencies share with other owners and managers of property in Tasmania to manage their weed problems. They should be engaged with local strategic weed management communities and allocate and apply appropriate levels of resources to support and not undermine coordinated local efforts.

If state agencies are not legally bound by legislated responsibilities, they are bound by their duty of care to the public whose land they use and manage, and as weed management role models.

#### **LGAT Comment**

LGAT has had number of motions in relation to weeds (2010, 2011, 2012, 2014 and 2017).

Key issues identified in relation to weeds have included the need for more resourcing to support weed management and greater collaboration to address strategic weed management. It is noted that Parks and Wildlife and State Growth (roadside weeds) work collaboratively with councils and other agencies and this is essential to the strategic management of weeds which do not observe land tenure. This cooperation must extend to Crown Land, other agencies and GBEs .

#### **Tasmanian Government Agency Comment**

The Parks & Wildlife Service (PWS) works collaboratively with councils, regional and local Natural Resource Management groups, Wildcare Inc friends groups and non-government

organisations and the community to target and prioritise weeds that have impact on areas of high conservation values or habitats.

The Working Neighbours program also contributes through the PWS working together with adjoining neighbours (predominantly in and around the Tasmanian Wilderness World Heritage Area) to identify and collaboratively manage cross-boundary issues of mutual concern such as weeds.

In the Break O'Day and adjoining municipalities, the practical application of weed eradication and management is represented through the following programs:

- Sea Spurge (Euphorbia): twice a year sweep of the 140 km coastal strip between Cape Naturaliste and Chain of Lagoons, pulling individual plants and undertaking spray treatment of larger infestations.
- Spanish Heath: control on reserves at Mt William/Wukalina National Park, Musselroe Bay and Ansons Bay, including targeted spraying to remove it from the last remaining stronghold of the critically endangered Davies' Waxflower at Mt Pearson State Reserve.
- Blackberry: removal from the area between Dianas Basin and Four Mile Creek, in conjunction with local community weed groups.
- Foxglove: removal from St Columba Falls and Poimena.
- Gorse: removal from Falmouth to Four Mile Creek.

The St Helens PWS field centre also partners with the Falmouth Foreshore Group, the Four Mile Creek Community Association, and the Wildcare Inc Friends of the Larapuna Coast (who undertake an annual three day weed and rubbish blitz on the Larapuna coast). Other areas where the PWS is active regarding weed control and eradication include Scotts Peak/Ryans Point helipad (biosecurity risk); Blackberry control - the Neck Game Reserve; continuous monitoring for infestations resulting from the 2013 Stormlea and Forcett wildfires; Serrated tussock - Sloping Island, Maria Island and numerous sites throughout the Northwest and the West Coast.

Crown land in Tasmania is managed by various Government Agencies and GBEs. Land managed under the *Crown Lands Act 1976* may be actively managed under either a Lease or Licence Agreement to a third party, or directly by the PWS.

The PWS routinely works with groups and individuals under Works Authorities to undertake weed management works on both Reserved and Crown land. The PWS also works with Local Government and other Government Agencies to coordinate and strategically collaborate on the most appropriate weed treatments/programs, including permit works approved by Biosecurity Tasmania.

The PWS is bound by the *Weed Management Act 1999* and adopts the statutory weed management plans for weed species declared under the Act.

#### 14.6 Waste Management Storage & Collection Council – West Tamar

##### Decision Sought

That Local Government Association of Tasmania lobby the Tasmanian Government for:

Reform of multiple dwelling standards in the Tasmanian Planning Scheme to require consideration of:

- Waste management storage and collection impacts for multiple dwelling developments; and
- Allowing for alternative waste storage and collection means such as site skip bins.

##### Background

The placement of bins on the road for collection is an issue within the community and for Councils in their role as a waste management provider for residents.

Recent unit developments in Legana highlight this issue, with the placement of significant numbers of refuse bins in a row on collection days. The following image provides an example of this problem.



More unit developments are underway in the same area, which will make the existing problem worse.

Some Councils have previously addressed this issue through planning scheme standards for unit developments, which regulate the unit developments on internal lots and allowed

consideration of the ability to have bins collected. Those provisions have been removed by the State as a result of the standardised State Housing provisions.

Councils can no longer consider this problem through their planning schemes.

The Tasmanian Planning Scheme allows consideration of the ability to store bins within the curtilage of a dwelling in the General and Inner Residential zones, it does not allow consideration of the ability to collect bins from a site or the adjoining roadway.

Government departments did consultation as part of the preparation and assessment of the standard State Housing provisions as used in current Planning Schemes and also the Tasmanian Planning Scheme. This issue was raised during the development and ongoing review of those provisions. The State determined that standards were not required to consider the ability of a site to allow collection of the bins under both the State Housing Provisions and Tasmanian Planning Scheme.

Despite repeated submissions from West Tamar Council, the State has not altered this position. This suggests that an alternative approach is required and that an industry based response from LGAT may be appropriate.

It is clear that the collection of waste, recycling and now FOGO bins has an impact on the immediate area of unit complexes. Recent development trends demonstrate unit complexes have continued to increase over the last years and are expected to continue. This suggests that impacts will continue to increase as more unit complexes are built.

Councils can deal with this matter through their waste management and road functions, which rely on a response after the problem exists. While it may be possible to identify this problem with the design of unit complexes, it is practically impossible to require a response through that process without standards in a planning scheme.

Planning scheme standards need to consider the ability to collect and empty bins as part of the design process. Standards in the current and pending planning schemes do not allow that to occur.

Triggers for assessment need to address:

- Internal lots;
- Large numbers of units;
- Collection of bins, rather than simply storage; and
- Use of alternative waste storage and collection means such as skip bins.

Given that the efforts of Council staff have not resulted in change to development standards, it is time to seek an industry based response on this matter through the LGAT.

### **LGAT Comment**

There have been no previous motions on this matter.

The State Government comment has failed to note the Government's commitment to review the standards for residential development (Planning Directive 4.1) in the General Residential Zone. As part of this, the Government has committed to include the development of new provisions for medium density and gentle infill housing.

LGAT is currently supporting Meander Valley Council in their LPS Hearing related to the Natural Assets Code and utilising S.35G of LUPAA. It should be noted that while LUPAA does have this mechanism, it has not been used before, the process is not articulated and there is confusion regarding its application.

### **Tasmanian Government Agency Comment**

The State Planning Provisions (SPPs) and the current PD4.1 provisions in the Interim Planning Schemes both provide controls and requirements for dealing with waste storage. The SPP is set out below.

Despite the motion indicating that previously there have been planning scheme standards for unit developments that allowed consideration of the ability to have bins collected, and the claim that these were removed by the planning directive process, there does not appear to be any record of such provisions in older schemes. Notwithstanding this, there is a process that allows councils to make submission to the Planning Commission as part of its Local Provisions Schedule process, to the effect that it considers the State Planning Provisions need to be amended (s.35G of the *Land Use Planning and Approvals Act 1993*).

It is recommended the issue is raised through the LPS process (in accordance with s.35G), preferably with some suggested standards that are derived from local council knowledge of the issue.

8.4.8 Waste storage for multiple dwellings

Objective:	To provide for the storage of waste and recycling bins for multiple dwellings.	
<b>Acceptable Solutions</b>	<b>Performance Criteria</b>	
<b>A1</b> A multiple dwelling must have a storage area, for waste and recycling bins, that is not less than 1.5m <sup>2</sup> per dwelling and is within one of the following locations:  (a) an area for the exclusive use of each dwelling, excluding the area in front of the dwelling; or  (b) a common storage area with an impervious surface that:  (i) has a setback of not less than 4.5m from a frontage;  (ii) is not less than 5.5m from any dwelling; and  (iii) is screened from the frontage and any dwelling by a wall to a height not less than 1.2m above the finished surface level of the storage area.	<b>P1</b> A multiple dwelling must have storage for waste and recycling bins that is:  (a) capable of storing the number of bins required for the site;  (b) screened from the frontage and dwellings; and  (c) if the storage area is a common storage area, separated from dwellings on the site to minimise impacts caused by odours and noise.	

**14.7 Feral Cats \***  
**Council – Burnie City**

**Decision Sought**

That LGAT calls on the State Government as matter of urgency to set up, resource, and authorise a program within the relevant State agency of a kind equivalent to the former Fox Eradication Taskforce with a specific purpose of taking and coordinating immediate and continuing long-term direct action to control and reduce the population of stray and feral cats in all parts of Tasmania.

**Background Comment**

The State Government introduced the Tasmanian Cat Management Plan 2017 as a framework on which to develop a more direct approach to improved cat management.

The Plan proposes a three pronged approach to reducing the population and impact of cats on the natural and human environment by –

- (a) Increasing the responsibility and accountability on cat owners to control the breeding and movement of cats;
- (b) Increasing the powers and responsibilities of Local Government to effectively manage cats and enforce compliance to the obligations on cat owners within their municipal areas; and
- (c) Increasing programs to reduce the number of stray and feral cats with natural and human environments.

The Department of Primary Industry, Parks, Water and Environment website states -

*“The Tasmanian Cat Management Plan represents the first comprehensive and collaborative approach to managing cats in Tasmania. The Plan recognises that cat management is a shared responsibility across all levels of government, business and the community and includes actions under seven objectives:*

*Objective 1: Tasmanian pet cat owners manage their cats responsibly*

*Objective 2: Increased community awareness, participation and commitment in cat management*

*Objective 3: Best practice techniques are used to guide the planning, management and control of stray and feral cats*

*Objective 4: Improved knowledge about feral, stray and domestic cats to better inform management*

*Objective 5: Minimise impacts of cats in areas with important conservation values and agricultural assets*

*Objective 6: Undertake legislative change to create an effective framework for managing cats and support other objectives*

*Objective 7: The roles and responsibilities related to cat management are clearly defined and understood by the Tasmanian community.*

*Implementation of the Plan will be guided by a shared understanding that there is a need to both: encourage responsible cat ownership, acknowledging the positive role that cats can play in our community; and to understand and mitigate the negative impacts that cats can have on the environment, agriculture, and on human health.”*

The Departments website states in relation to control of stray and feral cats –

*Under the [Cat Management Act 2009](#) cats found in a prohibited, rural or remote area may be trapped, seized or humanely destroyed.*

*Stray and feral cats pose a risk to Tasmania's wildlife, environment and agriculture. Cats may also act as a vector for diseases that affect wildlife, livestock and humans.*

*While responsible pet ownership is important to prevent the introduction of more cats into the environment, the existing feral population is believed to be self-sustaining and eradication is not feasible. A Cat Management Strategy is being developed in consultation with key industry, community and research partners to better understand and mitigate these impacts. DPIPWE is also supporting ongoing research into the impact of feral cats by the University of Tasmania.*

*The Cat Management Act 2009 allows for cat management actions within prohibited areas including Crown Land, private timber reserves, reserved land and land subject to a conservation covenant under the [Nature Conservation Act 2002](#) and State Forests and Reserves. Cats found in these areas may be trapped, seized or humanely destroyed by managers of that land, or people working on their behalf.*

*The owner of private land, or people working on their behalf, may trap, seize or humanely destroy a cat found:*

- *on rural land used for primary production relating to livestock, or*
- *on any land further than one km from any residence.*

*Where a cat is trapped or otherwise seized, the cat should be transferred as soon as practicable to a [cat management facility](#).*

*All cat management activities must be conducted in accordance with the Cat Management Act 2009 and the [Animal Welfare Act 1993](#). Penalties apply for inhumane activities and other breaches of those Acts.*

The Invasive Species Branch (ISB) was formed in July 2012 within the Department of Primary Industries, Parks, Water and Environment (DPIPWE) to:

- Facilitate research to increase knowledge of invasive species impacts;
- Provide technical support for the management of invasive species; and
- Develop community understanding of invasive species issues.

The ISB works with agencies such as Inland Fisheries, Wildlife Management Branch, and parks and wildlife Services, and utilises resources and expertise from a range of invasive animal and weed management programs to better coordinate the effort to protect Tasmania from the impacts of invasive species, including stray and feral cats.

The LGAT recently issued a policy update statement on cat management – a copy of which is at **Attachment to Item 14.7**.

The statement indicates the Local Government sector supports the initiative to develop a state-wide approach to cat management and is working with the State government and the Department of Primary Industry, Parks, Water and Environment (including by an active participant on the State Cat Management Advisory Committee, and on regional working groups established in support of the government's regional Cat Management Coordinator) to ensure Local Government can appropriately participate in delivering the objectives of the Tasmanian Cat Management Plan.

The sector has no argument with the scientific data identifying the scale and impact of cats generally on the health and viability of native fauna, human health and food production systems or, with the importance of developing and implementing measures to address the problem.

The Local Government sector is concerned to ensure the expectations on Local Government are realistic, and within the capacity of most councils. In this regard the sector favours an approach to engage with communities to enhance awareness and observation of the responsibilities on cat owners rather than an increase in regulation to punish owners who do not comply.

There is already a large and extensive feral cat population in Tasmania. The risks associated with an uncontrolled and potentially growing feral cat population are significant and need to be addressed without delay.

Objective 3 in the TCMP is specific to planning, management and control of stray and feral cats in a manner that will deliver effective, efficient and humane control and management techniques based on sound ethical, scientific and technical principals that will produce outcomes superior to those achieved by other means.

The approach indicates a planned and managed approach will deliver the best outcomes but does not detail how, when or where it will occur.

Local Government does not currently have the necessary powers or resources to effectively conduct and enforce programs that will address the cause for and control the impacts of feral cat populations.

It is unreasonable and unrealistic to expect Local Government will or can unilaterally reduce the feral cat population by regulation and intervention.

The State Government has previously demonstrated a capacity to take immediate and significant action to address potential threats to the biosecurity of Tasmania. Local Government accepts it is essential such action be taken to prevent the introduction of new species with a capacity to create harm.

There are many existing feral species within Tasmania, the presence of which is acknowledged as a serious threat to biodiversity and the health of natural and human systems. (Feral Animals of Tasmania - [https://dpiwwe.tas.gov.au/Documents/Feral-Deck\\_Feral-Animals-of-Tasmania.pdf](https://dpiwwe.tas.gov.au/Documents/Feral-Deck_Feral-Animals-of-Tasmania.pdf))

The risk of continuing and escalating damage by some species requires immediate action.

While it is important that Local Government has a role in preventing further increase in the stray and feral cat population, it is beyond the scope of Local Government to implement effective programs to control the size and range of the current feral cat.

There is no specific program for management of stray and feral cats with an equivalence in purpose and resource to the Fox Eradication Taskforce, notwithstanding the impact of stray and feral cats.

Stray and feral cats are known to exist and to cause significant damage in Tasmania. A concerted, directed and on-going effort by the State, combined with assistance from Commonwealth and Local Government and private land managers, and the community, has the ability to halt and turn back the destructive impact of stray and feral cats.

Planning will not of itself address the problem. It is necessary to take immediate action that will seek out and destroy stray and feral cat populations.

#### **LGAT Comment**

There have been a number of previous motions related to cats. These typically have related to compulsory de-sexing, micro chipping and education. However, in 2006 the following motion was raised:

*That the LGAT initiate discussions with the State Government to address the issue of efficient and humane impoundment and disposal of feral and unwanted cats.*

Feral (wild) cats are dealt with through the proposed Biosecurity Act and *The Biosecurity Bill 2019* is currently at the First reading stage in State Parliament.

Eradication of feral cats includes removing cats from an identified area and ensuring that they do not re-establish. Eradication and targeted reduction are possible in areas of high conservation values where it is considered feasible and cost effective. There are examples of eradication from islands including Christmas Island, Tasman Island and Macquarie Island and exclusion fencing and baiting have been used effectively in areas of Western Australia to protect critically endangered species.

Current research indicates that eradication is not possible in a place like Tasmania for two reasons. The cost of state-wide eradication would be prohibitive and there are gaps in

scientific knowledge about how it could be achieved. For a detailed research report on the eradication, go to:

[https://www.environment.gov.au/system/files/resources/91832626-98e3-420a-b145-3a3199912379/files/tap-review-feral-cats\\_0.pdf](https://www.environment.gov.au/system/files/resources/91832626-98e3-420a-b145-3a3199912379/files/tap-review-feral-cats_0.pdf)

To date, LGAT's advocacy has been about enabling, but not compelling, councils to take an active role in managing feral cats and protecting high conservation assets, without a focus on eradication. Advocacy has also focussed on the need for the State Government to adequately resource efforts in this space.

### **Tasmanian Government Agency Comment**

The 'Tasmanian Cat Management Plan 2017-2022' (the Plan) proposes a regulatory framework where domestic and stray (unowned) cats in urban and peri-urban environments are dealt with under the *Cat Management Act 2009* (the Act) and feral (wild) cats through the proposed Biosecurity Act.

The Plan acknowledges that Tasmania has a self-sustaining feral cat population and state-wide eradication of feral cats is not feasible with current resources and techniques. The focus for feral cats is on 'asset protection' in areas containing important conservation values or priority assets.

The Plan aims to limit the number of cats entering the feral population through a range of community education and awareness programs and enforcement of effective cat management legislation.

Proposed amendments to the *Cat Management Act 2009*, to address management of domestic and stray cats, are being progressed and include compulsory microchipping and desexing of cats, limiting the number of cats allowed at a property without a permit, increased measures to protect private land from stray and feral cats (including trapping on private property, regardless of proximity to other residences) and improving arrangements for registered cat breeders.

To support implementation of the Plan, including legislative measures, the Tasmanian Government has provided \$1.44 million over four years for three regional Cat Management Coordinators. The Coordinators are working with Local Government and the community to encourage better levels of responsible cat ownership through education and awareness and compliance with the Act.

Local Government has similar enforcement powers as State Government under the Act. Councils are also able to make by-laws, allowing them to tailor the legislative needs to suit local community expectations with regards to cat management and the circumstances that are relevant to the particular council.

## 15 PLANNING AND DEVELOPMENT

### 15.1 Certificate 337's Council - West Tamar

#### Decision Sought

That the Local Government Association of Tasmania lobby the Tasmanian Government for:

1. Urgent review of the 337 certificate form under Schedule 5 of the *Local Government (General) Regulations 2015* to address the following omissions from current regulatory regimes that impact the subject lands:
  - a) *Land Use Planning and Approvals Act 1993*
    - Codes (such as landslip);
    - Specific Area Plans;
    - Local provisions;
    - Applications for a new planning scheme - including the Tasmanian Planning Scheme;
    - or
    - Applications for amendments to local provisions under the Tasmanian Planning Scheme.
  - b) *Building Act 2016*
    - Submitted form 80's for low risk building work;
    - Whether any natural hazard considerations affect the lands;
    - Question 31 (a) add a new section (iii) asking about onsite waste waters systems approved prior to the Plumbing Regulations 1994
    - Questions 38-40 be revised to ask whether notifiable building work has been completed and then to provide details regardless of the answer; and
2. Revisions to the *Property Agents and Land Transactions Act 2016* to consider:
  - a) Requiring a 337 certificate prior to listing of a property and making it available as part of the sale process; and
  - b) Seeking full disclosure for properties as part of the listing process rather than the current process

#### Background

Landslip affects a significant number of properties across Tasmania. Recent experiences of some property owners has identified that the current 337 does not ask all questions *relevant* to the current regulatory processes for planning and building. In addition, the timing of the 337 has been raised as a potential issue.

Councils, in one of their many statutory roles, issues a statutory certificate under Section 337 of the *Local Government Act 1993* which provides advice to an applicant as part of a range of transactions that affect property. The questions within the 337 are set in the regulations to the

Act with very limited opportunity for input on other matters by Council staff. Questions within the 337 are based around 13 Acts that address functions of the Council operations.

Section 337 of the *Local Government Act 1993* provides the following:

**337. Council land information certificate**

- (1) *A person may apply in writing to the general manager for a certificate in respect of information relating to land specified and clearly identified in the application.*
- (2) *The general manager, on receipt of an application made in accordance with [subsection \(1\)](#) , is to issue a certificate in the prescribed form with answers to prescribed questions that are attached to the certificate.*
- (3) *A certificate under [subsection \(2\)](#) relates only to information that the council has on record as at the date of issue of the certificate.*
- (4) *A prescribed fee is payable in respect of the issue of a certificate.*
- (5) *The general manager, on request, may provide in or with the certificate any other information or document relating to the land that the general manager considers relevant.*
- (6) *A council does not incur any liability in respect of any information provided in good faith from sources external to the council.*
- (7) *A person, with the consent of the occupier or owner of specified land, may request in writing to the general manager that an inspection be carried out of that land to obtain supplementary information relevant to that land.*
- (8) *If the general manager agrees to a request under [subsection \(5\)](#) or [\(7\)](#), the general manager may impose any reasonable charges and costs incurred.*
- (9) *In this section –*  
**land** *includes –*
  - (a) *any buildings and other structures permanently fixed to land; and*
  - (b) *land covered with water; and*
  - (c) *water covering land; and*
  - (d) *any estate, interest, easement, privilege or right in or over land.*

The prescribed form identified in section (2) is defined at Regulation 45(a) and Schedule 5 of the *Local Government (General) Regulations 2015*.

Planning processes are regulated through the *Land Use Planning and Approvals Act 1993*, which establishes a process for implementation of the new *Tasmanian Planning Scheme* and for consideration of landslide hazards in normal planning applications through overlays and codes. In addition to this, Specific Area Plans can apply to any land within the Scheme. Under the *Tasmanian Planning Scheme*, local provisions may also apply through a range of mechanisms.

Planning questions within the 337 require a range of answers on matters relating to the applicable planning scheme, zoning of land, planning permits and appeals on the land, enforcement actions and agreements.

Specifically, question 13 asks about zoning and planning scheme amendments to the subject or adjoining lands. Question 13 does not ask about:

- Codes that are identified as applying to the land (such as landslip);
- Specific Area Plans that apply to the land;
- Whether Council has applied for a new planning scheme – including the *Tasmanian Planning Scheme*;
- What local provisions apply ; or
- Whether Council has initiated an amendment to local provisions.

These omissions from the 337 are significant because:

- The first two points relate to current controls that apply under the Interim Planning Schemes and affect people's opportunity and requirements to develop land;
- The third point is significant as:
  - All Councils are expected to have lodged Local Provisions Schedules with the Tasmanian Planning Commission for assessment by the end of June 2019; and
  - The *Tasmanian Planning Scheme* relies on a different regulatory regime to the current interim schemes, including local provisions schedules;
- The final two points are significant because they represent important controls that vary the *Tasmanian Planning Scheme* that apply to land within every municipality in the State.

Question 20 on the 337 asks about landslip declarations and orders under the *Mineral Resources Development Act 1995* and includes a note suggesting contacting Council to see if they have any other information. This reflects previous State policy regarding declaration of landslip with A or B as has happened at Beauty Point and other locations around the State. Question 20 remains relevant to the information provided on a 337.

Current State policy for management of landslip and landslides is through Natural Hazards and Landslide Hazard Bands (low, medium, medium-active or high). These are addressed through planning scheme codes and natural hazards within the *Building Act 2016* (discussed in detail further). These mechanisms are not reflected on the 337 questions.

Question 31 on the 337 asks about onsite waste water systems on the land that were approved from 1994 to the current day. The form does not ask about any onsite waste water systems that were approved before that time, many of which remain operational today.

The *Building Act 2016* came into operation on 1 January 2017 and regulates building works based on risk, simplified as follows:

- Low risk work which Council is generally not notified of (including two sub-categories);
- Notifiable work, where council is notified at commencement that a building surveyor has assessed work and then again when the work is completed;
- Permit work, which requires permits and certificates from Council;

- New assessment regimes for plumbing work; and
- A regime to consider natural hazards (landslip, flooding, inundation, erosion) which becomes operational with the *Tasmanian Planning Scheme*.

Questions 34-48 relate to building processes but do not identify:

- Whether Council has any records of low risk work (Form 80's);
- Whether the land is identified as subject to any natural hazards; or
- At questions 37 to 40, whether notifiable building work has been completed (the current questions ask about incomplete works but not about any work that may have been completed under that process).

These questions are significant and relevant to regulatory processes because:

- They do not allow full disclosure of all relevant records because the questions are not asked; and
- The omission on landslide and other natural hazards information does not allow for full information to be provided that reflects current State policies for managing natural hazards and identify known requirements for consideration of building proposals on the lands.

At present, the Local Government Division is undertaking a review of the *Local Government Act 1993*, which includes the 337 certificate. Discussions with officers of the Local Government, Building and Planning Divisions of State have suggested raising these reforms as part of that process. Current discussions suggest that process will take approximately two years, with additional time to implement findings.

The identified issues justify an urgent response ahead of the general review of Schedule 5 of the *Local Government (General) Regulations 2015* as they relate to existing regulatory controls and have potential for significant impacts to property owners.

#### **LGAT Comment**

There have been no previous motions on this matter.

LGAT raised council concerns with the 337 Certificates with the Director of Local Government in late 2018, at which time some initial investigative work was commenced by the Planning Policy Unit of the Department of Justice (limited to the *Land Use Planning and Approvals Act 1993* aspects). However, beyond some initial consultation with LGAT in December 2018, there has been no further engagement with LGAT.

The *Building Act 2016* components were recently raised with the Acting Director of Building Control in a meeting and it was indicated that he had no issues with he suggested changes and in fact was supportive.

### Tasmanian Government Agency Comment

The Tasmanian Government recognises the need to amend the section 337 form under Schedule 5 of the *Local Government (General) Regulations 2015*, to address the issues that have arisen from the introduction of the Tasmanian Planning Scheme (e.g. the need to refer to Local Provisions Schedules and the like) and other specific issues that certain councils and LGAT have raised (e.g. around landslip).

Relevant government agencies have been working closely with LGAT to identify, develop and draft the necessary amendments and these will be finalised soon. The Government has agreed that amendments to schedule 5 of regulations should occur this year, in advance of the broader Local Government legislation review.

### 15.2 Increased Penalties for Unlawful Use and Development. Council – Hobart City

#### Decision Sought

**That LGAT lobby the State Government to amend *the Land Use Planning and Approvals Act 1993* to increase penalties and introduce alternative sentencing options for unlawful use and development consistent with the provisions in the *Environmental Planning and Assessment Act 1979* introduced by the NSW State Government in 2014/2015 by the *Environmental Planning and Assessment Amendment Act 2014*.**

#### Background Comment

The maximum fine in the *Land Use Planning and Approvals Act 1993* of \$81,500 for using land or undertaking development contrary to a planning scheme or in breach of a condition does not send a sufficiently clear message to the community that a planning scheme is a serious matter and that a fine for breaching a planning scheme is not simply another cost to be added to the expense associated with a development. Further, where a breach of the *Land Use Planning and Approvals Act 1993* has been proven, the court has extremely limited power to require steps to be taken or that certain conduct cease. Significantly, a court has no ability to require someone to cease carrying out a use or activity in breach of a planning scheme, or that a person be restrained from doing certain works.

The *Historic Cultural Heritage Act 1995* contains penalties 10 times the maximum penalty in the *Land Use Planning and Approvals Act 1993* for works carried out on a THC listed property without approval. In addition the court also has the power to order the offender to repair any damage caused by the unlawful development and/or prohibiting the offender from carrying out any works on the heritage listed place. There is no reason for the *Land Use Planning and Approvals Act 1993* to not contain penalties and sentencing options consistent with or greater than those in *Historic Cultural Heritage Act 1995*.

The penalties in NSW include:

**Tier 1:**

An offence committed intentionally and caused, or was likely to cause, significant harm to the environment or the death of, or serious injury to, a person. These offences may include carrying out development without approval or breaching conditions of approval.

The maximum penalties are \$5 million for corporations, with a further \$50,000 for each day the offence continues and, \$1 million for individuals, with a further \$10,000 for each day the offence continues.

**Tier 2:**

Offences such as carrying out development without approval, or breaching conditions of approval where the offences were committed unintentionally (i.e. without the aggravating factors of Tier 1 offences).

The maximum penalties are \$2 million for corporations, with a further \$20,000 for each day the offence continues and, \$500,000 for individuals, with a further \$5,000 for each day the offence continues.

**Tier 3:**

Lesser procedural and administrative related offences (for example, knowingly providing false or misleading information in an environmental monitoring or audit report).

The maximum penalties are \$1 million for corporations, with a further \$10,000 for each day the offence continues and \$250,000 for individuals, with a further \$2,500 for each day the offence continues.

**Alternative sentencing options in NSW:**

Include orders to:

- Reverse or rectify any unlawful development or activity related to the commission of the offence; and/or
- Requiring the offender to pay back any monetary benefits gained by committing the offence.

**Other sentencing options could include:**

- Precluding an offender from carrying out any use or development in relation to the land in respect of which offence relates for a period specified by the court;
- Requiring the offender to forfeit the land in respect of which the offence relates.

### **LGAT Comment**

In 2004 and 2008 there were motions raised that sought to have the *Land Use Planning and Approvals Act 1993* (LUPAA) amended to provide a cost effective mechanism for dealing with non-compliance with planning schemes and planning permit conditions, including a scale of penalties which are commensurate with the seriousness of a breach.

LGAT understands the Minister for Planning has requested that the Planning Policy Unit look at the offences and enforcement provisions within LUPAA, but only as they relate to the powers of the Magistrates Court versus the Resource Management and Planning Appeal Tribunal and not the scale of the penalties.

### **Tasmanian Government Agency Comment**

This motion was not received in time to allow for Agency Comment.

## **16 PUBLIC POLICY GENERAL**

### **16.1 Smoke Free Areas Council – City of Hobart**

#### **Decision Sought**

**That the LGAT lobby the State Government to increase the smoking distance from doorways from 3 metres to 5 metres in support of local businesses.**

#### **Background**

It is acknowledged that health is affected by the inhalation of second hand smoke. Smoking in public presents a risk of exposure to non-smokers that they otherwise would not face, and is becoming more and more unacceptable in modern society.

Legislated smoke-free areas in Tasmania include within 3 metres of an entrance or exit to a building.

By increasing this distance to 5 metres we can provide an environment where the community can breathe clean air as well as enjoy public areas free of cigarette butt litter.

#### **LGAT Comment**

Local Government has a history of raising the matter of smoking in public places and making commitments to discouraging smoking, with four motions resolved at General Meetings between 2003 and 2011 and one in 2017. Smoking at major events and playground areas was raised in 2003 with a request that councils introduce similar polices to smoking in municipal buildings, major events, playgrounds and municipal controlled venues. A consistent approach to smoking policy and controls across Tasmania was considered in 2007. A 2010 motion that

LGAT request the State Government to introduce no smoking legislation for alfresco dining areas including consideration of entire designated public areas was lost but, in 2011 the motion that LGAT urge the State Government to commit to passing legislation banning smoking in all alfresco dining areas was carried.

In July 2017 a motion seeking “*LGAT lobby the State Government to amend the Public Health Act 1997 to declare that all school road crossings and surrounds, a smoke free area under 67B.*” was passed. LGAT acted on the motion and provided feedback from the then Department of Health and Human Services (Department) through the Follow up of Motions in May 2018.

In essence, the Department indicated that councils can make their own declarations under provisions of the *Public Health Act 1997* and DHHS could assist with wording of a declaration. The response noted that the broader issues of declaring smoking illegal near public buildings including hospitals was under consideration.

### **Tasmanian Government Agency Comment**

The Government encourages all local councils to create new smoke-free areas in the public streets and footpaths they occupy, particularly near schools and hospitals, using the existing provisions under section 67B of the *Public Health Act 1997* (the Act).

This proposal for a modest increase in the smoke-free distance from entrances and exits will still result in incomplete and potentially contested smoke-free areas in many densely occupied streets.

Rather than a piecemeal approach to increasing the extent of smoke-free areas in such locations, the preferred approach is for councils to ban smoking in defined council-occupied streets of city centres. This is a comprehensive approach that is easy to understand, hard to contest, and straightforward to enforce.

Councils already have the power to declare such areas smoke-free under the Act.

Launceston City and Central Coast Councils have recently declared extensive urban areas smoke-free. Hobart City Council has announced their intent to take a similar approach in their CBD and near the Royal Hobart Hospital.

For these reasons the Government does not support this motion, but continues to encourage councils to use existing powers to provide extensive smoke-free environments in vibrant and busy urban settings.

## 16.2 Gun Control Laws Council – Kingborough

### Decision Sought

**That LGAT lobby the State Government to ensure any amendments to the *Tasmanian Firearms Act 1996* and associated regulations further align Tasmanian law with the National Firearms Agreement.**

### Background Comment

Gun control laws have recently been discussed by Kingborough Council following the recent tragedy in New Zealand.

Our Council considered a Notice of Motion from Cr Richard Atkinson and resolved that Council:

1. Writes to the Prime Minister and the Tasmanian Premier affirming the Council's position for strong gun control laws;
2. Writes to the leaders of national and state political parties urging them to stand firm against efforts to weaken gun control laws and to reject any donations from the gun control lobby; and
3. Moves at the July 2019 Local Government Association General Meeting (LGAT) that LGAT lobby the State Government to ensure any amendments to the *Tasmanian Firearms Act 1996* and associated regulations further align Tasmanian law with the National Firearms Agreement.

Our Council seeks your support for its position that Australia's world-leading gun laws should be maintained.

### LGAT Comment

There have been no previous motions on this matter.

### Tasmanian Government Agency Comment

The Tasmanian Government has stated clearly over the past year that it will not do anything to undermine the National Firearms Agreement or to weaken gun laws in any way.

The Government understands that there are deeply held concerns about public safety, and in an area as important to Tasmanians as gun laws, public confidence in the laws is essential.

In August 2018, the Government clearly stated that it would not be progressing the previously announced firearms law proposals.

The Tasmanian Government continues to look forward to the findings and recommendations of the House of Assembly Committee into firearms laws, when the Committee is able to finish its work.

There may be practical improvements to be made to Firearms Laws recommended by the Committee. Should this be the case the Government will consider the recommendations.

**17**

**CLOSE**



# General Meeting

## Minutes

29 March 2019

**The Paranapple Convention Centre  
145 - 151 Rooke Street  
Devonport**

326 Macquarie Street,  
GPO Box 1521, Hobart, Tas 7000  
Phone: (03) 6233 5966  
Email: [admin@lgat.tas.gov.au](mailto:admin@lgat.tas.gov.au)  
Home Page: <http://www.lgat.tas.gov.au>

**PROCEDURAL MATTERS.  
RULES REGARDING CONDUCT OF MEETINGS**

**13. WHO MAY ATTEND A MEETING OF THE ASSOCIATION**

- (a) Each Member shall be entitled to send a voting delegate to any Meeting of the Association, such voting delegate exercising the number of votes determined according to Rule 16(a).
- (b) After each ordinary Council election, the Chief Executive Officer shall request each Member to advise the name of its voting delegate and the proxy for the voting delegate for Meetings of the Association until the next ordinary Council elections.
- (c) Members may change their voting delegate or proxy at any time by advising the Chief Executive Officer in writing over the hand of the voting delegate or the General Manager prior to that delegate taking his or her position at a Meeting.
- (d) A list of voting delegates will be made available at the commencement of any Meeting of the Association.
- (e) Members may send other elected members or Council officers as observers to any Meeting of the Association.

**14. PROXIES AT MEETINGS**

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

**15. QUORUM AT MEETINGS**

At any Meeting of the Association, a majority of the Member Councils shall constitute a quorum.

**16. VOTING AT MEETINGS**

- (a) Voting at any Meeting of the Association shall be upon the basis of each voting delegate being provided with, immediately prior to the meeting, a placard which is to be used for the purpose of voting at the meeting. The placard will be coloured according to the number of votes to which the Member is entitled:

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

- (b) The Chairman of the meeting shall be entitled to rely upon the raising of a coloured placard as the recording of the vote for the Member and as evidence of the number of votes being cast.
- (c) Except as provided in sub-rule (d), each question, matter or resolution shall be decided by a majority of the votes capable of being cast by Members present at the Meeting. If there is an equal number of votes upon any question, it shall be declared not carried.
- (d)
  - (i) When a vote is being taken to amend a Policy of the Association, the resolution must be carried by a majority of the votes capable of being cast by Members, whether present at the Meeting or not.
  - (ii) When a vote is being taken for the Association to sign a protocol, memorandum of understanding or partnership agreement, the resolution must be carried by a majority of votes capable of being cast by Members and by a majority of Members, whether present at the Meeting or not.
  - (iii) When a vote is being taken to amend the Rules of the Association, the resolution must be carried by at least two-thirds of the votes capable of being cast by Members, whether present at the Meeting or not.

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RESULTS OF ELECTRONIC VOTING ON DECISION ITEMS ARE ATTACHED AT END OF THIS DOCUMENT

## GENERAL MEETING SCHEDULE

- 9.30 Coffee on arrival
- 10.00 Meeting Commences
- Council Round Up  
Mayor Kristie Johnston  
Glenorchy City Council
- 11.30 Morning Tea
- 11.45 Kathleen Priestly  
David Adams  
Festival of Learning – A Statewide Approach
- 12.00 Mr Garry Bailey  
Chair  
Road Safety Advisory Council
- 1.30 approx Lunch



# 1. GOVERNANCE

---

The President, Mayor Doug Chipman, welcomed Members and declared the Meeting open at 10.00am.

Apologies were received from –

Mayor Mick Tucker	Break O'Day Council
Mr John Brown	Break O'Day Council
Mayor Tim Wilson	Kentish Council
Mr Shane Power	George Town Council
Mayor Annie Revie	Flinders Island Council
Mr Brian Boehm	Flinders Island Council
Mayor Tony Foster	Brighton Council
Mr Ron Sanderson	Brighton Council
Mr Michael Stretton	Launceston City Council
Mr Tim Kirkwood	Southern Midlands Council
Ms Kim Hossack	Tasman Council
Mr Gerald Monson	Latrobe/Kentish Councils
Mayor Julie Arnold	King Island Council
Ms Kate Mauric	King Island Council
Mr Scott Riley	Circular Head Council
Mayor Bec Enders	Huon Valley Council
Mrs Lyn Eyles	Central Highlands Council
Mayor Steve Kons	Burnie City Council
Mayor Kerry Vincent	Sorell Council
Mr Robert Higgins	Sorell Council
Mr Andrew Paul	Clarence City Council
Mayor Bridget Archer	George Town Council
Clr Teeny Brumby	Burnie City Council

**NOTING** That while Central Highlands Council representatives were not in attendance at the Meeting, Mayor Christina Holmdahl, West Tamar Council was nominated as the Voting Delegate for Central Highlands Council.

### 1.1 CONFIRMATION OF MINUTES \*

Circular Head Council/Clarence City Council

That the Minutes of the meeting held on 7 December 2018, as circulated, be confirmed.

Carried

**Background:**

The Minutes of the General Meeting held on 7 December 2018, as circulated, are submitted for confirmation and are at **Attachment to Item 1.1.**

### 1.2 BUSINESS ARISING \*

Circular Head Council/Clarence City Council

That Members note the information.

Carried

**Background:**

At **Attachment to Item 1.2** is a schedule of business considered at the previous meeting and its status.

### 1.3 CONFIRMATION OF AGENDA

Circular Head Council/Clarence City Council

That consideration be given to the Agenda items and the order of business.

Carried

**Background:**

Delegates will be invited to confirm the Agenda for the meeting and the order of business.

## 1.4 FOLLOW UP OF MOTIONS \*

**Circular Head Council/Clarence City Council**

**That Members note the following report.**

**Carried**

### **Background:**

A table detailing action taken to date in relation to motions passed at previous meetings is at **Attachment to Item 1.4.**

## 1.5 PRESIDENT'S REPORT

**Circular Head Council/Clarence City Council**

**That Members note the report on the President's activity from 30 November 2018 to 15 March 2019.**

**Carried**

### **Media and Events**

- Council of the Ageing Tasmania (COTA) Embracing the Future Launch
- Inaugural tri-sector International Women's Day Awards Luncheon
- LGAT Stakeholder Appreciation Event
- Media – Tassie Future Survey
- Pulse, LG Focus articles

### **Meetings**

- Australian Local Government Association (ALGA) Board Meeting
- ALGA Strategic Planning
- CEO Performance Review Committee
- Dr Rachel Bacon – Federal Deputy Secretary Regional Development and Local Government and Elizabeth Bennet Director Regional Development Australia
- LGAT General Meeting
- LGAT General Management Committee (GMC) Meetings (Dec and Feb)
- Premier's Local Government Council Meeting

## 1.6 CEO REPORT

### Circular Head Council/Clarence City Council

That Members note the report on CEO activity from 30 November 2018 to 15 March 2019

Carried

#### Policy, Projects and Presentations

- Teleconference with LGAT Peer Advisors – mid program check in
- Produced additional resource on asset management for website
- Significant input into Review of the Local Government Act review discussion paper
- International Women's Day Event – working group and Judging panel ( Awards for Excellence)
- Planning/preparation for General Manager's workshop
- Planning for Mayor's Workshop
- Planning/preparation for General Meeting
- Planning/preparation for Elected Member Weekend

#### Media

- Container deposits
- Caravans
- Rating
- Cats

#### Meetings, Training and Events

- Australian Local Government Association (ALGA) Board Meeting
- CEO Performance Review Committee
- Dr Rachel Bacon – Federal Deputy Secretary Regional Development and Local Government and Elizabeth Bennet Director Regional Development Australia
- International Women's Day Award Luncheon – MC
- International Women's Day Event - Working Group Meetings
- Kate Huntington re partnerships with UTAS
- LG Professional President - follow up from joint workshop
- LGAT General Management Committee (GMC) Meetings (Dec and Feb)
- LGAT General Meeting
- LGAT Stakeholder Appreciation Event
- Local Government Legislation Review Steering Committee (monthly) and out of session work on discussion paper and reference group
- Local Government Professionals Board Meeting (teleconference)
- Mayors' Workshop (November 2018)
- Mike Blake regarding Fire Service Act Review
- Monthly Catch Ups with the Local Government Division
- Presented at the Break O'Day Councillor Induction
- Presented to Kingborough Council Workshop
- President and of EO Men's Sheds re opportunities to work together

- Road Safety Advisory Council
- Rosalie Woodruff (Greens) re LGAT Budget Submission
- Teleconference with Crime Stoppers re their strategic plan
- Tom Middleton (ALP) re LGAT Budget Submission
- Wayne Davy CEO Tasplan re new developments
- Women's Honor Roll Luncheon (as judge)

#### **Operational**

- Commenced recruitment/ undertook interview processes to replace Policy Officer/Project Officer
- Executive Assistant and Strategic Communications Director Annual Performance Review
- Organised and participated in combined Conference Workshop with LG Professionals (Refer Agenda Item 2.7)
- Budget preparation activities
- Preparation for Performance Review
- Review of new draft IR Policies for LGAT
- Demonstration SharePoint Records Management
- Update of LGAT Governance Framework

### **1.7 MONTHLY REPORTS TO COUNCILS\***

#### **Circular Head Council/Clarence City Council**

**That Members note the reports for December 2018, January and February 2019.**

**Carried**

#### **Background:**

Monthly reports to Councils that briefly outline Association activities and outcomes for the previous months are at **Attachment to Item 1.7**.

### **1.8 COUNCIL ROUND UPS**

#### **Circular Head Council/Clarence City Council**

**That Members determined there will not be a briefing at the July General Meeting.**

**Carried**

#### **Background comment:**

Glenorchy City Council has offered to conduct a brief presentation on a matter that is of interest in their municipality.

The session also allows time for questions and provides an opportunity to briefly share and highlight problems or opportunities facing councils.

## 2. ITEMS FOR DECISION

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### 2.1 LGAT RULE CHANGE

Contact Officer – Katrena Stephenson

Circular Head Council/City of Hobart

**That the Meeting agree in principle to a change to the LGAT Rules to enable the outgoing President to Chair both the Annual General Meeting and General Meeting attached to the LGAT Conference, prior to the incoming President taking up the reins, with the change to be ratified at the LGAT AGM.**

**Carried**

#### **Background**

At the December 2018 GMC meeting there was discussion around how to enable free participation at the LGAT AGM while still charging, as appropriate for participation at the adjacent General Meeting which comes at some considerable cost to LGAT (room hire, AV, catering). The cost of General Meetings has always been borne by Members on an attendance basis.

One of the difficulties of having the AGM at a set time is that in an election year, the AGM is held after the General Meeting as under the LGAT Rules the incoming President takes up the role at the conclusion of the AGM. It would be unfair to expect a new President to chair the biggest meeting of the year as their first duty.

Section 27 of the LGAT Rules (as adopted July 2018) is as follows:

- a. Subject to Rule 27(d), the President shall take up office at the conclusion of the Annual General Meeting following his or her election and shall hold office for a two year term concluding at the end of the relevant Annual General Meeting.*

Note that 27(d) relates to an election where the President has vacated office for whatever reason.

The rule could be amended as follows:

- a. Subject to Rule 27(d), The President shall take up office at the conclusion of the combined Annual General Meeting and General Meeting which immediately precede the LGAT Conference and .....*

Changing the rules to allow for chairing both meetings means that the AGM could be held first at a clearly advertised time with attendance at no cost (and no significant impact on costs/catering). Subsequently, those who have not registered and paid for the July General

Meeting could be asked to leave at the conclusion of the AGM. It makes the AGM more accessible but not at a cost borne by delegates attending the General Meeting/Conference.

While technically the rule could not be changed until the AGM, by securing agreement in principle, this minimises any risk of foreshadowing the change in the conference registration forms.

### **Budget Impact**

There is a small budgetary risk related to delegates not differentiating between the AGM and General Meeting. This means some delegates may not register for the General Meeting believing it is also free to attend, or some may not leave after the AGM despite not being registered (impacting on catering etc). This can be managed through clear messaging in the lead up to the AGM/Conference as well as advice on the day.

### **Current Policy**

Currently attendance at the AGM is captured as part of the paid registration for the General Meeting.

## **2.2 21<sup>ST</sup> CENTURY COUNCILS \***

**Contact Officer – Dion Lester**

### **Central Coast Council/Latrobe Council**

**That Members endorse the following methodology for progressing the discussion on the future of the Tasmanian Local Government Sector.**

**Carried**

### **Background**

At the July General Meeting, Members noted the outcomes from the State Government funded feasibility studies into voluntary mergers and resource sharing and the continued public debate about the structure and number of councils.

As a result, the following question was posed:

*Are Tasmanian councils best orientated<sup>1</sup> to service the needs of modern Tasmanian Communities?*

In order to begin to address this question, at the December General Meeting LGAT staff facilitated a qualitative session (“kitchen table”) focussing on three key questions:

1. What are the current issues/weaknesses in how we deliver Local Government services?
2. How could we address these?
3. How should we progress the conversation about the future with the sector more broadly?

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<sup>1</sup> Or structured, aligned, organised, arranged

The results of this kitchen table session have been analysed independently by two LGAT staff, with the key themes and ideas documented. The paper at **Attachment to Item 2.2**, provides a discussion on the results and is split into three parts.

**Part 1:**

A summary of the themes and some general suggestions for action. The themes are broadly categorised into four areas resources, services/facilities, standards and identity.

**Part 2:**

A framework to support critical thinking and analysis around the future of Local Government. This consists of two suggested actions:

- A. A summary paper - This is an important step in bringing all Local Government stakeholders up to speed on the history, context and drivers of discussions to date – we are not all at the same starting point; and
- B. A stakeholder interest/outcomes paper – Reform is not an outcome, it is a process. There is significant interest in “Local Government reform” but what outcomes are different stakeholders actually seeking.

In order to develop strategies and a process to address needs and support the sector through change, there is a need to have a sound understanding of the varying interests and desired outcomes. It is important to have a clear understanding of the diverse interests of key stakeholders comprising Local Government staff and elected members, residents, various industry organisations and other levels of Government.

**Part 3:**

A series of pilot projects to test change ideas that fit with the issues raised in the kitchen table exercise and the ideas and issues emerging out of the Part 2 investigations.

Prior to scoping any pilot projects, there is a need to consider those matters considered important by the various stakeholders, including the benefits and risks of different options (Part 2). In order to progress any work on the future of our sector to successful outcomes requires small incremental steps with involvement of stakeholders at each point.

**Budget Impact**

Parts 1 and 2 can be undertaken within current resources, however Part 3 would require dedicated further investment to ensure the pilot projects are designed and implemented effectively.

**Current Policy**

Strategic Plan:

- Facilitating change
- Building Local Government’s reputation
- Fostering collaboration
- Promoting financial sustainability
- Developing capacity and capability to deliver.

## 2.3 MOTION – RECOGNITION OF AUSTRALIA DAY \*

City of Hobart/Kingborough Council

That LGAT lobby the Australian Government to change the date of Australia Day.

Lost

### LGAT Comment

At its 23 October 2017 Meeting the City of Hobart Council resolved that-

- 1) The Council officially support a change of date for Australia Day, to be held on a day other than 26 January, advocated by
- 2) Submitting the following motion to the next Local Government Association of Tasmania (LGAT) General/Meeting “that LGAT lobby the Australian Government to change the date of Australia Day”.

At that time, it was less than twelve months since a similar motion had been considered by LGAT Members (put forward by City of Hobart at the July 2017 General Meeting) and which had been LOST.

Under 12c of the LGAT Rules:

*“the General Management Committee may negotiate with a Member regarding the inclusion, or not, on the agenda of a subject matter seeking to be discussed at, or included in the Agenda of, a General meeting*

*If the subject matter or item:*

- (i) Does not advance or concern the objects of the Association;*
- (ii) Has been considered at a General Meeting held in the period 12 months before the date of the notice from the Member;*
- (iii) Is considered by the General Management Committee not to concern a Sector Matter; or*
- (iv) Requires consideration by the Tasmanian Government and should be considered at the General Meeting to be held immediately following the Annual General Meeting.*

Hobart City Council had written seeking advice from LGAT with respect to progressing this matter and following feedback from GMC agreed to hold the item over so it was not debated again within 12 months. GMC also suggested that Council re-test the matter after Local Government Elections prior to resubmitting to LGAT was agreed.

### LGAT Comment

At the July 2017 General Meeting the following motion was debated and narrowly lost (26 for, 27 against, 5 abstained) –

*That LGAT, the 29 Councils and any individual Elected Members be requested to lobby the Federal Government to commence a conversation with the Australian public regarding the date of recognition of Australia Day.*

A copy of the original motion and background is at **Attachment to Item 2.3**.

At the Australian Local Government Association National General Assembly (NGA) June 2017, a resolution was passed calling on the Assembly to encourage Australian councils to consider efforts they could take to lobby the Federal Government to change the date of recognition of Australia Day.

The Board of ALGA met subsequently to the NGA to consider this and other Assembly resolutions and determine Board Actions. While the ALGA Board noted the level of debate and the closeness of the result of the debate it was determined that it was not a priority for ALGA at that time.

In more recent times ALGA has responded to the Federal Government's commentary around Australia Day and Citizenship ceremonies. For example see **Attachment to Item 2.3** or the ALGA submission on Citizenship Ceremonies at <https://alga.asn.au/alga-submission-on-review-of-the-australian-citizenship-ceremonies-code/>

That submission notes:

*"it is the responsibility of councils to be responsive to the views of their local communities. It appears that a very small number of councils that have moved their Australia Day celebrations and associated ceremonies away from 26 January are, in the spirit of Australian democracy, reflecting the desires of their communities. It may be uncomfortable to acknowledge the fact that some Australians identify 26 January as a day of mourning but this should not stop councils from trying to find a way to accommodate legitimate community views whilst celebrating everything that is great about our wonderful country. I do note that according to the Australia Day National Council, since Federation in 1901, Australia day has only been consistently celebrated on 26 January since 1988. It was previously celebrated on 30 July, 28 July and a variety of other dates".*

## 2.4 MOTION – CHARITABLE EXEMPTION – RATES \*

### Brighton Council/Clarence City Council

That LGAT ask the State Government to immediately amend the *Local Government Act, Section 87, Exemption from rates*, to provide rate certainty and social equity. In particular rates should be applicable on all self-contained residential properties regardless of who owns the property.

### Amendment Motion

### Brighton Council/Clarence City Council

That LGAT establish a working group and seek legal advice if necessary, to develop a proposed amendment to section 87 of the Local Government Act, and specifically in regard to the definition charitable purpose, with a view to providing certainty and social equity in the application of rating exemptions.

That LGAT seek a firm commitment from the State Government to commence a review of the rating exemption provisions in the Local Government Act, with amendment to proceed as soon as practicable and ahead of the broader legislative review timeframes.

Carried

### Background

Currently there are issues with certainty and social equity around exactly who is exempt from rates under the *Local Government Act*. Councils and rate payers have recently relied on the courts to assist in certainty and in some cases resulting in social equity issues. The recent Full Court decision handed down in the Supreme Court in Hobart on 12 November supported retirement villages owned by charitable organisations to be exempt from rates, yet retirement villages owned privately are not exempt. Even the term charitable is not clear when applied to an organisation.

Another example includes where currently Housing Tasmania properties are subject to rates, yet uncertainty exists if rates are exempt where ownership of that same property is transferred to a not for profit entity to manage.

Clearly if more properties are now exempt from rates then the rate burden will fall greater on the remainder that are left to pay rates.

### **LGAT Comment**

This matter was discussed at the December 2018 General Meeting, refer **Attachment to Item 2.4.**

The High Court has since dismissed the special leave applications made by Kingborough/Clarence/Hobart/Meander Valley in relation to Southern Cross Care's rating and those councils have been ordered to pay costs.

The decision will have broader implications for rates paid by other similar entities throughout Tasmania. Since the Full Court decision is now the law on the correct interpretation of this exemption, it will extend to other ratepayers which are in similar circumstances. Since that time LGAT has raised the issue for discussion at the Premier's Local Government Council (PLGC) and in meetings with the Director of Local Government. We have pressed the need to provide legislative clarity as soon as possible, rather than wait for the outcomes for the Review of Local Government Legislation and/or High Court proceedings.

Pending the outcome of this Agenda Item, LGAT will formally write to the Minister to seek an urgent review, and in the meantime is building an understanding of how charitable exemptions are dealt with legislatively in other States.

## 3. ITEMS FOR DISCUSSION

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### 3.1 COUNCILS ROLE AS A PLANNING AUTHORITY \*

Contact Officer – Dion Lester

#### Circular Head Council/Devonport City Council

**That Members note the feedback from the recent regional Planning Authority training workshops and initial consultation as part of the review of the Local Government Act and discuss the long-term future of councils role as a Planning Authority.**

**Carried**

Follow general discussion it was determined that councillors had an important and influencing role when acting as a Planning Authority that should be maintained and that no further action or follow up was required in relation to this matter.

#### **Background**

LGAT has recently completed regional training sessions with (predominantly) new elected representatives covering the Tasmanian Planning System and councils' role as a Planning Authority. These sessions were attended by over 70 people. At each of these sessions there was considerable discussion on the issues and benefits of councils role as a Planning Authority. The central point discussed was the limitations imposed on elected representatives when acting as a Planning Authority, in essence a tension between wishing to represent their community's view and making decisions strictly in accordance with the planning scheme. This is a common feature of feedback from newly elected councillors after each Local Government election.

In parallel, LGAT attended each of the regional consultation sessions on the review of the Local Government legislative framework. A number of themes emerged from these discussions but one common theme across each of the regions was again questioning councils role as a Planning Authority under the *Land Use Planning and Approvals Act 1993*.

As members would appreciate, when a council is acting as a Planning Authority it must make decisions only in accordance with the planning scheme, and also limited to the discretions triggered by a particular application. The Planning Authority can only consider community views (via representations) as they relate to the particular discretion(s) exercised in each case. There are numerous cases of councils determining applications on the basis of community feedback that does not relate to the discretions and these decisions being overturned by the Appeal Tribunal, often resulting in significant costs being awarded against the council.

It is important to note that the feedback from the processes discussed above indicated a strong desire to retain the development of planning policy, should there be any change to council's role. Strategic planning, local area planning etc, planning scheme development and amendments would remain a council function with only the statutory planning (development applications) considered as a part of any discussions.

Should there be an appetite from the sector to explore options around removing the role of Planning Authority from councils, then there are examples of a number of different models already operating in other jurisdictions that we can draw on. **Attachment to Item 3.1** was prepared in 2015 and provides a brief summary (correct at the time of writing) on the models in place interstate (Development Assessment Panels in particular).

It is worth noting that the current State Government planning reform agenda has created a negative public perception of our planning system, which by association includes Local Government's performance in delivering it.

Local Government has also had to be reactive to the various reforms, both from a resource and communication perspective and has meant that some of the critical aspects of the planning system, that many argue require reform, have been ignored to date.

While LGAT Members have had similar discussions over the last decade and determined not to press for change, the significant turnover in councillors, the public debate on planning matters and the extended planning reform agenda means that it is timely to once again test this matter.

Planning reform will be a significant and ongoing part of the State Government agenda for many years. As a sector we need to decide whether we wish to wait to see what further changes are proposed by State Government and react accordingly, or whether we get on the front foot and clearly articulate what we believe are the important reforms and lead the discussion accordingly.

### **Budget Impact**

Being undertaken within current resources.

### **Current Policy**

Strategic Plan:

- Facilitating change
- Fostering collaboration
- Developing capacity and capability to deliver

## 4. ITEMS FOR NOTING

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### 4.1 LOCAL GOVERNMENT ACT REVIEW \* Contact Officer – Katrena Stephenson

#### Clarence City Council/Northern Midlands Council

**That Members note the report on progress on the review of the Local Government Act.**

**Carried**

#### **Background**

In June 2018 the Minister for Local Government announced a ‘roots and branches’ review of Tasmania’s Local Government legislation framework. Comment was sought on the Terms of Reference which were finalised in November 2018. There are a number of matters out of scope of this review including council amalgamations and Code of Conduct provisions.

A governance structure was finalised at the end of 2018. The Review is being governed by a Steering Committee. Local Government representatives on that Committee are the LGAT CEO Katrena Stephenson, former Tasman Mayor, Roseanne Heyward and former Meander Valley General Manager (and Chair of the Local Government Board) Greg Preece. The Steering Committee meets monthly.

The Steering Committee will be supported by a Reference Group comprising membership from a broad range of backgrounds including Local Government and Industry. Appointments to the Reference Group have now been announced. They are:

- Doug Chipman            Mayor, Clarence City Council
- Peter Freshney        Mayor, Latrobe Council
- Kerry Vincent         Mayor, Sorell Council
- Cheryl Arnol            Councillor, Glamorgan-Spring Bay Council
- Claire Smith            Director Organisational Performance, Waratah Wynyard Council
- Lynette While         Director Community & Development Services, Meander Valley Council
- John Brown             General Manager, Break O'Day Council
- Andrew Paul            General Manager, Clarence City Council
- Karen Abey             Solicitor, Simmons Wolfhagen
- Margaret Taylor        Community member
- Pamela Allan            Adjunct Professor, School of Technology, Environment & Design, UTAS
- Craig Perkins          CEO, Regional Development Australia, Tasmania

- Rhonda Skelton Board Member, Northern Midlands Business Association
- Kym Goodes CEO, Tasmanian Council of Social Services (TasCoss)
- Luke Martin CEO, Tourism Industry Council Tasmania
- Brian Wightman Executive Director, Property Council of Australia, Tasmania Division
- Michael Bailey CEO, Tasmanian Chamber of Commerce and Industry (TCCI)

The Reference Group will be independently facilitated with each meeting to focus on a particular subject matter. Reference Group meetings commence in March. Steering Committee Members will not be attending the Reference Group Meetings.

The Premier's Local Government Council will have ongoing oversight of the project and following release of a Government Directions Paper, technical working groups will be formed to support the development of appropriate legislative responses.

A discussion paper was released in late 2018 inviting submissions until 1 March 2019. The paper is seeking only broad input on principles and represents Phase 1 of consultation. A number of forums were held regionally to allow for public, sector and industry input into the paper as well as through a survey or written submission. The Paper canvassed a range of questions around governance and powers, democracy and engagement, revenue and expenditure, performance transparency and accountability as well as seeking feedback on any other matters. Over 370 submissions were received. LGAT's submission, the draft of which was tested with Members, is at **Attachment to Item 4.1**. All submissions, as well as a summary, are now available on the Local Government Division website.

There will be further opportunity for broad sector input into the process in Phase 2 (June to August 2019) with the release of the Directions Paper and in Phase 3 (March-May 2020) with the release of a draft Bill.

The Project Team are releasing a regular newsletter. Anyone can subscribe through the Local Government Division website.

### **Budget Impact**

Within current budget.

### **Current Policy**

Strategic Plan

Focus Area Facilitating Change

Priority Area 2 Support the sector through the next stages of Local Government Reform

4.2 **WASTE MANAGEMENT**  
Contact Officer – Dion Lester

Clarence City Council/Northern Midlands Council

That Members note the following report.

Carried

**Background**

Improved waste and resource management has been an on-going and sustained area of LGAT advocacy for many years now, with recent activity including the commencement of the LGAT Statewide Waste Arrangements Feasibility Study (the Study). The Study is looking at how existing or new arrangements would potentially cover the planning, co-ordination and delivery of waste policies, strategies, programs and services to support better waste management across the state of Tasmania. In the latter part of 2018 LGAT was successful in securing a 50% funding contribution from the State Government for this work, reducing council contributions to \$45,000.

In late 2018 tenders were sought from a range of providers to undertake the Study. There were four very high-quality submissions, with Victoria based firm Urban EP selected to undertake the work.

The project is being delivered in two parts:

- Part A:** Collate evidence and present findings on the needs for and benefits of a Statewide Waste Management Arrangement.
- Part B:** Develop the purpose, role, functions and governance of this statewide arrangement as necessary to deliver on its agreed functions and support local and regional initiatives.

In delivering on Part A, engagement with core stakeholders was seen as integral to building the evidence base for a statewide arrangement. Further, engagement will build legitimacy in the study's findings and help bring councils together in prosecuting the case for a statewide arrangement (pending the project's outcomes and recommendations).

Workshops were held from 13 to 22 February 2019. The table below summarises the organisations that participated in each two-hour workshop, with attendance facilitated through invitations and reminders sent by LGAT & regional waste authorities.

Date & locatio	Targeted participants	Representation achieved
13 Feb 2019 Hobart	Waste Strategy South Member council staff Member council elected representatives	12 participants spanning: Hobart Council Huon Valley Council Kingborough Council Brighton Council Derwent Valley Council Glenorchy Council

15 Feb 2019 Burnie	Cradle Coast Waste Management Group Member council staff Member council elected representatives	14 participants spanning: Devonport Council Latrobe Council Kentish Council Waratah-Wynyard Council Circular Head Council Burnie Council Central Coast Council
20 Feb 2019 Hobart	Tasmanian Government representatives (officers and managers)	6 participants spanning: EPA Tasmania Department of State Growth
20 Feb 2019 Hobart	Resource recovery industry representatives	3 participants spanning: Veolia Waste Management Glenorchy Recovery Shop
22 Feb 2019 Launceston	North Tasmania Waste Management Group Member council staff Member council elected representatives	12 participants spanning: Launceston Council West Tamar Council George Town Council North Midlands Council Break O'Day Council Meander Valley Council

The workshops each involved an introduction and background to the project and two exercises with participants.

**Exercise 1** involved having participants share their views on the successes and challenges in waste management at statewide, regional and local levels. This activity yielded a range of thematic areas that could then be delved into during Exercise 2 and provided an indication of the areas of demand to which a statewide arrangement could potentially respond.

The purpose of **Exercise 2** was to unpack up to three priority themes where it was felt (across the workshop) that current outcomes in waste management could be improved, potentially via the introduction of additional functions at a statewide level.

Based on this exploration of themes during the workshops, the Part A report will focus its analysis on the case for a statewide arrangement that carries functions associated with the following priorities, while retaining scope to adapt to emerging concerns:

- Organics resource recovery;
- Package waste recycling and minimisation;
- Addressing barriers to services and infrastructure; and
- Managing end of life tyres and dealing with illegal dumping.

For the Part A report, which will be completed by early April, a comparison with other jurisdictions will examine how these themes are dealt with in those locations, as well as investigating how state, regional and local entities work together to deliver better waste management outcomes across those various scales.

At the completion of the Part A report, the Project Reference Group will make a recommendation for General Management Committee endorsement if the Study moves to Part B. This will be based on Part A demonstrating a need and benefits from additional or amended Statewide Waste Management Arrangements in Tasmania.

### **Current Policy**

Strategic Plan:

- Facilitating change
- Building Local Government's reputation
- Fostering collaboration
- Developing capacity and capability to deliver

## **4.3 PLANNING REFORM**

**Contact Officer – Dion Lester**

**Clarence City Council/Northern Midlands Council**

**That Members note the following report.**

**Carried**

### **Background**

The State Government's number one planning reform priority is to establish the Tasmanian Planning Scheme, which they accept can best be achieved by supporting councils in the preparation of their Local Provisions Schedules (LPSs). The Government has indicated that the other key areas of reform, being the development of the Tasmanian Planning Policies, update of the regional land use strategies, review of the residential provisions and improvements to subdivision legislation, will only commence once all councils have submitted their LPSs to the Tasmanian Planning Commission (TPC).

Councils are currently preparing their LPSs, with a number having been submitted to the TPC in draft form and Meander Valley Council advertising their LPS in the latter part of last year, with hearings expected in the next few months. The Minister for Planning has set a target date for the submission of all LPSs to the TPC by the middle of 2019. To support this target the Government has established a specialised project team within the TPC, to assist the councils. The team is currently working with council planners to identify what further assistance might be required. Council visits are also underway by the TPC Commissioner, John Ramsay, to provide councillors with an update and outline important aspects of the process.

In addition, LGAT facilitated a statewide meeting of Local Government Strategic Planners in late 2018 to discuss issues and concerns and to share information on beneficial approaches. At this meeting the online platform that Meander Valley Council used for public exhibition of their LPS was discussed and generally recognised as useful. LGAT has collated a list of councils interested in utilising it and has secured a commitment from the State Government to contribute towards a whole of sector licence, to reduce the cost for interested councils, which will be hosted by LGAT. We are currently awaiting further details from the State Government.

### **Current Policy**

Strategic Plan:

- Building Local Government's reputation
- Fostering collaboration
- Developing capacity and capability to deliver

## **4.4 LOW COST AND FREE PUBLIC CAMPING**

**Contact Officer – Dion Lester**

**Clarence City Council/Northern Midlands Council**

**That Members note the following report.**

**Carried**

### **Background**

At the December 2017 Premier's Local Government Council (PLGC) meeting, the State Government agreed to establish a stakeholder group to provide advice to Government on the practical application of competitive neutrality principles to council-owned RV parking and camping facilities. This was in response to Local Government concerns on the interpretation and application of National Competition Policy principles.

This review has been overseen by senior representatives from the Departments of Premier and Cabinet, Treasury and Finance and State Growth. As part of the process a stakeholder reference group was established with representatives from LGAT and Local Government generally, caravan park operators and RV tourists and camping facility consumers. The stakeholder group met on three occasions, the first to outline issues and concerns and the second and third to provide feedback on draft options papers developed by Treasury.

The Final Policy Statement for the application of Competitive Neutrality Principles has now been approved by the Minister for Local Government and is available on the Department of Treasury and Finance's website at:

<https://www.treasury.tas.gov.au/economy/economic-policy-and-reform/public-camping-competitive-neutrality-policy>.

The Final Policy predominantly provides a codification of the general approach that the Economic Regulator has been applying to all the recent complaints. Although there are some useful improvements that have been made. These include confirming a threshold of 10% within a 60km drive for determining significant business activity and also allowing councils to get a Ministerial Statement confirming a public benefit to not applying full cost attribution.

Pages six and seven of the policy provide a useful summary and the two attachments will be useful for their relevant applications.

The release of the policy generated significant public interest, with a number of external stakeholders contacting LGAT with concerns. LGAT has maintained our initial position that updating the competitive neutrality policy for public camping was not addressing a number of the key causes of the issue, being a lack of understanding around the demand and supply of low cost (and commercial) camping in Tasmania. Since the release of the policy we have continued our advocacy for this work to occur.

While this is a Final Policy statement, LGAT has written to all General Manager's to invite feedback on the practical application of the Policy over the next twelve months, to inform future advocacy efforts.

#### **Current Policy**

Strategic Plan:

- Building Local Government's reputation
- Fostering collaboration
- Developing capacity and capability to deliver

#### **4.5 ROADS AND JETTIES ACT 1935**

**Contact Officer – Michael Edrich**

**Clarence City Council/Northern Midlands Council**

**That Members note the following report.**

**Carried**

#### **Background**

At the March 2018 General Meeting, LGAT Members considered and approved a motion (Item 2.5) for LGAT to advocate to the Tasmanian Government to amend section 11 of the *Roads and Jetties Act 1935*. The aim was to improve the way this section delineated road maintenance responsibilities between State and Local Government.

LGAT has been successful in its advocacy and the Tasmanian Government has passed amendments to section 11 of the Act, which now reads:

#### **11. Maintenance of State highways, &c., in cities, &c.**

- (1) Subject to [subsection \(2\)](#), where in a city, town or village there is a footpath on one side or both of a State highway or subsidiary road –

- (a) *the Minister is required to maintain and reconstruct –*
- (i) *the carriageways and the surface lying between them, in the case of 2 paved carriageways divided by a median strip;*
  - (ii) *the carriageway and the overtaking lane, in the case of a single paved carriageway incorporating an overtaking lane;*
  - (iii) *a paved carriageway not exceeding 7.4 metres in width, in the case of a single undivided paved carriageway;*
  - (iv) *a paved carriageway not exceeding 4.3 metres in width, in the case of a carriageway providing a traffic lane to a traffic interchange; and*
  - (iva) *in the case of a State highway comprising more than one lane in a single direction, the carriageway; and***
  - (v) *the culverts and bridges over which the State highway or subsidiary road runs; and*
- (b) *the remainder of the State highway or subsidiary road, including drainage and shoulders but not culverts and bridges, shall be maintained and reconstructed by the local authority.*
- (2) *The Minister, with the agreement of the relevant council, may maintain or reconstruct a State highway or a subsidiary road otherwise than in accordance with [subsection \(1\)](#).***

Councils may now negotiate an alternative maintenance arrangement with the Tasmanian Government through agreement with the Minister for this Act, currently the Minister for Infrastructure<sup>2</sup>, Jeremy Rockliff MP.

Although this amendment provides more and better options for councils in delineating road maintenance responsibilities, the change opens up the potential for varying and inconsistent arrangements and delineations across the state. Therefore, councils may want to consider liaising with their neighbouring councils when proposing road maintenance arrangements with the State. Furthermore, early discussions with Department of State Growth personnel are recommended prior to formal proposals being presented to the Minister.

### **Budget Impact**

Being undertaken within current resources.

### **Current Policy**

Strategic Plan:

- Facilitating change
- Fostering collaboration
- Promoting financial sustainability

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<sup>2</sup> See *Administrative Arrangements Order 2019*:

<https://www.legislation.tas.gov.au/view/html/inforce/current/sr-2019-006#JS1@HS14@EN>

#### 4.6 ENVIRONMENTAL HEALTH OFFICER TRAINING. Contact Officer – Dion Lester

Clarence City Council/Northern Midlands Council

**That Members note the following update on training and workforce development for Environmental Health Officers (EHOs).**

**Carried**

#### **Background**

At the July 2018 General Meeting, members supported a motion for LGAT to lobby the University of Tasmania (UTAS) for the continuation of the Bachelor of Health Science (Environmental Health) or similar tertiary degree that is eligible for the Environmental Health University Course Accreditation with Environmental Health Australia.

UTAS' Bachelor of Health Science (Environmental Health) was a professionally accredited program designed to produce graduates who could work as EHO's in State and Local Government and specialised allied health fields. In January 2017 the University announced the course was in teach out mode (that is to be phased out).

LGAT, the Department of Health, EPA and Environmental Health Australia (EHA Tas) have had a number of discussions with UTAS for a replacement course. The University's School of Medicine has agreed to progress with collective planning and mapping for a Graduate Diploma of Environmental Health course, with a course commencement in 2020, subject to UTAS approving the course governance and business planning processes.

As part of this training course, the need for student placements within Tasmanian councils was raised as an issue that would need to be addressed.

The likely replacement course for EHOs in Tasmania will go some way to addressing the workforce shortage, however there are a number of other factors that must also be addressed. To investigate these factors and also support the development of the Graduate Diploma, LGAT is lobbying the Department of Health, UTAS and the EPA to support a project that would result in a workforce development plan for EHOs. If successful, the plan will:

- Document the legislative and desirable tasks required of an EHO in Tasmania;
- Determine the factors influencing the recruitment and retention of EHOs in Local Government; and
- Determine strategies to support training for a Tasmanian environmental health workforce.

If completed the workforce development report would inform the course development process of UTAS, but also help to characterise and address the other challenges to establishing a sustainable EHO workforce in Tasmania. At this stage there is strong support for the concept

from the key stakeholders but a final agreement has not been reached on level of contribution.

### **Budget Impact**

Being undertaken within current resources.

### **Current Policy**

Strategic Plan:

- Facilitating change
- Fostering collaboration
- Developing capacity and capability to deliver

## **4.7 COMMUNITY SATISFACTION SURVEY**

**Contact Officer – Deb Leisser**

**Clarence City Council/Northern Midlands Council**

**That Members note the following report and indicate to LGAT their interest in being involved in the community satisfaction at the local council level by 30<sup>th</sup> April.**

**Carried**

### **LGAT State-wide Survey**

The Community Satisfaction Survey, being conducted by Metropolis Research, is close to completion. To date around 1000 of the 1200 surveys have been completed and some preliminary key results (State-wide) are below.

### **Rating Scale**

<b><i>Excellent</i></b>	Scores of 7.75 and above are categorised as excellent
<b><i>Very good</i></b>	Scores of 7.25 to less than 7.75 are categorised as very good
<b><i>Good</i></b>	Scores of 6.5 to less than 7.25 are categorised as good
<b><i>Solid</i></b>	Scores of 6 to less than 6.5 are categorised as solid
<b><i>Poor</i></b>	Scores of 5.5 to less than 6 are categorised as poor
<b><i>Very Poor</i></b>	Scores of 5 to less than 5.5 are categorised as very poor
<b><i>Extremely Poor</i></b>	Scores of less than 5 are categorised as extremely poor

### **Satisfaction with Council's Overall Performance**

Overall satisfaction with council is 6.92 out of ten, which is “good”, it’s notably lower in the City regions (Burnie, Clarence, Devonport, Glenorchy and Launceston) at 6.5 and notably higher in the Urban regions (Brighton, Central Coast, Kingborough, Meander Valley and West Tamar) at 7.46.

The previous satisfaction survey in 2015 reported average satisfaction of 7.0, which equates to 7.00 on the scale used for this survey. Metropolis Research advises that it is too early to report change over time with significant certainty, however the preliminary judgement is that satisfaction has effectively remained the same.

### **Satisfaction with Services and Facilities**

Average satisfaction with services and facilities was 7.2 out of ten or “good”. Highest satisfaction was for the regular garbage collection service (8.11) or “excellent” and the lowest satisfaction was for Council planning and building (5.61) or “poor”.

### **Satisfaction with Governance and Leadership**

Satisfaction with aspects of governance and leadership were marginally lower than overall satisfaction (which is as expected) but all have satisfaction scores in the “good” range.

The fact that satisfaction with governance and leadership is lower than overall satisfaction reflects that satisfaction with services and facilities tends to be a significant factor underpinning the higher overall satisfaction result.

### **Customer service**

A little more than one-quarter of respondents had contacted Council in the last twelve months. Most contacts were via telephone (52%) and visits in person (32%). Overall satisfaction with the customer service experience was 6.83 “good”.

### **Most Important Issues to Address in the Local Area**

The most important issues that respondents believe should be addressed in their local area were roads maintenance and repairs, traffic management and planning and development issues.

### **The Image of Local Government**

The image of Local Government more broadly was rated at only 6.11 or “solid”, a result that is measurably lower than satisfaction with Council’s overall performance (6.92). This is an interesting result and will be explored further in the final report.

### **Population Growth**

Satisfaction with the change in population over the last four years was 6.64 “good” and, satisfaction with planning for population growth was 5.99 “poor”.

### **Housing**

Average satisfaction with the availability of housing that meets community needs was 5.02 out of ten “very poor” and satisfaction with the affordability of housing was almost identical at 5.08 “very poor”.

These housing related results are very low and suggest significant community concern around housing availability and affordability. They are clearly correlated with the satisfaction with population growth results.

### **Perception of Safety**

The average perception of safety during the day was very high at 8.62, with just 3.2% of respondents feeling unsafe (rating 0 to 4). Safety at night was lower than during the day at 7.72, with 10.2% of respondents feeling unsafe in public areas at night.

The surveying will continue until 1200 surveys are completed. The final report will provide data analysis at the City, Urban and Rural and South, North and North East and Northwest and West area levels.

### **Community Satisfaction at the Local Council Level**

Individual council surveys will follow and LGAT will work with interested councils and Metropolis Research to develop and run these surveys that will provide accurate and reliable information at the local level and compare local area level performance with region and state performance.

So far Glenorchy City, Northern Midlands, Break O' Day, City of Launceston, Central Coast, City of Hobart and Sorell have expressed early interest in working with LGAT and Metropolis Research to complete Local Government area level surveys. Other interested councils are requested to let Deborah Leisser ([Deborah.Leisser@lgat.tas.gov.au](mailto:Deborah.Leisser@lgat.tas.gov.au)) know by Tuesday 30 April.

### **Budget Implications**

The State-wide Community Satisfaction Survey is already funded through council contributions to LGAT.

Facilitation and coordination of Community Satisfaction Surveys at the individual council level by LGAT (in consultation with councils) is not currently funded and will be costed on a fee for service basis, with the cost to be determined once the final number of interested councils is known.

### **Current Policy**

Strategic plan:

- Building Local Government's Reputation
- Developing Capacity and Capability to Deliver

Priority Area 8

Deliver a refreshed statewide community satisfaction survey.

#### 4.8 FINANCIAL ASSET MANAGEMENT Contact Officer – Michael Edrich

Clarence City Council/Northern Midlands Council

That Members note the following report.

Carried

##### **Background**

LGAT is continuing to support councils in asset management. To do this, LGAT is collaborating with Local Government asset management professionals and supporting council-led initiatives.

One outcome of the statewide asset management meeting in October was a desire from professionals for improved communication with and guidance from the Tasmanian Audit Office (TAO). Consequently, LGAT met with the TAO Deputy Auditor-General, Ric De Santi, who was very willing to contribute to the continuing professional development of the sector through attendance and presentations at our state-wide meetings, responding to sector questions and issues, providing input into the production and upkeep of LGAT's asset management resources, and other options. The next statewide meeting is in April and will include participation from the TAO and also the Local Government Division.

Amongst the resources hosted on the LGAT Extranet is a set of twenty-one Financial and Asset Management Practice Summaries, a copy can be found for reference at <http://www.lgat.tas.gov.au/page.aspx?u=623>.

These Practice Summaries provide guidance for asset managers on a range of topics, specific to the Tasmanian context and legislation. These resources are now four years old, so LGAT is liaising with IPWEA members and the Tasmanian Asset Management Group to scope a project to update the practice notes (reflecting updates to legislation and accounting standards) and to identify useful additions or improvements to the set. The TAO has given an early indication of willingness to assist in technical review.

LGAT will continue to support the collaboration between councils' asset management professionals and find ways to promote the initiatives that arise from it.

##### **Budget Impact**

Asset Management Practice Summary Update project work is currently being scoped, but as the original Financial and Asset Management Project retains some residual funding, the update work is intended to be fully funded within that residual amount.

## Current Policy

Strategic Plan:

- Building Local Government's reputation
- Fostering collaboration
- Promoting financial sustainability
- Developing capacity and capability to deliver

### 4.9 POLICY UPDATE

Contact Officer – Dion Lester

Clarence City Council/Northern Midlands Council

That Members note the Policy Update which provides a brief overview on a range of matters.

Carried

## Emergency Management

### Fire Services Act

The State Government is currently reviewing the *Fire Services Act 1979* and all subordinate legislation. An issues paper was released in June last year with several councils and LGAT providing submissions. The Independent Chair of the Steering committee, Mr Michael Harris, resigned from his position on 30 January 2019 and has been replaced by Mr Michael Blake.

Mr Michael Blake met with LGAT in February to discuss the LGAT submission and Local Government issues. It is expected that a further discussion paper with a range of options will be released to stakeholders for consultation in the next couple of months.

### Municipal Emergency Management Guidelines

LGAT and the State Emergency Service were successful in receiving grant funding to update the Municipal Emergency Management Guidelines to support Municipal Emergency Management Committees in fulfilling their roles and responsibilities under the *Emergency Management Act 2006*. The Guidelines will incorporate the plethora of changes to the emergency management arrangements since 2010, including changes to the Act, risk assessment, and relief and recovery arrangements among other things.

Andrea Heath has been engaged as the consultant to manage the project and consultation. The project plan has been completed and consultation commenced.

## **Energy**

### **Pricing Advocacy**

LGAT has been active in its advocacy role around the TasNetworks network and distribution pricing reset, particularly in relation to street lighting. LGAT has provided two submissions to the Australian Energy Regulator (AER) in relation to the TasNetworks pricing reset. The revised TasNetworks proposal included some savings to councils for street lighting but it is hoped that when the AER hands down its final decision in April further savings will be included.

### **Procurement**

In 2014 non-metred public lighting energy became contestable. As a result, LGAT facilitated two rounds of competitive procurement processes for the sector, which to date has resulted in significant savings (approximately \$500K- \$800K per annum) for the sector. The latest contract is coming to an end on 30 June 2019 and LGAT will run a similar combined competitive procurement process for non-metered public lighting for the sector. A request for quotation is currently being put together for a consultant to coordinate the tender process.

### **Climate Change Projects**

LGAT is continuing to support councils on climate change related issues through coordinating with the Tasmanian Government and the Southern Tasmanian Councils Authority (STCA) on several projects.

The Tasmanian Climate Change Office's (TCCO) *Coastal Hazards Management for Existing Settlements and Values Project* is at its final stage, with the report understood to be complete. LGAT assisted in an advisory capacity and document review. The Tasmanian Government is now beginning the process of considering the findings and how to take them to the next stage. The report may be released to stakeholders or the public in the future.

The TCCO's Climate Resilient Councils project is temporarily on hold as the Office undergoes some reorganisation.

LGAT is also collaborating with the STCA Regional Climate Change Initiative (RCCI) in two projects, a Regional Coastal Hazards Strategy and a combined Regional Climate Change Strategy and Action Plan Template. Although necessarily focused on STCA councils, LGAT's involvement represents an opportunity to both support southern councils and share lessons from the projects with north and north-west councils in pursuing their own regional responses and strategies or informing state wide initiatives involving Local Government.

### **Recycling**

Many of you would have seen the media reports on the temporary closure of a couple of SKM's facilities in Victoria (Laverton and Coolaroo).

<https://www.abc.net.au/news/2019-02-18/melbourne-councils-send-recycling-to-landfill-after-plants-shut/10814412>

In mid February, SKM voluntarily shut down its Geelong site in order to prevent a level of stockpiling that would attract a further notice from EPA. It seems likely that most of the affected councils (approx. 30 Victorian councils) will have little choice but to start sending recyclables to landfill.

The following has been taken from a recent report from the Municipal Association of Victoria (MAV):

*Victoria's recycling industry is in crisis, with four sites of one of the major recyclers, SKM, unable to receive recycling material due to significant non-compliance issues of concern to the Victorian Environment Protection Authority (EPA) at two of those sites. Another recycler, Polytrade has also been served with a non-compliance notice on one of its sites. As a result, many councils have had no option but to redirect their kerbside recycling to landfill. The stockpiling of recyclable materials is causing EPA and others significant concern with an EPA taskforce set up to regularly inspect high risk sites they have identified across the state.*

For Southern Tasmania, our understanding is that to date there has been no impact on services as the majority of recyclables processed at Derwent Park are sent direct to markets both within Australia and Internationally. The only product that is sent to Victoria's SKM facilities are some bulk grades of paper, and SKM is looking to move these deliveries direct to market from Derwent Park, rather than to Victorian Materials Recovery Facilities.

LGAT is monitoring the situation closely.

#### **4.10 ROYAL COMMISSION INTO INSTITUTIONAL RESPONSE TO CHILD SEX ABUSE** **Contact Officer – Dion Lester**

##### **Decision Sought**

**That Members note the following report.**

##### **Background**

The Royal Commission into Institutional Responses to Child Sexual Abuse (the Royal Commission) has been completed and the recommendations handed down.

On 4 November 2016, the Australian Government announced its intention to establish a National Redress Scheme for individuals who experienced institutional sexual abuse as

Children. In May 2018, the Tasmanian Government committed to joining the National Scheme.

Each State Government has been asked to engage with Local Government by the Scheme Operator (the Commonwealth Department of Social Services) to provide information which may assist your sector to consider whether to participate in the National Redress Scheme and how that may occur. Staff from the Tasmanian Royal Commission Response Unit in the Department of Justice are currently meeting with councils to progress this discussion.

**Attachment to Item 3.2** provides a Fact Sheet on the National Redress Scheme in Tasmania.

In addition, there is also a project underway by the State Archivist to implement the recordkeeping recommendations handed down by the Royal Commission. The additional **Attachment to Item 3.2** provides a briefing note for General Managers and Mayors on this project.

### **Current Policy**

Strategic Plan:

- Building Local Government's reputation
- Fostering collaboration

## **4.11 NATIONAL UPDATE**

**Contact Officer – Katrena Stephenson**

### **Clarence City Council/Northern Midlands Council**

**That Members note the report on activity being undertaken by the Australian Local Government Association (ALGA).**

**Carried**

### **Background**

In February this year, the ALGA Board undertook a facilitated strategic planning meeting to consider a variety of corporate and strategic issues. Matters discussed included waste and recycling, population, settlement, housing and planning, community services, Local Government workforce issues, regional tourism and arts and culture. The Board Members also had the opportunity to meet with the Federal Minister for Local Government, Bridget McKenzie and the Shadow Minister for Local Government, Stephen Jones.

Participants considered outcomes against the 2017-2020 Strategic Plan as part of the broad review and generally agreed that the priorities were still current with one revision to be considered at the 14 March Board meeting relating to preparation and response to disasters.

Also to be considered is the draft Action Plan, developed to reflect the Board's detailed discussions on strategy and priority areas for action over the next year.

Additional items for discussion at the forthcoming Board Meeting include:

- Federal election advocacy;
- 'State of the Assets' reporting;
- The National Waste Policy Action Plan; and
- The upcoming National General Assembly (16-19 June)

A further verbal update will be provided at the LGAT General Meeting.

### **Budget Impact**

Does not apply.

### **Current Policy**

Focus Areas

Building Local Government's Reputation, Fostering Collaboration.

## **4.12 COMMUNICATIONS, EVENTS AND TRAINING UPDATE**

Contact Officer – Kate Hiscock

### **Clarence City Council/Northern Midlands Council**

**That Members note the following update regarding LGAT's communications, events and training.**

**Carried**

### **Communications**

LGAT's monthly e-newsletter, the Pulse, brings you information regarding Local Government activities, policies, legislation and LGAT's advocacy activities as well as upcoming LGAT events and training for members. The Pulse includes links to the LG Noticeboard and our Better Councils Better Communities page. Sign up [here](#).

Also keep an eye out for the next edition of LGTas, due to be released in April 2019. LG Tas is a bi-annual online magazine style publication to promote the Local Government sector with a focus on Member's achievements and activities.

### **Overview of Activities**

Proactive communications activities since the last General Meeting in addition to media queries include:

- LGAT President feature article on Tasmanian Local Government Sector in LG Focus February edition;

- Articles promoting the LG Tas sector submitted to Australian LG Handbook and LOIS Magazine;
- Letter to the editor Advocate 11 March 2019 correcting and providing context on rates capping; and
- The Pulse February edition.

Since the last General Meeting LGAT has facilitated key events and training activities including:

- Mayors' Professional Development Day;
- Break O'Day Councillor induction;
- Fire abatements training;
- LGAT Stakeholder Event;
- Engaging Champions Workshop;
- Cross Sectoral International Women's Day Awards Luncheon;
- Audit Panel Training; and
- Planning Authority Training in the north-west, north and south

### **International Women's Day Awards Luncheon**

This inaugural event, held on 8 March attracted over 270 attendees. The Awards represent a partnership between LGAT, TasCoss and the State Government with sponsorship by Tasplan. The event was designed to inspire and recognise excellence being achieved by women in the Local Government Sector, the Community Service Industry and the State Public Service in Tasmania. Attendees were addressed by Her Excellency Professor the Honourable Kate Warner AC, Governor of Tasmania, Minister for Women the Honourable Jacque Petrusma MP and Kat Henry (NIDA Corporate) over lunch. The event was live-streamed to Devonport.

Local Government Award Winners were Mayor Bec Enders (Huon Valley Council) and Erica Lowry, Community Services Project Officer (Break O'Day Council).

See the latest edition of The Pulse for more <https://us14.campaign-archive.com/?u=a3fb6b694cc457805027bda84&id=8d06564b9e>

### **Upcoming Events and Training**

The LGAT Events Calendar can be found on our website [here](#)

### **Upcoming Training and Development opportunities include:**

<b>March 2019</b>	Date	Location	Information
Elected Members Professional Development Weekend	23-24 March	Launceston	Click <a href="#">here</a>
<b>April 2019</b>			

Engaging Champions Leadership Program Session 3	1 April		
General Managers' Workshop	3-4 April		
<b>May 2019</b>			
LGAT Regional Breakfasts	8,9, 16 May		
Mayors' Professional Development Day	30 May		
<b>June 2019</b>			
2IC Workshop	5 June		

### **LGAT Annual Conference**

The 2019 LGAT Annual Conference will be held from 3-5 July at Wrest Point, Hobart. Planning for the Conference, themed "Finding Your Voice" is well under way. The Sponsorship Prospectus has been launched with many sponsors and trade exhibitors already coming on board.

Program development is almost complete including the following Plenary Speakers:

- Heather Rose, Award winning Tasmanian Author;
- Mayor Tim Shadbolt, New Zealand's longest serving Mayor;
- Penny Terry, ABC radio presenter and Creative Director of Healthy Tasmania Pty Ltd;
- Matt Pinnegar, CEO LGA South Australia; and
- David O'Loughlin, President ALGA.

We will also be bringing back the Panel discussion by popular demand, featuring our federal elected representatives following the federal election.

Based on feedback from Members, the workshop series will be refreshed, with a greater focus on showcasing Tasmanian councils' achievements as learning opportunities. In addition, there will be greater opportunity for members' networking and direct contribution through a revised structure incorporating symposium style shorter presentations and collaborative working. Registration will be available very soon!

### **Budget Impact**

Within current budget.

### **Current Policy**

LGAT Strategic Plan:

- Building Local Government's reputation
- Fostering collaboration
- Developing capacity and capability to deliver

**4.13 LGAT ANNUAL PLAN UPDATE \***  
**Contact Officer – Dion Lester**

Clarence City Council/Northern Midlands Council

That the Members note the following report against the LGAT Annual Plan.

**Carried**

**Background**

At **Attachment to Item 4.12** is a report against the LGAT Annual Plan for consideration.

**Budget Implications.**

Within current budget.

## 5. OTHER BUSINESS & CLOSE

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There being no further business, the President declared the Meeting closed at 1.00pm.

## Item 2.1 LGAT Rule Change

Total Responses: 51

### Item 2.1 LGAT Rule Change

Circular Head Council/City of Hobart

That the Meeting agree in principle to a change to the LGAT Rules to enable the outgoing President to Chair both the Annual General Meeting and General Meeting attached to the LGAT Conference, prior to the incoming President taking up the reins, with the change to be ratified at the LGAT AGM.

1. For  51
2. Against  0
3. Abstain  0



Participant	Response	Weight
Break O'Day Council 1	[No Response]	1
Brighton Council 2	For	2
Burnie City Council 3	For	2
Central Coast Council 4	For	3
Central Highlands Council 5	For	1
Circular Head Council 6	For	1
Clarence City Council 7	For	4
Derwent Valley Council 8	For	2
Devonport City Council 9	For	3
Dorset Council 10	For	1
Flinders Council 11	[No Response]	1
George Town Council 12	[No Response]	1
Glamorgan/Spring Bay Council 13	[No Response]	1
Glenorchy City Council 14	For	4
Hobart City Council 15	For	4
Huon Valley Council 16	For	2
Kentish Council 17	For	1
Kingborough Council 18	For	3
King Island Council 19	[No Response]	1
Latrobe Council 20	For	2
Launceston City Council 21	For	4
Meander Valley Council 22	For	2

Northern Midlands Council 23	For	2
Sorell Council 24	[No Response]	2
Southern Midlands Council 25	For	1
Tasman Council 26	For	1
Waratah - Wynyard Council 27	For	2
West Coast Council 28	For	1
West Tamar Council 29	For	3

## Item 2.2 21<sup>st</sup> Century Councils

Total Responses: 51

### Item 2.2 21<sup>st</sup> Century Councils

Central Coast Council/Latrobe Council

That Members endorse the following methodology for progressing the discussion on the future of the Tasmanian Local Government Sector.

1. For  47
2. Against  4
3. Abstain  0



Participant	Response	Weight
Break O'Day Council 1	[No Response]	1
Brighton Council 2	For	2
Burnie City Council 3	For	2
Central Coast Council 4	For	3
Central Highlands Council 5	For	1
Circular Head Council 6	For	1
Clarence City Council 7	For	4
Derwent Valley Council 8	For	2
Devonport City Council 9	For	3
Dorset Council 10	For	1
Flinders Council 11	[No Response]	1
George Town Council 12	[No Response]	1

Glamorgan/Spring Bay Council 13	[No Response]	1
Glenorchy City Council 14	For	4
Hobart City Council 15	For	4
Huon Valley Council 16	For	2
Kentish Council 17	For	1
Kingborough Council 18	For	3
King Island Council 19	[No Response]	1
Latrobe Council 20	For	2
Launceston City Council 21	Against	4
Meander Valley Council 22	For	2
Northern Midlands Council 23	For	2
Sorell Council 24	[No Response]	2
Southern Midlands Council 25	For	1
Tasman Council 26	For	1
Waratah - Wynyard Council 27	For	2
West Coast Council 28	For	1
West Tamar Council 29	For	3

## Item 2.3 Recognition of Australia Day

Total Responses: 51

### Item 2.3 Recognition of Australia Day

City of Hobart/Kingborough Council

That LGAT lobby the Australian Government to change the date of Australia Day.



Participant	Response	Weight
Break O'Day Council 1	[No Response]	1
Brighton Council 2	For	2
Burnie City Council 3	Against	2

Central Coast Council 4	Against	3
Central Highlands Council 5	Against	1
Circular Head Council 6	Against	1
Clarence City Council 7	Against	4
Derwent Valley Council 8	Against	2
Devonport City Council 9	Against	3
Dorset Council 10	Against	1
Flinders Council 11	[No Response]	1
George Town Council 12	[No Response]	1
Glamorgan/Spring Bay Council 13	[No Response]	1
Glenorchy City Council 14	For	4
Hobart City Council 15	For	4
Huon Valley Council 16	For	2
Kentish Council 17	Against	1
Kingborough Council 18	For	3
King Island Council 19	[No Response]	1
Latrobe Council 20	Against	2
Launceston City Council 21	Abstain	4
Meander Valley Council 22	Against	2
Northern Midlands Council 23	Against	2
Sorell Council 24	[No Response]	2
Southern Midlands Council 25	Against	1
Tasman Council 26	Against	1
Waratah - Wynyard Council 27	Against	2
West Coast Council 28	Against	1
West Tamar Council 29	Against	3

## Item 2.4 Charitable Exemption – Rates

Total Responses: 49

### Item 2.4 Charitable Exemption - Rates

Foreshadowed Amendment

Brighton Council/Clarence City Council

That LGAT establish a working group and seek legal advice if necessary, to develop a proposed amendment to section 87 of the Local Government Act, and specifically in regard to the definition charitable purpose, with a view to providing certainty and social equity in the application of rating exemptions.

That LGAT seek a firm commitment from the State Government to commence a review of the rating exemption provisions in the Local Government Act; with amendment to proceed as soon as practicable and ahead of the broader legislative review timeframes.

1. For   49
2. Against 0
3. Abstain 0



Participant	Response	Weight
Break O'Day Council 1	[No Response]	1
Brighton Council 2	For	2
Burnie City Council 3	[No Response]	2
Central Coast Council 4	For	3
Central Highlands Council 5	For	1
Circular Head Council 6	For	1
Clarence City Council 7	For	4
Derwent Valley Council 8	For	2
Devonport City Council 9	For	3
Dorset Council 10	For	1
Flinders Council 11	[No Response]	1
George Town Council 12	[No Response]	1
Glamorgan/Spring Bay Council 13	[No Response]	1
Glenorchy City Council 14	For	4
Hobart City Council 15	For	4
Huon Valley Council 16	For	2
Kentish Council 17	For	1
Kingborough Council 18	For	3
King Island Council 19	[No Response]	1
Latrobe Council 20	For	2

Launceston City Council 21	For	4
Meander Valley Council 22	For	2
Northern Midlands Council 23	For	2
Sorell Council 24	[No Response]	2
Southern Midlands Council 25	For	1
Tasman Council 26	For	1
Waratah - Wynyard Council 27	For	2
West Coast Council 28	For	1
West Tamar Council 29	For	3

<b>General Meeting 29 March 2019</b>		
<b>Item No</b>		
<b>2</b>	<b>Items for Decision</b>	
2.1	LGAT Rule Change	Refer AGM Agenda Item 6
2.2	21st Century Councils	Refer Item 9.4
2.3	Recognition of Australia Day	No Further Action
2.4	Charitable Exemption - Rates	Refer Item 9.1
<b>3</b>	<b>Items for Discussion</b>	
3.1	Councils Role as a Planning Authority	No Further Action
<b>4</b>	<b>Items for Noting</b>	
4.1	Local Government Act Review	Refer Item 9.2
4.2	Waste Management	Refer Item 9.3
4.3	Planning Reform	Refer Item 9.5
4.4	Low Cost and Free Public Camping	Completed
4.5	Roads and Jetties Act 1935	Completed
4.6	Environmental Health Officer Training	Refer Item 9.11
4.7	Community Satisfaction Survey	Refer Item 9.6
4.8	Financial Asset Management	Ongoing
4.10	Royal Commission into Institutional Response to Child Sex Abuse	Refer Item 8.1
4.11	National Update	No Further Action
4.12	Communications , Events and Training Update	Refer Item 9.19
4.13	LGAT Annual Plan Update	Refer AGM Agenda Item 7

## FOLLOW UP OF MOTIONS REPORT

### Report to the General Meeting

This report details motions where LGAT is still pursuing an outcome

#### Local Government Legislation

That LGAT establish a working group and seek legal advice if necessary, to develop a proposed amendment to section 87 of the Local Government Act, and specifically in regard to the definition charitable purpose, with a view to providing certainty and social equity in the application of rating exemptions.

**Passed: March 2019**

**Notes:** A Steering Committee and Working Group have been established and a communications firm engaged to support progression of an amendment to restore equity in the rating of independent living units. A range of other matters related to charitable rating exemptions have been identified for consideration within the broader Local Government legislation review. See item this meeting agenda for further information.

That LGAT seek a firm commitment from the State Government to commence a review of the rating exemption provisions in the Local Government Act, with amendment to proceed as soon as practicable and ahead of the broader legislative review timeframes

#### Environment

That the Local Government Association of Tasmania lobby the State Government to introduce container deposit legislation for the state; and

**Passed: July 2017 and July 2018**

**Notes:** The State Government has released a consultant's report on a model framework for the implementation of a Container Refund Scheme (CRS), however is yet to commit to implementing a CRS in Tasmania.

That Tasmanian Councils, through LGAT, support a container deposit scheme within Tasmania and call on the State Government to investigate the best model for implementation within the State.

LGAT continues to advocate for the introduction of a CRS in Tasmania.

That Members reaffirm their commitment to improving waste management and raise with the State Government -

**Passed: November 2017**

**Notes:** The State Government is currently preparing the draft State Waste Action Plan. LGAT is actively lobbying the State Government for this Action Plan to contain the actions highlighted in the LGAT Waste and Resource Management Strategy, endorsed by the sector in 2017 as well as more recent sectoral motions related to waste. The draft Waste Action Plan is expected to be released in June 2019.

- The importance of Waste Management, in particular plastics;
- Our disappointment in the lack of progress of the waste strategy; and
- The need for additional resourcing to be implemented.

That the Local Government Association of Tasmania lobby the State Government for the introduction of legislation to phase out the provision of petroleum-based single-use take-away food packaging currently used to enable prepared food or beverages to be carried from the retailer's premises.

**Passed: July 2018**

**Notes:**

See agenda item this meeting.

That LGAT urgently consider through its appropriate body a response to the recent increase in costs of recycling to Local Government as a consequence of changes to the Chinese government's policies and consider development of a range of responses, including collective negotiations between the Federal and State Governments and other stakeholders, to prompt a market response for recycling opportunities in Tasmania.

**Passed: July 2018**

**Notes:**

Following the near collapse of the recycling industry in Australia's, LGAT wrote to the Tasmanian Minister for Environment seeking urgent action. In response the Minister hosted a roundtable on waste and recycling with Local Government and key industry stakeholders seeking to identify challenges, barriers and opportunities for managing waste and recycling in Tasmania. At the round table the Government again committed to the release of a State Waste Action Plan.

Beyond this, the State Government's response has been disappointing. Despite this, LGAT is continuing to strongly and regularly advocate for action from the State Government, while also supporting councils in acting locally and will continue to do so.

**This item will be removed following the July General Meeting.**

That LGAT lobby all councils to adopt the use of reusable and compostable items for use in council sponsored events.

**Passed: July 2018**

**Notes:**

LGAT has written to all GMs seeking that they adopt a recycling waste diversion policy for council events. To support councils in the transition, LGAT is also preparing a package of support material.

**This item will be removed following the July 2019 General Meeting**

That Local Government Consult with Fruit Growers Tasmania and the State Government re the bio security risk with roadside fruit trees on state and local roads.

**Passed: July 2018**

**Notes:** Advice has been sought from Fruit Growers Tasmania and the State Government.

The Fruit Growers Tasmania did not consider there was a significant risk from roadside fruit trees. Similarly, DPIPWE noted that roadside fruit trees do not pose a threat to spreading fruit fly in Tasmania as the pest is not present in the State. While the fruit on trees and fallen fruit could present a risk during an outbreak, we have never experienced a widespread or high intensity outbreaks. For example, in the 2017 outbreak there were a very small number of flies involved in discrete locations.

If roadside trees were to be considered a biosecurity, then so would all fruit trees including those in home gardens and poorly managed orchards and abandoned orchards.

**This item will be removed following the July General Meeting.**

That LGAT lobby the State Government to take greater responsibility for the management of streams.

**Passed: July 2018**

**Notes:**

LGAT has recently raised this through the Premier's Local Government Council Officials meeting and are waiting for feedback.

## Planning and Building

That LGAT seek from the State Government a strategic commitment to developing and implementing in the new state-wide planning scheme provisions to allow the as of right development of existing small titles of land in the rural production zone that does not compromise or fetter agricultural production capacity and provides opportunities to diversify and reinvigorate local economic prosperity and community wellbeing.

**Passed: July 2018**

**Notes:**

LGAT wrote to the Planning Policy Unit (PPU) in the Department of Justice and they indicated that: "a blanket 'as of right' status cannot be provided for the variety of situations that may arise."

They further noted that while the impending development of the Tasmanian Planning Policies will consider the policy underpinning a range of planning mechanisms (including the agricultural and rural zone provisions) they will still need to be consistent with the State Policy on the Protection of Agricultural Land.

The PPUs full response can be provided on request.

**This item will be removed following the July General Meeting.**

That Members note a lack of input into the location of telecommunications towers and other similar infrastructure emitting radiation/microwave links and request that LGAT investigate options to allow councils to have more input prior to the submission of the Development Application.

**Passed: July 2018**

**Notes:**

Telecommunications companies have some powers to enter land and install and maintain some types of telecommunications facilities. However, in using these powers, carriers have to meet the requirements of the Telecommunications Act 1997, the Telecommunications Code of Practice and also the Mobile Base Station Deployment Code of Conduct.

In late 2018 both the Code of Practice and Code of Conduct underwent reviews. LGAT actively participated these reviews by providing input with the other State Associations to ALGA, who sat on both working groups. ALGA was successful in incorporating a number of changes to the Codes.

While the Codes cannot change the regulatory and legislative regime at a local, State or Federal level, they do supplement the existing requirements already imposed on Carriers by requiring them to consult with the local government and the community and to adopt a precautionary approach in planning, installing and operating telecommunications infrastructure.

The 2018 Telecommunications Code of Practice can be found [here](#) and the 2018 Mobile Base Station Deployment Code of Conduct can be found [here](#).

**This item will be removed following the July General Meeting.**

## Roads and Infrastructure

That LGAT and member Councils continue to lobby the Minister for Infrastructure for improved roadside vegetation management on State Government controlled roads.

**Passed: April 2017**

**Notes:**

LGAT has met with the Department of State Growth twice in the past on issues relating to, and including, this motion. Most recently, LGAT raised this issue during its successful advocacy around the Roads and Jetties Act 1935, which achieved legislative changes allowing councils to enter agreements with the State on coordination and delineation of road management responsibilities, and which relates to this motion. State Growth has advised that it invites councils to contact them directly to discuss any areas within a council's Local Government Area that require additional vegetation management treatment to ensure roads and signage are safe and visible. Councils are encouraged to open positive communication lines with the Department in the spirit of a collaborative approach to road management and raise any issues they may have.

**This item will be removed following the July 2019 General Meeting.**

That the State Government be urged to increase its per capita spending on the provision of public transport services within metropolitan and regional Tasmania.

**Passed: July 2017**

**Notes:**

In our recent budget and election documents LGAT has advocated for a greater State Government focus on locally based initiatives to addressing demand in areas such as public transport and active transport. This included a specific ask for \$1 million per year over four years for active transport.

That LGAT lobby the State Government for the establishment of a recurrent fund to support the provision of separated bicycle infrastructure for local and state roads.

**Passed: December 2018**

**Notes:**

See motion above.

1. Advocate on behalf of all Councils the deep concern at the level of the Fire Service Contribution that councils are expected to collect from ratepayers each year on behalf of the State Fire Commission; and

**Passed: July 2018**

**Notes:**

The Fire Services Act is currently under review. The Act is the key piece of legislation which dictates the Fire Service Contribution and how increases to the contribution are decided. LGAT provided a submission to the issues paper as part of the review and advocated concern and the need for more transparency and justification in relation to increase to the contribution. LGAT met with Mike Blake as part of his consultation on the Bill in which we discussed the LGAT submission and the issues raised as part of this motion. There will be additional opportunities to reinforce this position during further consultation as part of the review.

2. Seek justification for the excessive level of financial burden that has been imposed over the last five years.

## Local Government Business and Finance

That the Local Government Association of Tasmania (LGAT) work with the Department of Treasury and Local Government Division to prepare a model Public Benefit Assessment for Councils to use where a public camping activity is a significant business activity.

The model Public Benefit Assessment will support Council requests to the Treasurer for a Ministerial Statement concerning the application of competitive neutrality principles for low cost and free camping.

**Passed: December 2018**

**Notes:**

In early 2019 the State Government released a Policy Statement on public camping. The National Competition Policy: Applying Competitive Neutrality Principles to public camping in Tasmania is available on the Treasury website <https://www.treasury.tas.gov.au/economy/economic-policy-and-reform/public-camping-competitive-neutrality-policy>

This Policy resulted from significant stakeholder interest and Attachment B of the Policy provides a “Public Benefit Assessment Guide”. This Guide provides a useful model for preparing Public Benefit Assessments.

To support implementation of the Guide LGAT has facilitated a process with Treasury for an initial group of 5 councils who are about to commence the preparation of Public Benefit tests. While councils will be required to identify their policy details independently, Treasury will work with the councils through the practical use of the Guide.

**This item will be removed following the July 2019 General Meeting.**

a) That Councils and the Local Government Association Tasmania work with the Local Government Division of Premier and Cabinet to review the various accounting methodologies being used by Councils with a view to developing standardised reporting; and

b) Address some of the complexities such as volume/length of reporting driven by disclosures required in the Local Government Act and International Accounting standards which are not necessarily relevant to Council operation and reporting.

**Passed: July 2018**

**Notes:**

LGAT has met with the Tasmanian Audit Office (TAO) regarding this motion and there was an appetite to look at the issues raised. Subsequently LGAT has written to the TAO, seeking formal feedback on the areas where improvements / changes can be made.

## Other Matters

That the Local Government Association of Tasmania be requested to lobby the State Government to ensure that the State is taking sufficient measures and allocating sufficient resources to provide affordable, low cost housing, particularly in rural and outer suburban areas with transport and social services to support the same.

**Passed: July 2018**  
**Notes:**

The Tasmanian Government recently released the Affordable Housing Action Plan 2019 – 2023 (the Action Plan) to support the implementation of the Affordable Housing Strategy.

As part of the preparation of the Action Plan the Government engaged with a number stakeholder, including LGAT. The Action Plan contains a raft of specific actions across land release, land use planning and supply. A number of these measures will support the development of affordable and social housing in rural and outer suburban areas.

Most notable, the State Government has committed (Action 5.1) to providing grants to local governments and community organisations “to construct suitable housing in regional and rural areas where demand and affordability is demonstrated and value for money is shown. This could assist older people or people living with disability to stay in their community, or deliver new supply in areas where there is demand for affordable accommodation for key workers.”

**This item will be removed following the July 2019 General Meeting.**

That LGAT seek that the Federal and State Government provides a strategic commitment of a 4 year resources funding program working with Local Government and established industry training providers for the implementation of targeted VOC Training initiatives to ensure the dispersal of employment and apprenticeship opportunities from all emerging industry investment and construction expansion opportunities across the state.

**Passed: July 2018**  
**Notes:** The 2019 / 20 State Budget contained \$2.9 million in additional funding for TasTAFE to address skills needs in growth industries. The extra funding will support TasTAFE to train more apprentices and students in sectors including apprenticeship opportunities from all emerging industry investment and construction, electro-technology, plumbing, welding and nursing.

In addition, the State Budget extended the Payroll Tax Rebate to support employers to take on new apprentices and trainees in key growth industries between 1 July 2019 and 30 June 2021. The funding provides grants of up to \$5,000 for each new apprentice or trainee taken on by a small business in an area of identified skills demand.

**This item will be removed following the July General Meeting.**

Member Councils of LGAT recommend that the State Government provides a strategic commitment and resources funding program for the implementation of a state and federal government services decentralisation action plan to leverage and ensure the dispersal of employment opportunities across the state.

**Passed: July 2018**

**Notes:**

In its 2018 election platform, the Tasmanian Government made some statements and commitments of relevance to this motion. LGAT is reaching out to State Government partners to determine what actions have been taken to date regarding these and how they might contribute to the Tasmanian Government implementing and delivering a decentralisation/regionalisation action plan.

That LGAT lobby the State Government and Spirit of Tasmania to ensure the availability of sailings adequately meets demand of Tasmanian residents, tourists and other users and that affordable pricing is available to users

**Passed: July 2018**

**Notes:**

LGAT has written to the CEO of TT Line Company (Spirit of Tasmania) to highlight the concerns of this motion and seeking a response as to what they are doing to address the issue.

That LGAT lobby the Bureau of Meteorology to retain its existing public weather forecasting operations in Tasmania in the interests of ensuring retention of specialist knowledge of unique Tasmanian microclimates, maintaining forecast quality and providing timely and regionally reflective forecasts for agriculture, emergency services, tourism and the like.

**Passed: December 2018**

**Notes:**

LGAT has written to BOM raising concerns and highlighting the importance of local weather forecasting operations in Tasmania. We are yet to receive a response from BOM.

## Key LGAT Activity – March 2019

### Issue in Focus

March saw the conclusion of the first phase of the State Government's consultation for the Review of the Local Government Act. The Local Government Division received three hundred and eighty-two submissions from interested stakeholders. This included 14 from individual councils and a submission from LGAT. A copy of each submission and a summary of the submission can be found on the following page:

[http://www.dpac.tas.gov.au/divisions/local\\_government/local\\_government\\_legislation\\_review/phase\\_one\\_submissions](http://www.dpac.tas.gov.au/divisions/local_government/local_government_legislation_review/phase_one_submissions)

The Project Team within the Local Government Division is now in the process of developing draft policy positions that will be workshopped with the Project Reference Group, prior to being released in a Directions Paper, in the middle of this year for consultation.

LGAT will continue to actively engage with the Project via our membership on the Steering Committee and also via the Elected Representatives and staff on the Project Reference Group.

### Policy / Project Activity

- Advertisement of two new contracts - Business Management Services and ICT solutions and services
- ALGA Grant Funding Expression of Interest – Empowering Local Government to grow the Australian Arts and Creative Industries
- Analysis of Tasmanian Council Digital Readiness Survey results
- Charitable rating exemptions
- Community Health and Wellbeing Project stakeholder consultation on 2019 plan
- Competitive neutrality policy for public camping policy clarification for councils
- Completed and acquitted Liveability Grant – Walkability project, with material now available on the LGAT website
- Completion of the statewide community satisfaction survey
- Councillor advice on immunisation programs
- Development of RFQ for shared procurement for street lighting energy for councils
- EHO workforce development project scoping
- LGAT enterprise created on Vendor Panel
- Sector consultation and submission to the review of the Local Government Act
- Sector update on Section 9 of the Building Act issues
- Workshop with Red Cross, councils and Police to discuss registration process in evacuation centres and options moving forward

### Media

- 6/3 Media query: Cat Management
- 8/3 WIN, Sth Cross Coverage of International Womens' Day Awards Luncheon
- 11/3 Letter to the Editor of The Advocate "Understanding Rates" (correcting Sean Ford article)
- 13/3 Media release: Council Cost Index
- 13/3 Media query: "Grey Nomad Times" – Free Camping

- 14/3 Media query: The Mercury – Council Coast index

### Communication & Publications

- Better Councils Better Communities: City of Launceston – [Building a More Resilient Community](#) (Flood Markers Project)
- Community Health and Wellbeing Project – resources uploaded to LGAT webpage.
- Liveable Communities Grants Program – reports and resources uploaded to LGAT webpage
- [Pulse](#) March 2019

### Training and Events

- Audit Panel Regional Workshops, 6<sup>th</sup> and 7<sup>th</sup> March
- Tasman Council Visit: Workshop on Council's Role as a Planning Authority, 27<sup>th</sup> March
- Planning for GM's workshop, Mayor's workshop and regional breakfasts
- Tasmanian Honour Roll of Women Awards (CEO was a judge) International Women's Day Shared Sector Awards Luncheon, 8 March Hobart
- Elected Members Professional Development Weekend, 23/24 March, Launceston
- LGAT General Meeting, 29 March, Devonport

### Meetings

- Advisors to Minister Jaensch – Affordable Housing Action Plan and related planning matters
- Anita Dow MP new shadow Minister for Local Government and Planning
- Associations Policy Directors - Canberra
- Australian Local Government Association Board Meeting - Canberra
- Australian Taxation officer - Australian Business Register workshop
- CEO, Australian Packaging Covenant Organisation
- Clarence City Council Officers – Access & Inclusion Toolkit
- Cradle Coast Authority catch up
- Department of State Growth - Heavy Vehicle Access Meeting
- Department of State Growth – Tourist Road Safety Strategy
- Department of State Growth, Hobart and Clarence City Councils – Ancillary dwelling project
- DPAC – State of the State/Regional Economic Growth
- Dr Rachel Bacon, Federal Deputy Secretary with responsibility for Regional Development and Local Government.
- Emma Riley – Regulatory Reform Project briefing
- General Meeting
- Great Southern Lights Project
- Institute of Public Works Engineers Australasia (IPWEA) – Introduction to the Strategic Asset Management Plan template and NAMS.PLUS website functionality
- Jessica Robbins – Tasmania Way discussion
- LG Workforce Development Group – 2019 National Local Government Workforce Summit
- LGAT Assist Board Meeting

- LGTas Communications Forum
- Local Buy QLD (Procurement Business) – regular teleconferences on shared tendering and panel arrangements
- Local Government Cultural Forum Executive Meeting
- Local Government Legislation Review Steering Committee
- Marine and Safety Tasmania – marine infrastructure funding and planning
- Menzies Institute – Active Transport Project update
- Minister Jaensch – transfer of public housing/impact on rates (teleconference)
- Minister for Planning’s Advisor – regular catch up
- National Heavy Vehicle Regulator – Heavy Vehicle Freight Access Strategy, Local Government Working Group Inception Meeting
- National Procurement Network
  - Tyres, Tubes and Batteries
  - General Hardware
  - Plant Machinery and Equipment
- Nomenclature Board Meeting
- Office of Security and Emergency Management (OSEM) - Tasmanian Disaster Resilience Strategy
- Planning and Building Portal Steering Committee
- Public Health Services – Healthy Tasmania update
- Public Health Services – quarterly meeting and report on Community Health and Wellbeing Project
- Quarterly National Procurement Network – Adelaide
- Road Safety Advisory Council
- Royal Automobile Club of Tasmania (RACT)
- Royal Flying Doctors Service – discussion on collaboration
- SES, OSEM and TFS – Workshop on ‘UnHARMED’ Natural Hazards Planning and Assessment Tool
- Southern Tasmanian Councils Authority (STCA) Regional Climate Change Initiative (RCCI) – Coastal Hazards Tender Evaluation
- State Regional Emergency Management Committee debrief on summer fires
- STCA RCCI – Regional Climate Strategy and Action Plan Template Project
- Tasmanian Audit office - LGAT procurement
- Tasmanian Greens and Labour Party – LGAT Budget Submission
- Tasnetworks – Local Provision Schedule discussion
- UTAS – engagement on future direction in the South
- UTAS - LEAP Program
- UTAS, EPA and Department of Health – EHO workforce development project scoping
- Wendy Kennedy EO Men’s Sheds

### Operational

- Completed draft Workplace Behaviours policies and template contracts for LGAT staff
- Recruitment of new Policy and Project Officers

## Key LGAT Activity – April 2019

### Issue in Focus

April saw the release of the latest edition of [LG Tas](#).

LG Tas is online publication to promote the Local Government sector with a focus on Member's achievements and activities. This was the first online only edition following consultation with Members. The decision to move to fully online was based on member feedback, seeking to reduce waste and also reducing costs associated with printing and postage.

The April edition was sent to over 1000 subscribers and has had an open rate of 41.9%, which is 17.5% above the national average for government publications. We were also pleased to see Members sharing LG Tas through their social media channels.

### Policy / Project Activity

- Advertisement of one new LGAT Procurement contract - Corporate Clothing, Workwear & Personal Protection Equipment (PPE)
- AICD Lunch – Councils and Good Governance (Amalgamations) – panel with Michael Bailey TCCI
- Analysis of Tasmanian Council Digital Readiness Survey results
- Council advice on PD 4.1 amendments
- Develop EHO workforce plan scope of works
- Distribution ALGA Federal Election Materials
- Draft MOU for International Women's Day Award Event 2020
- Great Southern Lights Project continued work on draft sale agreement
- LGAT State-wide Waste Study Completion of Part A report
- Liaison with MAV and Local Buy regarding contracts and future opportunities
- Preparation of GMC Papers
- Quote for shared procurement for energy received, reviewed and advice provided to councils
- Review and assess applications under the "Prepared Communities Grants"
- Sector consultation on proposed amendments to the Historic Cultural Heritage Act
- Working Group – Charitable Rating Exemptions/ compilation of data, response to Minister Gutwein

### Media

#### Communication & Publications

- April edition of [LG Tas](#)
- April edition of the [Pulse](#) newsletter
- Council Cost Index – The Mercury
- Free Camping – ABC and The Mercury
- The Mandarin – Telstra Award and working in partnership

## Training and Events

- Annual Conference - Registrations now open for the event on the 3-5<sup>th</sup> July [here](#)
- Attendance at the GAMES (Great Association Meetings and Events Symposium) – Melbourne 29-30<sup>th</sup> April
- Engagement Champions Program – Final session held on April 1<sup>st</sup> in Hobart
- General Managers Workshop – 3<sup>rd</sup> and 4<sup>th</sup> April, Launceston
- International Women’s Day Awards reconciliation and debrief committee meeting – 17<sup>th</sup> April
- Local Government Awards for Excellence – Applications are now open [here](#)
- Local Government Procurement Training: Procurement and Contract Management Modules
- Results-Based Accountability and Performance Measurement Workshop – 10<sup>th</sup> April

## Meetings

- Australian Government Department of Infrastructure, Regional Development and Cities – Infrastructure Management System Replacement and Transformation Program
- CEO of LG Professionals Tas - Emerging Leaders Program
- Charitable Rates Working Group Teleconference
- City of Hobart - LGBTI training for council’s
- Consumer, Building and Occupational Services - Permit Authority Forums
- Council officers - Climate Change meetings
- Department of Health - Project Proposal meeting
- Department of State Growth – Community Road Safety Grants Assessment Panel
- Department of State Growth, Local Government Association of Queensland, Queensland Department of Transport and Main Roads
- Director Housing Tasmania - Transfer of property/rates
- George Town Council – Presentation to workshop
- International Women’s Day event debrief and future planning
- LG Professionals Tasmania Board Meeting
- LGAT State-wide Waste Study - Project reference group meeting
- Local Government Legislation Review Steering Committee
- Local Provision Schedule Steering Committee
- MAV Insurance Board – Teleconference
- National Disability Service - NDIS Mapping Project
- National Heavy Vehicle Regulator – Heavy Vehicle Freight Access Strategy Local Government Working Group
- PLGC Officials
- RDA Tasmania Meeting
- Regular Meeting Director of Local Government
- Richmond Fellowship - Joint Art of Story Telling workshop
- St Lukes - Sector wide health program
- State Emergency Services - Prepared Communities Grants assessment panel

- State Emergency Services - Training continuum project meeting
- State Emergency Services and Australian Institute of Disaster Resilience - Evaluation of the Australian Institute of Disaster Resilience
- Tasmanian Asset Management Group
- Tasmanian Climate Change and Health Roundtable
- Tasmanian Flood Mapping Project Steering Committee
- Tasmanian Wellness Framework - Project meeting
- UTAS - Land use planning and renewable energy
- UTAS - Presentation on proposed Hobart campus move to the CBD
- UTAS, Department of Health, EPA - Environmental Health Officers (EHO) Workforce Plan scoping
- Web conference – LGAT SharePoint training
- West Tamar Council – Informal lunch

# National Redress Scheme (Tasmania)

## FACT SHEET

On 4 November 2016, the Australian Government announced its intention to establish a National Redress Scheme for individuals who experienced institutional sexual abuse as children. The Scheme was created in response to the Royal Commission into Institutional Child Sexual Abuse which estimated that 60 000 people have experienced institutional child sexual abuse in Australia.

The Scheme started on 1 July 2018 and will run for 10 years.

In May 2018, the Tasmanian Government committed to joining the National Scheme. On 1 November 2018 the Tasmanian Government completed the formal requirements to join the Scheme including passing the *National Redress Scheme for Institutional Child Sexual Abuse (Commonwealth Powers) Bill 2018* that enables Tasmanian non-government institutions to join the Scheme.

### Overview

- The National Redress Scheme provides support to people who experienced institutional child sexual abuse and includes three key components for individuals deemed eligible for redress:
  - a monetary payment (up to \$150,000);
  - a direct personal response (DPR) (such as a meeting with a senior institutional official and an apology); and
  - access to counselling consistent with National Service Principles (with the method of delivery to be determined by the relevant jurisdiction).
- The Scheme's objectives are to:
  - acknowledge that many children were sexually abused in Australian institutions; and
  - hold responsible institutions accountable for child abuse;
- The Scheme operates on a 'responsible entity pays' basis.
- The National Scheme includes the role of Independent Decision Makers (IDMs) within its assessment process. IDMs assess applications, make decisions on the quantum of monetary and counselling payments, and determine the apportionment of responsibility in cases where responsibility lies with multiple institutions.

- The Tasmanian State Government officially joined the Scheme as a participating institution on the 1 November 2018. People who suffered sexual abuse in State Government Institutions can now access redress.

### Participating of Tasmanian non-government institutions

- A number of other non-government Tasmanian institutions have also joined the Scheme and others have indicated their intention to join in the coming months.
- As of January 2019, the following institutions relevant to Tasmania are current participants in the National Redress Scheme:
  - Commonwealth government institutions
  - Tasmanian state government institutions
  - Anglican Church:
    - Anglicare Tasmania
  - Catholic Church:
    - Archdiocese of Hobart
    - Military Ordinariate of Australia
    - Marist Fathers Australian Province
    - Syro Malabar Eparchy of St Thomas
  - Global Interaction
  - The Salvation Army
  - Scouts Australia
  - YMCA
- The latest list of participating institutions can be found at <https://www.nationalredress.gov.au/institutions/joined-scheme>

### Who decides whether an institution will participate in the Scheme?

- Each non-government institution must decide to join the Scheme.
- The Australian Government requires non-government institutions choosing to participate in the Scheme to complete the administrative steps by 1 July 2020.

- If particular non-government institutions have not joined the Scheme, claimants cannot access redress for abuse relevant to that institution. In such circumstances, the claimant must:
  - wait until the institution joins the Scheme before their application can be assessed; or
  - in circumstances where more than one institution is responsible, the claimant may choose to progress their application in relation to those institutions that are participating in the Scheme.
- A claimant who has not been able to progress an application for abuse against a non-participating institution may pursue civil law options against that institution.

### Position in other jurisdictions

- All state and territory governments have completed the legislative and administrative requirements to join the National Redress Scheme.
- Tasmanian residents who may have been affected by abuse in other states and territories can apply to the Scheme in relation to abuse occurring in participating institutions. A complete list of all participating state and territory government and non-government institutions can be found at: <https://www.nationalredress.gov.au/institutions/joined-scheme>.



Tasmania

Memorandum of Understanding  
on the participation of local councils  
in the National Redress Scheme for  
Institutional Child Sexual Abuse

DRAFT

## Recitals

1. The parties enter into this Memorandum of Understanding (MoU) in recognition of the importance of the National Redress Scheme for Institutional Child Sexual Abuse. This Agreement is an acknowledgment that sexual abuse suffered by children in institutional settings is wrong and should not have happened.
2. The Parties agree the objective of providing redress for survivors of child sexual abuse is to recognise and alleviate the impact of past institutional child sexual abuse and related abuse, and to respond to the recommendations contained in the *Redress and Civil Litigation Report* of the Royal Commission into Institutional Responses to Child Sexual Abuse.
3. This MoU represents the cooperation between Parties on the participation in the National Redress Scheme and sets out the roles and responsibilities of the Parties under the National Redress Scheme.
4. This MoU is to be read in conjunction with the *National Redress Scheme for Institutional Child Sexual Abuse Act 2018* (Cth) and other related legislation.
5. The Minister for Justice or the Minister with portfolio responsibility for the National Redress Scheme and Mayors are authorised to agree to amendments to this MoU in accordance with Part 5 – Governance Arrangements.

## PART I – Operative Provisions

### Parties

6. This MoU is between:
  - a) the State of Tasmania (the “State”); and
  - b) the local councils, being:
    - Break O’Day
    - Brighton
    - Burnie
    - Central Coast
    - Central Highlands
    - Circular Head
    - Clarence
    - Derwent Valley
    - Devonport
    - Dorset
    - Flinders
    - George Town

Glamorgan – Spring Bay  
Glenorchy  
Hobart  
Huon Valley  
Kentish  
Kingborough  
King Island  
Latrobe  
Launceston  
Meander Valley  
Northern Midlands  
Sorell  
Southern Midlands  
Tasman  
Waratah Wynyard  
West Coast  
West Tamar

(Together, “the Parties”)

### **Term of this MoU**

8. This MoU will commence for each Party as soon as it is signed by them. This may occur after the commencement date of the National Redress Scheme. This MoU will expire on 30 June 2028, unless terminated earlier or extended as agreed in writing by the Parties.
9. Commitments under this MoU which refer to participating government institutions, only apply to Parties that have participating government institutions declared.

### **Enforceability**

10. The Parties do not intend any of the provisions of this MoU to be legally enforceable. However, that does not lessen the Parties’ commitment to this MoU.

### **Delegations**

11. The Minister for Justice or the relevant Minister with portfolio responsibility for the National Redress Scheme is authorised to agree to amendments to this MoU and schedules to this MoU in accordance with Part 5 – Governance Arrangements.
12. Respective Mayors are authorised to agree to amendments to this MoU and schedules to this MoU in accordance with Part 5 – Governance Arrangements.

## Definitions

13. In this MoU, unless the contrary appears:
- a) where a word or phrase has a defined meaning, any grammatical form of that word has a corresponding meaning,
  - b) a reference to legislation or a legislative provision includes a reference to any amendment, substitution or re-enactment of that legislation or provision, and
  - c) the singular includes the plural and vice versa.
14. Terms in this MoU will have the same meaning as in Scheme legislation.
15. In this MoU, unless the contrary appears:

**Confidential Information** means information that:

- i. The Parties know, or ought to know is confidential, or
- ii. The Parties agree in writing after the commencement of this MoU is confidential information for the purpose of this MoU.

For the avoidance of doubt, Confidential Information does not include Protected Information as defined in the National Redress Scheme for Institutional Child Sexual Abuse Bill 2018. An example of Confidential Information would be a policy position shared by a Party on an issue that has arisen in the course of the Scheme.

The assessment framework policy guidelines for the monetary redress payment is Confidential Information.

**Scheme legislation** means:

- i. the *National Redress Scheme for Institutional Child Sexual Abuse Act 2018* (Cth) (the National Redress Scheme Act);
- ii. the National Redress Scheme for Institutional Child Sexual Abuse Rules 2018 (the Rules); and
- iii. the *National Redress Scheme for Institutional Child Sexual Abuse (Commonwealth Powers) Act 2018* (Tas).

## PART 2 – Objectives

### Role and purpose of this MoU

16. This MoU provides the foundation for governments to work together to implement the Scheme. This MoU will be signed by any local council that seeks to become a participating state institution for the purposes of the Scheme.
17. In addition, this MoU provides Parties with the framework for delivering the Scheme by setting out:
- a) roles and responsibilities of the State and participating local councils;
  - b) governance arrangements;
  - c) financial arrangements;

- d) implementation arrangements; and
- e) Scheme operational arrangements.

## **Objects of the Redress Scheme**

- 18. The National Redress Scheme Act set out the objects of the Scheme.
- 19. The main objects if the Scheme are to recognise and alleviate the impact of past institutional child sexual abuse and related abuse, and provide justice for the survivors of that abuse.

## **PART 3 – Roles and Responsibilities**

### **Shared roles and responsibilities**

- 20. The State and local councils which have had participating government institutions declared will:
  - a) work collaboratively to deliver redress from participating institutions to eligible survivors;
  - b) share information and data, subject to this MoU and privacy requirements, to promote a best practice and survivor-focused Scheme; and
  - c) identify and seek to resolve issues in a timely manner where Scheme arrangements are having unintended impacts.

### **Roles and responsibilities of the State**

- 21. The State will:
  - a) introduce legislation to refer to the Commonwealth Parliament the text reference and the amendment reference, or adopt the relevant version of the National Redress Scheme Act once enacted and refer the amendment reference, in accordance with s 51 (xxxvii) of the Constitution;
  - b) administer the participation of the Parties to the Scheme through the State Department of Justice;
  - c) deliver direct personal responses to its survivors in accordance with the Direct Personal Response Framework;
  - d) deliver access to counselling and psychological care to survivors residing in Tasmania;
  - e) fulfil reporting obligations to the Scheme; and
  - f) fulfil agreed financial obligations in accordance with Part 6 – Financial Arrangements.

### **Roles and responsibilities of the local councils**

- 22. The local councils will:
  - a) deliver direct personal responses to its survivors in accordance with the Direct Personal Response Framework;

- b) fulfil information sharing and reporting obligations required under the National Redress Scheme to the State; and
- c) fulfil agreed financial obligations in accordance with Part 6 – Financial Arrangements.

## **PART 4 – IMPLEMENTATION ARRANGEMENTS**

### **Reporting**

23. The State will provide local councils which have had claims made under the Scheme with an individual quarterly report on applications made under the Scheme that relate to their participating institutions, including information on:
- a) the number of completed applications,
  - b) the number of completed internal reviews of decisions,
  - c) the proportion of affirmed decisions,
  - d) the proportion of accepted offers,
  - e) the number of applicants that have been determined not entitled to redress under the criminal convictions policy, and
  - f) the number of applications to be processed.

### **Confidential Information**

24. Subject to clause 25, a Party must not disclose Confidential Information to anyone, without the prior written consent of the Party that provided them with the information.
25. A Party can disclose Confidential Information to the extent that it:
- a) is disclosed to its internal management personnel, solely to enable effective management and/or auditing of the Scheme;
  - b) is shared within a Party, or with another agency, where this serves the State's or local council's legitimate interests;
  - c) is authorised or required by law to be disclosed, or
  - d) is in the public domain otherwise than due to a breach of this MoU.
26. Where a Party discloses Confidential Information to another person under clause 25 they must:
- a) notify the receiving person that the information is confidential; and
  - b) not provide the information unless the receiving person agrees to keep the information confidential.
27. A Party receiving Confidential Information will take all reasonable steps to ensure that the Confidential Information of the other Party is protected at all times from any unauthorised use or access and to immediately notify the other Party if the receiving Party becomes aware of any unauthorised access to, or use or disclosure of Confidential Information.

## Privacy

28. In exchanging information under this MoU, officials need to be aware of their obligations under privacy legislation.

## PART 5 – GOVERNANCE

### Variation of this MoU

29. This MoU, and schedules to this MoU, may be amended at any time by agreement in writing by all the Parties.

### Review of this MoU

30. The Parties may review the operation and objectives of this MoU following the review of the Scheme outlined in the Scheme legislation, or as otherwise agreed by the Parties.

### Withdrawal and Termination of this MoU

31. The Parties agree that withdrawal from this MoU will be a measure of last resort.
32. A Party that ceases to be a declared participating state institution under the Scheme legislation immediately ceases to be a Party to this MoU.
33. A Party to the MoU may indicate its intent to withdraw from this MoU at any time by notifying all other Parties in writing of its intention to do so. A Party that proposes to withdraw will give at least three months' notice of its intention to withdraw.
34. Following notification of a Party's intention to withdraw from this MoU under clause 33, the terms of withdrawal, including the date on which the Party will cease to be a Party, and arrangements necessary because of the withdrawal, will be negotiated in good faith and agreed between the State and the Party intending to withdraw from this MoU.
35. If a Party withdraws, this MoU will continue between all remaining Parties.

### Counterparts

36. This MoU may be executed in any number of counterparts. All counterparts, taken together, constitute this MoU. A Party may execute this MoU by signing any counterpart.

### Dispute Resolution

37. Any Party may give notice in writing to other Parties of a dispute under this MoU.
38. Officials of relevant Parties will attempt to resolve any dispute in the first instance.
39. If a dispute is unable to be resolved by officials, it may be escalated to the Minister for Justice or relevant Minister with responsibility for redress and Mayors.

### Ministerial Declarations

40. Local councils will declare the participating local council institutions as participating State institutions.

41. Local councils are required to specify which local government institutions they agree to being declared under the Scheme, in accordance with the Scheme Legislation, and may do this by specifying a list of institutions by class.
42. The State will arrange the Commonwealth Minister responsible for redress to declare the specified local government institutions as participating institutions where the relevant requirements are met. The Minister's declaration will be in the form of a notifiable instrument (which is not disallowable).

## **PART 6 – FINANCIAL ARRANGEMENTS**

43. The Scheme operates on a 'responsible entity pays' basis, as recommended by the Royal Commission into Institutional Responses to Child Sexual Abuse. Parties will fund the cost of providing redress to each eligible survivor for whom one of their participating government institutions is responsible. This includes the monetary payment, access to Counselling and Psychological Care (CPC) and costs associated with delivering direct personal responses.
44. Participating local government institutions that are determined to be responsible for abuse will pay an administrative charge, set at 7.5 per cent of the total value of the institution's gross liability for redress payments made in relation to that abuse in each quarter.
45. Participating local government institutions, will also be required to pay a per-claim contribution towards legal support costs, delivered by the Scheme's legal support services. This amount will be \$1,000 for each claim for which the institution is the only liable participating institution, or a portion of the \$1,000 contribution proportionate to the institution's share of the redress payment where it is jointly responsible for providing redress with another institution or institutions. This amount does not include any GST, and no GST will be charged. These costs are directly attributable to supporting eligible applicants to access legal support.
46. Parties will be invoiced in arrears on a quarterly basis. The quarterly invoice will include the total amount owed and the total number of applicants who have been paid in the quarter broken down by CPC contribution, redress payment, legal support contribution and administrative charge along with details for payment. This approach ensures Parties will not have to make up front contributions to the Scheme based on estimated exposure to claims.
47. The Parties note that the per claim administrative charge will be reviewed by the Commonwealth Government in accordance with the requirements under the Scheme legislation to ensure it accurately reflects the costs being recovered.

## **PART 7 – THE SCHEME**

48. The National Redress Scheme Act establishes the National Redress Scheme for Institutional Child Sexual Abuse. It provides the legislative basis for entitlement, participation, how to obtain redress, offers and acceptance of redress, provision of redress, funding, funder of last resort and other administrative matters.

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## Responsibility for redress

49. A participating institution will be responsible for redress if the abuse occurred in circumstances where the institution is, or should be treated as being, primarily or equally responsible for the abuse.

## Release from civil liability

50. Survivors receiving redress under the Scheme will be required to release the responsible participating institution(s), their associates and the officials of these institutions (other than the abuser) from all civil liability in relation to all instances of child sexual abuse, and related non-sexual abuse within scope of the Scheme. This will be a condition of accepting any components of redress under the Scheme.
51. Where a participating institution has been released from civil liability either at common law or under another payment scheme in relation to the abuse they have been found liable for under the Scheme, then that release and any confidentiality provisions, cannot be relied upon for the limited purpose of determining the payment amount that a survivor may be entitled to under the Scheme.
52. Parties agree that their participating government institutions will waive their rights under prior releases to the extent necessary, and will not take action against survivors for failing to comply with the prior release simply on the basis that the survivor has applied for redress and notified the Scheme of information relevant to their application including a prior payment received. All other conditions under existing releases with survivors will remain.

## Counselling and psychological care (CPC)

53. Parties agree that survivors found eligible under the Scheme, and who have signed the release from civil liability, will have the opportunity to access CPC to address the impact of their experience.
54. The State will provide access to CPC by delivering CPC services directly to survivors residing in Tasmania and receiving a tiered payment of \$1,250, \$2,500 or \$5,000 from responsible institutions for the provision of their services.

## Direct personal response

55. Parties agree that survivors who are entitled to redress under the Scheme, and who have signed the release from civil liability, should have the opportunity to receive a direct personal response from the responsible participating institution(s), if they choose it.
56. Parties that have had participating institutions declared agree to adhere to the National Redress Scheme for Institutional Child Sexual Abuse Direct Personal Response Framework 2018.

*Signed for and on behalf of the State of Tasmania by*

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**The Honourable Elise Archer MP**

Attorney-General and Minister for Justice

Date

*Signed for and on behalf of the Break O'Day Council by*

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**Mick Tucker**

Lord Mayor of the Break O'Day Council

Date

*Signed for and on behalf of the Brighton Council by*

---

**Tony Foster**

Lord Mayor of the Brighton Council

Date

*Signed for and on behalf of the Burnie City Council by*

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**Steven Kons**

Lord Mayor of the Burnie City Council

Date

*Signed for and on behalf of the Central Coast Council by*

---

**Jan Bonde**

Lord Mayor of Central Coast Council

Date

*Signed for and on behalf of the Central Highlands Council by*

---

**Loueen Triffitt**

Lord Mayor of the Central Highlands Council

Date

*Signed for and on behalf of the Circular Head Council by*

---

**Daryl Quilliam**

Lord Mayor of the Circular Head Council

Date

*Signed for and on behalf of the Clarence City Council by*

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**Doug Chipman**

Lord Mayor of the Clarence City Council

Date

*Signed for and on behalf of the Derwent Valley Council by*

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**Ben Shaw**

Lord Mayor of the Derwent Valley Council

Date

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**Signed for and on behalf of the Devonport City Council by**

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**Annette Rockliff**

Lord Mayor of the Devonport City Council

Date

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**Signed for and on behalf of the Flinders Council by**

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**Annie Revie**

Lord Mayor of the Flinders Council

Date

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**Signed for and on behalf of the Glamorgan – Spring Bay Council by**

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**Debby Wisby**

Lord Mayor of the Glamorgan – Spring Bay Council

Date

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**Signed for and on behalf of the Hobart City Council by**

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**Anna Reynolds**

Lord Mayor of the Hobart City Council

Date

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**Signed for and on behalf of the Kentish Council by**

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**Tim Wilson**

Lord Mayor of the Kentish Council

Date

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**Signed for and on behalf of the King Island Council by**

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**Julie Arnold**

Lord Mayor of the King Island Council

Date

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**Signed for and on behalf of the Dorset Council by**

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**Greg Howard**

Lord Mayor of the Dorset Council

Date

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**Signed for and on behalf of the George Town Council by**

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**Bridget Archer**

Lord Mayor of the George Town Council

Date

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**Signed for and on behalf of the Glenorchy City Council by**

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**Kristie Johnston**

Lord Mayor of the Glenorchy City Council

Date

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**Signed for and on behalf of the Huon Valley Council by**

---

**Bec Enders**

Lord Mayor of the Huon Valley Council

Date

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**Signed for and on behalf of the Kingborough City Council by**

---

**Dean Winter**

Lord Mayor of the Kingborough City Council

Date

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**Signed for and on behalf of the Latrobe Council by**

---

**Peter Freshney**

Lord Mayor of the Latrobe Council

Date

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**Signed for and on behalf of the Launceston City Council by**

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**Albert van Zetten**

Lord Mayor of the Launceston City Council

Date

**Signed for and on behalf of the Northern Midlands Council by**

---

**Mary Knowles**

Lord Mayor of the Northern Midlands Council

Date

**Signed for and on behalf of the Southern Midlands Council by**

---

**Alex Green**

Lord Mayor of the Southern Midlands Council

Date

**Signed for and on behalf of the Waratah Wynyard Council by**

---

**Robby Walsh**

Lord Mayor of the Waratah Wynyard Council

Date

**Signed for and on behalf of the West Tamar Council by**

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**Christina Holmhadl**

Lord Mayor of the West Tamar Council

Date

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**Signed for and on behalf of the Meander Valley Council by**

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**Wayne Johnston**

Lord Mayor of the Meander Valley Council

Date

**Signed for and on behalf of the Sorell City Council by**

---

**Kerry Vincent**

Lord Mayor of the Sorell Council

Date

**Signed for and on behalf of the Tasman Council by**

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**Kelly Spaulding**

Lord Mayor of the Tasman Council

Date

**Signed for and on behalf of the West Coast Council by**

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**Phil Vickers**

Lord Mayor of the West Coast Council

Date

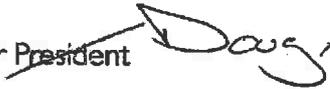
**Treasurer**  
**Minister for Local Government**  
**Minister for State Growth**

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14 MAR 2019

Ald Doug Chipman  
President  
Local Government Association of Tasmania  
GPO Box 1521  
HOBART TAS 7001

Dear President 

I am writing to seek information regarding Tasmanian councils' current policies for the assessment and application of charitable rates exemptions under section 87(1)(d) of the *Local Government Act 1993* (the Act).

As you are aware, the Act exempts land from general rates "...if land, or part of land, is owned and occupied exclusively for charitable purposes". While the Act does not define 'charitable purpose', in general I understand that facilities used exclusively for educational, health and other community purposes are considered charitable and are generally granted exemptions.

My recommendation to organisations that believe they own and occupy land exclusively for charitable purposes is that they should discuss their status with their council. The onus remains on individual organisations to apply to their local council for a general rates exemption where they believe they are entitled to receive it.

However, I have had some stakeholders raise with me concerns that individual councils are applying the exemption inconsistently and potentially in ways which they believe are not in accordance with the intent of the Act.

These concerns have emerged partly in response to the 2018 decision of the Full Court of the Supreme Court regarding the rating treatment of Southern Cross Care's independent living units. Similarly, I understand councils are now concerned whether this decision may have broader implications, such as for student accommodation.

There is no suggestion at this time that the Full Court's decision in relation to Southern Cross Care's independent living units has broader implications for how exemptions apply to other organisations in other sectors. As you are aware, four councils sought leave to appeal this decision to the High Court, but the application was dismissed on 13 March 2019.

I have requested that the stakeholders in question provide me with specific examples and evidence of any inconsistency in rating treatment that they believe are occurring in terms of treatment by individual councils across the state.

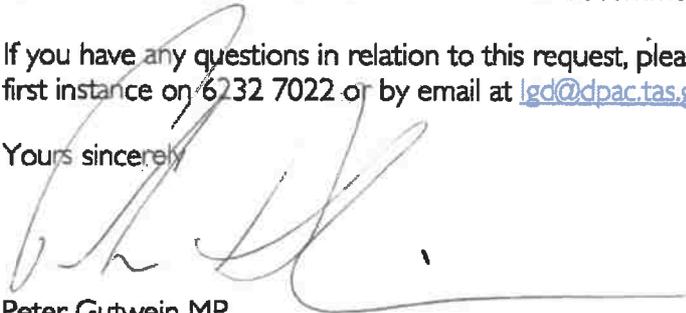
Specifically, I would like to understand how individual councils make decisions about whether an exemption is granted or denied, as well as how these decisions are practically applied. For example, I understand that councils grant some organisations exemptions for certain properties or parts of properties, and not others, depending on the nature of the specific services or activities that occur at those properties.

Any information that the Local Government Association of Tasmania (LGAT) could provide, in consultation with its member councils, will assist me in better gauging the scope and prevalence of this issue, so that I can consider how the Government might best respond, in consultation with the local government sector.

I would appreciate it if LGAT could please respond to this request by coordinating and providing the relevant information to the Director of Local Government by no later than **5 April 2019**.

If you have any questions in relation to this request, please contact the Local Government Division in the first instance on 6232 7022 or by email at [lgd@dpac.tas.gov.au](mailto:lgd@dpac.tas.gov.au).

Yours sincerely



Peter Gutwein MP  
**Minister for Local Government**

Copy to: Dr Katrena Stephenson  
Chief Executive Officer  
Local Government Association of Tasmania

5 April 2019

The Hon Peter Gutwein MP  
Minister for Local Government  
GPO Box 123  
HOBART TAS 7001

Dear Minister

### **Charitable Rates Exemptions**

In reply to your letter of 14 March and, further to my letter of 1 April, I am able to provide the following information.

The sector thanks you for advising organisations that they must apply to councils for general rates exemption. It is clear that there is limited understanding by charitable organisations that they must apply for an exemption of their general rates. Few charitable organisations appreciate that councils do not maintain a database of their existence and status. Indeed, our sector believes this is the root of most of the concerns around inconsistency.

The other key cause of inconsistency has been the lag between changes in law, through various court decisions and changes in policy at the Local Government level. For example, some councils had progressed policy changes which reflected the findings of the successful court case undertaken by Meander Valley and resolution at the LGAT General Meeting of February 2016 (see attachment) and others were still in the process of transitioning. The successful court challenge by Southern Cross Care has meant that those councils who had enacted such policies are now having to revise them to reflect the recent ruling. Some charities will have had changes to their eligibility for exemption as a consequence, but there is no way for councils to know if they should apply an exemption unless the charity applies to Council.

LGAT has sought advice from councils on the following matters:

1. Current council policy and process for the treatment of charitable exemptions.
2. Plans to revise policy/process in light of High Court outcome.
3. Impact of changes in policy on rates revenue.
4. Concerns about inconsistent application of policy.

## 1. Council Policies And Processes

All councils require organisations who think they are exempt for charitable reasons to apply in writing for the exemption on general rates. Proof of charitable status is required but that proof can sometimes vary. For example, some councils use the Australian Business Register, some rely on the common law definition (non profit and charter defines role in assisting community needs) and some seek the production of an Income Tax Exempt Charity Endorsement Taxation Certificate. None of these should be particularly difficult or onerous for a charitable organisation to comply with. Most councils review their rebates and remissions annually and may require proof of ongoing ownership/occupancy as part of that process.

Not all council rates (or remissions) policies specifically expand on the legislation, many rely on the legislation and the historical interpretation of “own and occupy”. Those councils who had moved to clarifying the situation for Independent Living Units following the Magistrates decision (which supported council interpretation) in 2015, expanded their policy and process advice along the following lines:

*The Charitable Exemption will apply where both requirements are met, that is:*

*(i) the land is owned exclusively for charitable purposes; and*

*(ii) the land is occupied exclusively for charitable purposes.*

*3. Unless both requirements are met, the exemption will not apply. However, it is not essential that the same entity is the owner and the occupier, providing that both the owner and the occupier satisfy the requirement of owning/occupying the property for exclusively charitable purposes.*

Some councils noted explicitly that if a charitable organisation carries out a commercial enterprise on a property *then it will not be occupied exclusively for a charitable purpose, even if the profits from those activities are used to fund the other activities of the charitable organization.*

Most commonly, councils only provide the exemption on general rates as required under legislation. A few councils provide some service rate relief for particular types of charitable organisations that support strategically desired community outcomes and these are detailed in their rates policy.

## 2. Proposed Policy Changes

Those councils who have been charging rates on the commercial activities of charities (as above) are in the process of amending their rates policies. For example, Hobart’s policy is likely to include the following:

*The following are examples which may satisfy the “occupied” requirement:*

*(i) a presbytery (residence for parish priest);*

- (ii) a convent (resident for nuns); and
- (iii) a residence on school grounds used by the vice principal of the school, where the residence was used to a substantial extent for school purposes; and.
- (iv) an independent living unit which is part of a retirement village operated by a charitable organisation.

A significant number of councils noted that they did not have any properties directly impacted by the recent Supreme/High Court decisions, namely charitably owned independent living units, and on that basis had no real impact or need to change their rating policy.

### 3. Financial Impact

Despite the statement in the preceding paragraph, for those councils who do have retirement villages owned by charitable institutions or similar, the financial impact is significant. There are some specific examples in the table below:

Council	Impact	Comments
Brighton	Potential total loss if a range of current rate paying properties are deemed exempt is \$1.1million out of a general rate of approximately \$7.5million.	Includes St Anne's Living (not to be confused with St Anne's nursing home which is already exempt); Centacare Evolve Housing; committed title transfers from Housing Tasmania to Centacare.
Circular Head	Approx. \$20,000 per annum.	
Clarence City	Directly, \$110,000 per annum plus opportunity foregone of \$60,000 related to known future growth of such properties.	Additionally, potential future applications based Excludes refund required to be paid for last three years.
Devonport City	Approximately \$100, 000 per annum plus refund.	
Dorset	Approximately \$35,000 per annum.	
Glenorchy City	Potential loss of \$250,000 per annum.	Whilst this is not a definitive figure it is based on applications that have previously been received and rejected and reviewing known property owners with multiple properties.

City of Hobart	\$324,699 per annum based on 2018-19 general rates.	Additionally, have to make repayments of \$920,000.
Kingborough	Estimated \$295,000 per annum just in relation to Independent Living Units. Excludes challenges related to childcare, private schools and others which may emerge.	Additionally, have to repay \$46,000.
Launceston City	\$756,000 per annum related to Independent Living Units only.	
Meander Valley	\$39,000 for 2019-20.	
Northern Midlands	\$46,000 per annum approximately.	This in addition to rates revenue lost through airport challenge

Further analysis will be necessary to quantify the possible cost impact related to other charitable entities if the 'charitable purpose' definition is more broadly applied to their other 'commercial' activities currently being charged rates. We anticipate that there will be property owners in addition to independent living units that will consider their property exempt under this section. Some councils have already received applications from other types of providers, for example low cost housing providers. It also opens issues related to properties owned by religious organisations. For example, most councils charge rates on a church owned house rented to external tenants.

There is also uncertainty as to whether under the new interpretation of "charitable purposes", councils can successfully apply to the State Fire Service requesting that under S78(4) of the Fire Services Act 1979 the Independent Living Units are now an exempt tenant occupying the land for a 'charitable purpose' and hence should not be charged the fire levy. We would seek the State Government's support in ensuring this question could be dealt with on a whole of sector rather than council by council basis.

#### **4. Inconsistent Application**

The only councils that have received complaints of inconsistent application of exemptions are those who have been challenged by Southern Cross Care. One council reported they had complaints about not providing a remission on service charges to charitable organisations but as you are aware, this is not required under the Act.

## Going Forward

When this matter was discussed at the General Managers' Workshop this week, it was clear that while at this stage impact is largely limited to councils with charitably owned Independent Living Units, there is a strongly held concern over the risk of a significant and broader impact from the recent court decisions and the emergence of significant inequity in rating. This was also a feature of discussion at the General Meeting, leading to the following resolution:

*That LGAT establish a working group and seek legal advice if necessary, to develop a proposed amendment to section 87 of the Local Government Act, and specifically in regard to the definition charitable purpose, with a view to providing certainty and social equity in the application of rating exemptions.*

*That LGAT seek a firm commitment from the State Government to commence a review of the rating exemption provisions in the Local Government Act; with amendment to proceed as soon as practicable and ahead of the broader legislative review timeframes.*

Our first working group meeting will take place on the 9th April.

The sector strongly believes that the intent of the legislation was that, for an exemption to apply, the land in question is to be both **owned and occupied** exclusively for charitable purposes. It should not be enough that the landowner is a charitable institution if the purpose for the occupancy is not charitable. This is particularly the case when the land owner has the ability to pass on that cost to the non-charitable occupant, as was done by Southern Cross Care between court decisions.

Taking the case of Independent Living Units, they are by their very definition, accommodation units designed for independent, active retirees who do not require special assistance with day-to-day living. What distinguishes them from aged-care facilities is that independent living units are used as normal and private residences, just like anyone else's home.

Importantly, councils had not been applying this change of policy to aged-care facilities, short-term welfare housing, administrative offices and other facilities associated with these providers' operations, these have always remained exempt from paying general rates.

This issue is a question of equity. Is it acceptable or equitable that residents of these residential village units do not pay rates and therefore do not contribute to the services and facilities of their respective cities communities while low income families, pensioner home owners and private residential villages do pay?

How is it fair and equitable that someone paying \$600,000 - \$700,000 to buy into a modern Southern Cross Care Independent Living Unit doesn't pay rates but a pensioner who paid \$130,000 to buy a humble former Housing Tasmania property and has lived in low socio-economic areas for years does? Or that someone living at Vacluse Retirement Village does?

There are more than 8,500 pensioners across both Clarence and Hobart alone, together with low-income earners and self-funded retirees, who currently pay rates as their contribution to the cost of providing facilities and services to their community. With every form of rates exemption, there is a corresponding shift of the rates burden to other ratepayers.

The need for councils to ensure that general rate exemptions are appropriately applied is good governance. It is important for councils to implement up-to-date and equitable policies that consider the entire community and ensure ratepayers are being treated fairly and equally.

Given the recent court outcomes, amendment to the Tasmanian legislation appears to be the only practical path to achieve a balanced outcome.

Yours sincerely



Dr Katrena Stephenson  
**CHIEF EXECUTIVE OFFICER**

cc Alex Tay, Director of Local Government  
Rick Dunn, Senior Advisor  
Kym Goodes, CEO, TasCoss

# Tasmanian statewide waste management arrangement

## Problems to address

1. Poor cohesion in the demand for organics recovery services
  2. Insecure market for investing in recovery infrastructure
  3. Risks and harms incurred by tyre stockpiles and illegal dumping
  4. Resource-inefficient use of single use plastics and packaging
- ... plus others to be agreed with waste management partners

## Benefits

### Enhance Tasmania's image

Positive culture towards waste management and 'faith in the system'

Climate change tackled through local solutions

Tasmania seen as valuing its natural assets

Narrative to attract visitors, residents, investors

Tasmania as a leader in tackling problem wastes

Government delivering on expectations to help people lead lower impact lifestyles & businesses

### Protect health & the environment

Effective prevention & inhibition of littering, dumping and stockpiling

Cleaner & safer environment due to less illegal dumping & litter

Low reliance on landfills - lower landfill impacts including gas emissions, leachate, odour and amenity impacts

Greater self assurance in how to recycle

Soil quality improved using locally recovered material

Efficient resource use embedded in consumer decisions

### Foster economic development

Natural assets retain value and are untarnished

Brands that rely on a clean image of Tasmania retain market credibility

Resources are recovered and used, in line with the scale of opportunity

Efficient private & public investment in recovery infrastructure and jobs

Efficient service prices that reflect demand over time

Strong local markets for recovered resources

Lower costs & risks borne by the recovery chain

## Functions

1. **Vision statement** for waste management / circular economy in Tasmania, linked to a **credible commitment** to take action.
2. **Statewide infrastructure & service planning** and scheduling.
3. **Development of strategies for priority items**, including:
  - > organics from municipal and commercial sources
  - > end of life tyres
  - > single use plastics and non-recyclable packaging
  - > others identified as a priority for Tasmania.
4. **Statewide data collection, analytics and reporting:**
  - > tracking and investigating illegal dumping incidents
  - > volume of waste generated and services demanded at statewide & regional scales
  - > projection of capacity needs for infrastructure and services
  - > to inform preferred interventions to problem materials.
5. **Governance and collaboration models** to engender trust & commitment:
  - > to support surveillance & remediation of dumping sites
  - > to build certainty for new services & assets to come online.
6. **Local government engagement and procurement support** to lock in demand for new services and facilitate efficient use of assets.
7. **Coordinated education, engagement and marketing:**
  - > to ostracise illegal dumping and encourage reporting
  - > to foster acceptance and uptake of new recovery services
  - > to stimulate demand for recovered resources
  - > to support best practice in local and regional services
  - > to guide consumer & purchasing behaviours and decisions.
8. **Statewide enforcement and prosecution** of stockpiling in breach of licence conditions, and illegal dumping.
9. **Market development measures including sustainable procurement:**
  - > to stimulate markets for resources recovered locally
  - > to foster the replacement of non-recyclable and single use items with reusable / recyclable / recycled content items.
10. **Coordinated advocacy and policy input** at the national level, where national solutions are deemed to be more effective.
11. **Product stewardship of priority items** including product re-design and takeback arrangements (e.g. CDL) - *pending examination of net benefits*.
12. **Infrastructure funding** to stimulate investment in recovery assets
  - > *Pending private investment gap analysis & case for public funding.*
13. **Market and/or statutory instruments** (e.g. levies, bans from landfill) to address gate fee differentials
  - > *Pending an analysis of gap between gate fees for new services and willingness to pay above existing landfill rates.*



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# 21<sup>ST</sup> CENTURY COUNCILS – STRUCTURAL REFORM DISCUSSION PAPER

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## Executive Summary

Local Government in Tasmania is under increasing pressure to undergo structural reform in order to address existing and upcoming challenges (e.g., demographic change, technological advancements, financial sustainability).

The benefits of local government reform can be grouped into one of three categories:

1. Economies of scale – maximising the use of resources and/or services at the least cost;
2. Economies of scope – creating a wider range/higher quality of services/resources; and
3. Strategic capacity – having the skills and resources needed to act as high capacity organisations that manage complex and sometimes unexpected change.

Municipal structural reform programs have traditionally focused on amalgamation as the main instrument of reform. Shared services are an alternative method that occurs when two or more councils collaborate to provide a service in order to meet community or council needs.

There is a long history of structural reform, feasibility studies and post reform analysis in Australia and to a lesser extent Tasmania. Evidence suggests that the following factors are critical to the success of council structural reform arrangements:

- Reform that is **motivated** by a desire to share expertise and resources, not by crisis;
- Reform where all stakeholders understand the **rationale** behind the need for change;
- Reform **timeframes** that allow change to be gradually introduced and accepted;
- Reform that retains the political autonomy and **independent character** of councils;
- Reform that involves the **selective** rather than wholesale consolidation of functions;
- Reform where there is adequate engagement and/or **consultation** with the community;
- Reform driven by local **leadership** and engagement – a bottom-up approach; and
- Reform that is **carefully planned** and tailored to accommodate differing needs.

The significant body of work undertaken in this field of study can be distilled into three key messages:

1. Cost savings are unlikely to materialise and should not be the primary goal of reform.  
The goal should be to create a more robust and capable system of Local Government.

2. Problems caused by a lack of sufficient funding and/or defects in the funding process are unlikely to be solved as a result of structural reform. These problems raise questions about the equity of Local Government funding, not structure.
3. The challenges councils face are many and varied, as are their individual circumstances. This militates against 'one size fits all' approaches to structural reform.

## Introduction

Local Government in Tasmania is under continuous pressure to reform in order to provide contemporary best practice as well as to address existing and upcoming challenges. Over time councils have transitioned from a minimalist 'services to property' model to a maximalist model providing a broader range of 'services to people' (TCCI, 2012). The complexity of Local Government has therefore increased in the absence of change, structural or otherwise. Other noteworthy challenges and opportunities facing councils include:

### **Technological advancements**

There has been a shift in Tasmania away from what might be considered traditional industries, towards tourism, service and knowledge-based industries. Improvements in technology have contributed to this change, most notably within industry and the broader community. While not a traditional area of responsibility for Local Government, these changes in the local context are likely to be creating expectations amongst the community and business about the role of the sector. Councils will need to find ways to exploit the benefits that come with digital technologies in their program delivery/policy making processes.

### **Demographic change**

Tasmania currently has the oldest and slowest growing population in Australia. Population trends show that Tasmania's average growth rate from 2011 to now has been 0.3%. Recently produced population forecasts by the Department of Treasury have shown that this trend will continue with an average growth rate of 0.2% over the projection period, with particular issues for rural and regional councils who are expected to experience population decline. During this period, it is forecast that there will continue to be a decrease in the underage and working age populations, an increase in those aged 65 years and over, and a very large increase in those aged 85 years and over. This has implications in terms of the financial and operational sustainability of Tasmanian councils.

### **Regional development**

There is an increasing focus on place-based initiatives that promote economic development. The challenge is how councils best position themselves to make the most of the range of opportunities as they present. Structural change that promotes strategic capacity at the local level and best use of targeted shared services should be considered.

### **Financial sustainability**

Long-term financial sustainability of Local Government in Tasmania remains an ongoing concern despite significant investment and improvement in councils' long-term financial planning and asset management planning. While we have seen sector improvement, and recent reporting by

the Auditor General suggests, at least in the short to medium-term, that most councils are in good financial shape, the demands for councils to do more while holding rates increases to a minimum will continue to cause tension. The fiscal challenges faced by Local Government is not unique to Tasmania. Local Government raises 3.6% of Australia's total taxation revenue but have responsibility for managing 33% of public non-financial assets. At a whole of sector level, councils raise more than 80 percent of their own revenue. However, individual councils have widely differing abilities to raise revenue, based on location, population size, rate base and the ability to levy user charges. This is at the core of the national campaign to restore the quantum of Commonwealth Financial Assistance Grants to at least 1 per cent of Commonwealth Taxation Revenue.

## A Brief History of Local Government Reform

Several investigations into Local Government reform have occurred in Tasmania over the last century, this has included the *Royal Commission on Local Government Report* (1939), the *Municipal Commission of Tasmania Report on matters relating to Local Government* (1974), and the *Board of Inquiry into Local Government* (1979).

The most recent significant structural reform, undertaken in 1993, involved changes to council operations, restructuring of Local Government boundaries, and a reduction from 47 to 29 councils. Additional amalgamations were proposed in 1997 on the grounds that further restructuring would result in widespread financial benefits and efficiencies. The proposed amalgamations were strongly resisted by local councils and communities who felt that there was a lack of effective engagement and planning and did not proceed. Few arrangements, except for recent State Government instituted water and sewerage reform, have gained traction following the 1997 proposal (see, generally, Haward & Zwart, 2000; TCCI, 2012).

A mass of work considering Local Government reform has been developed in response to the success or otherwise of existing reform arrangements. This paper attempts to summarise both the academic and grey literature around Local Government reform in order to provoke council interest and informed reform decisions. The bibliography, although not exhaustive, provides a list of sources that can be used to further guide council decision making. This information will give councils the opportunity to learn from past mistakes and to build upon successful arrangements already in place.

## Why Reform?

The suite of benefits associated with Local Government reform are many and varied. They include greater financial strength and stability, the equitable distribution of goods, costs, and risks, increased capacity to offer a wider range and higher quality of services, efficiency gains, reduced administrative costs, and the greater use of all available resources (Aulich et al., 2011; Ryan & Hunting, 2016). These benefits have been broadly grouped into one of three categories: economies of scale, economies of scope, and strategic capacity.

### Economies of Scale

The purpose of Local Government reform has traditionally centered on the benefits of economies of scale (Aulich, Sansom, & McKinlay, 2014). Synonymous with efficiency, economies of scale are achieved through maximising the use of resources and/or services at the least cost (Dollery & Fleming, 2005). Thus, economies of scale are represented in terms of cost savings (\$).

The degree to which services are characterised by economies of scale varies; whereas capital-intensive services (e.g. sewage disposal and water supply) tend to generate significant economies of scale, labour intensive and customer-oriented services (e.g. health and customer service officers) do not (Dollery & Fleming, 2005). This information has important implications in that it allows councils to appropriately target reform arrangements so as to achieve economies of scale.

### Economies of Scope

Local Government reform, through consolidation and joint activity, has enabled councils to produce a wider range and higher quality of services and resources (Aulich et al., 2014). The latter occurrence, known as achieving economies of scope, has received limited attention in the literature and reform processes to date.

Potential sources of scope economies include (see, generally, Dollery & Fleming, 2005):

- Diminishing returns to inputs – where related activities handled by separate departments are devolved onto a single individual or division (e.g. GIS mapping support for engineering and planning departments).
- Jointness in inputs – where a single input can be used in the production of multiple outputs (e.g. underutilised machinery employed on a fee for service basis).

- Jointness in outputs – interconnected outputs are produced from a set of similar inputs (e.g. where staff who are employed to gather waste also transfer recyclables).
- Interactions between service provision or goods production – interaction processes that generate independent informational and/or physical outputs (e.g. community development staff informed of issues by operators of a council youth drop in centre or flood easements to remove excess water and enhance amenity).

The benefits associated with economies of scope will be strongest in councils with low levels of resources and with limited capacity to provide a breadth of services (e.g. small councils; Access Economics, 2011).

### **Strategic Capacity**

The purpose of Local Government reform has slowly shifted from the benefits of economies of scale towards strategic capacity which can be seen as building on economies of scope (LGNSW, 2015). Strategic capacity is less about being financially robust and is more about councils having the skills and resources needed to act as high capacity organisations. Importantly, strategic capacity allows councils to respond to the diverse needs of different communities, as well as to manage complex and sometimes unexpected change (Aulich et al., 2014). Strategic capacity is therefore the most important outcome for councils to consider in examining modes of consolidation and Local Government reform.

## **How could the sector Reform?**

### **Amalgamation**

Municipal reform programs have traditionally focused on amalgamation – the most drastic form of structural change – as the main instrument of reform (Dollery & Fleming, 2005).

Amalgamation involves the combination of one or more councils into a new entity.

Amalgamations can be forced (by State Government) or be voluntary, wholesale or selective.

The latter is a more contemporary idea which suggests identifying and amalgamating only those council functions that can be performed in common or collectively (e.g. ‘back office’ functions; Dollery, Keogh, & Crase, 2007).

### **Shared Services**

Shared services occur when two or more councils join together to provide a service in order to meet community needs (Ryan & Hunting, 2016). This method of Local Government reform is favoured by councils as it is a cost-effective means to share expertise and resources without the

need for structural reform (TCCI, 2012). Shared services can be provided via a range of mechanisms, some of which are included below (see, generally, Cradle Coast Authority, 2017; de Souza & Dollery, 2011):

- A common service provider model which distinguishes between independent (e.g. services delivered between councils on a fee-for-service basis) and sub-regional (e.g. services delivered to a subset of councils who cost share) shared service arrangements.
- A centre of excellence model where councils with specialised expertise in a given function (e.g. human resources) work together to develop and promote best practice and standardisation across councils in that function.
- A tripartite model which distinguishes between horizontal shared services (e.g. where arrangements are wholly operated and owned by participating local councils), vertical shared services (e.g. where state local government associations offer services to member councils), and intergovernmental contracting (e.g. where local councils carry out various functions on behalf of public agencies).

Although some services suit shared arrangements better than others (e.g. procurement, IT, waste management, human resources; LGAT, 2015), success will depend upon the degree to which these fit or are tailored to local circumstances – one size does not fit all!

## Tasmanian Local Government Reform

The following section provides a brief summary of some of the more recent reform feasibility studies and analyses conducted in Tasmania.

### **The Brighton Common Service Model (de Souza & Dollery, 2011)**

The Common Service Model was developed in 2007 by the Brighton Council. This model, unlike most existing shared services platforms in Australian Local Government, provides services already produced and used by the Brighton Council on a fee-for-service basis.

Several preconditions must be met before the Common Service Provision Model can operate successfully (e.g. existing friendly relations between councils, the availability and use of common platforms/systems, transparency in discussions between councils, services that are provided on commercial terms acceptable to both parties and small-scale beginnings).

The Brighton Model has delivered direct benefits to three main stakeholders: The Brighton Council, its employees, and client councils. These benefits range from being able to provide

high level professional services to local communities, improved succession planning, reduced administration costs, shared learnings, guaranteed service standards, and the like. Financially, there have been benefits for both the provider (additional income) and client (cost savings) councils. The revenue raised from this work, for example, represents around 20% of Brighton Council's rate revenue and is expected to grow over time.

The Brighton Model is therefore an interesting contribution to the field of shared services provision and is one that has ultimately allowed the local authorities involved to function more efficiently.

### **Resource Sharing Arrangements between Kentish and Latrobe Councils (Ryan & Hunting, 2016)**

Various forms of resource sharing have been undertaken by the Kentish and Latrobe Councils in order to improve levels of service whilst maintaining local representation. The resource-sharing arrangement is governed by a Memorandum of Understanding which articulates all the terms and conditions for the two councils to abide by. Since the inception of the resource-sharing arrangements in 2010, the number of resources shared has steadily grown. Starting with the resources shared being those which require more substantial investment, ranging from senior management roles, specialist roles or in securing plant, equipment and systems, this arrangement has grown to involve almost full integration across both councils' operational areas.

In 2016, the councils conducted a review of their resource sharing arrangements. This review identified a range of success factors (e.g. shared strategic planning, transparency and trust, complementary IT and communication systems, incremental rather than transformational change, a common rationale, and shared general manager) which have supported their shared services. The review provided a series of recommendations in the following areas:

- Strategic planning and leadership (e.g. engage the senior leadership and councillors);
- Communications (e.g. develop an internal and external communications strategy);
- Staffing and workforce (e.g. shared performance management and workload system);
- New and expanded opportunities (e.g. work towards a centre of excellence model);
- Governance (e.g. develop a process for dealing with any conflict of interest);
- Succession planning (e.g. identify the desired attributes/skills needed for leadership);
- Change and project management (e.g. staff who understand the need for change); and
- Evaluation and reporting (e.g. develop an evaluation framework and share findings).

It is hoped that these findings will allow the two councils to grow, enhance, and refine their resource sharing arrangements, whilst informing the decisions of other Tasmanian councils.

### **Northern Tasmanian Councils: Shared Services Study (KPMG, 2017)**

The northern Tasmanian councils have recently come together to explore options for shared services. This was done within the context of improving their capacity and performance, and involved examination of four core alternatives:

1. Optimising current arrangements by extending the current range of shared services;
2. Joint contracting for core services and outsourcing where feasible;
3. Contract service model (a single council delivers services on a fee for service basis); and
4. Incorporated venture (a separate shared services entity to centralise/deliver services).

Amalgamations were not an attractive option and were immediately ruled out by the councils.

Financial modelling revealed a combination of Options 1 and 2 to be favourable, with savings estimated at around \$3-4 million per annum across the region. This would represent savings of around 15% of the current operating expenditure on corporate, engineering, and waste management services. The latter, according to the Steering Committee, are key common service areas and should therefore be the focus of shared service opportunities in the north.

The study concluded that a more sustainable pathway for the region to adopt would be to expand resource sharing at regional (i.e., joint contracting and outsourcing) and sub-regional levels, whilst also transitioning to a single information management platform. An appropriate first step would be for the northern councils to establish a governance model which can be used to identify and plan for opportunities as they arise.

It is understood the Northern Tasmanian councils are progressing with a project on expansion of shared services.

## **Greater Hobart: Local Government Reform (SGS Economics & Planning, 2017)**

The four Greater Hobart councils agreed to explore the merits of Local Government reform across the following four options:

- Option 1 - Business as usual,
- Option 2 - Merger of all four councils,
- Option 3 - Strategic alliance between all four councils,
- Option 4 - Merger of Hobart, Clarence, and Glenorchy, and
- Option 5 - Merger of Hobart and Glenorchy.

For all reform options, it was assumed that a Hobart Capital City Act would be introduced in order to take an integrated approach to planning that recognises the relationship between the city and State Government.

The modelling undertaken in the feasibility analysis consists of 2 forms of analysis:

- Modelling of financial costs and saving accruing to the participating Councils; and
- Modelling of wider social, economic and environmental costs and benefits accruing to the Greater Hobart community.

The financial modelling indicates that all options, with the exception of the Glenorchy, Hobart merger, come at a net cost.

The SGS study goes further and seeks to attribute a “financial or economic measure” to potential strategic benefits. The wider benefit modelled ranged from \$133.6 M (Option 5) up to \$392.9 M (Option 2). However, this modelling needs to be treated with caution as they are based on broader economic benefits not direct financial savings.

Whilst the SGS report highlights that there are much greater economic benefits to be achieved by a four Council merger, many of these benefits could be realised by a strategic alliance of the four Councils. By way of example, the report notes that better planning and decision making across Greater Hobart can deliver:

- A more sustainable metropolitan area through the progression of a more compact, multi-nodal spatial form of urban development and a more efficient transportation system;
- A more productive economic base, given the agglomeration economies that result from the above-mentioned benefits;
- A more effective tourism strategy; and
- Better co-ordination and sequencing of social infrastructure and social services delivery.

At the time of writing the councils involved had not progressed any of the proposed options.

## **South East Councils Feasibility Study (KPMG, 2016)**

Though the viability of south east rural and remote councils has been aided by existing resource sharing initiatives, there is potential for further efficiencies to be realised. Four councils in the south east region of Tasmania therefore came together to consider the following amalgamation and shared services options:

1. Optimisation through the extension of current resource sharing arrangements;
2. Merger of Clarence, Sorell, Tasman, and Glamorgan Spring Bay councils;
3. Merger of Clarence, Sorell, and Tasman councils;
4. Merger of Sorell, Tasman, and Glamorgan Spring Bay councils; and
5. Merger of Sorell and Tasman councils.

Financial modelling revealed savings ranging from \$0.9 million per annum (Option 1) to \$7.6 million per annum (Option 2) in the first year, whilst savings ranging from \$9 million (Option 1) to \$49 million (Option 2) were predicted over ten years. This suggests that councils would be financially better off through amalgamation than through existing arrangements, and that the four-way merger would deliver the strongest financial gains.

It was recommended within the report that a Local Transition Committee be established should council amalgamations proceed. These committees would lessen any real or perceived loss in access to local representation during the transition process – an issue that is of particular concern to rural and remote council residents.

Further options for the Sorell and Tasman councils were recently examined by the Local Government Board (2018) who recommended that the councils be voluntarily amalgamated (as in Option 5). This option was believed to offer a level of sustainability and resilience that existing and extended shared services arrangements would be unable to provide. Sorell Council resolved to progress with the merger. A 2019 elector poll revealed that the majority (68.6%) of Tasman electors did not support the amalgamation, despite forecast savings of up to \$250,000 per annum and so Tasman Council has resolved not to progress with the merger.

## **Cradle Coast Authority: Shared Services Project (2017)**

Local councils in the Cradle Coast have been collaborating and sharing in various forms for over two decades, yet no whole of Cradle Coast shared service model or strategy exists. A report was recently undertaken to determine whether the broader application of shared service arrangements could lead to further benefits being realised. The below arrangements were investigated:

- Independent shared services (services delivered to councils on a fee for service basis);
- Sub-regional sharing (services delivered to a subset of councils who cost share); and

- Centre of excellence (centre provides specialist support/resources to other councils).

The results indicated that significant gains would be possible through an overall increase in sharing arrangements across the Cradle Coast. Total projected savings amount to \$9+ million and accrue in the following priority areas: Procurement (\$2.5+ million), IT (\$1+ million), finance (\$1.5+ million), human resources (\$0.5+ million), and waste management (\$3.5 + million).

Two recommendations were made. Namely, to establish a shared services model and to expand sub-regional sharing arrangements for high potential and/or prioritised services. A phased approach to implementation was suggested in order to address council objectives and to maintain focus on longer term possibilities.

While limited progress has been made across the Cradle Coast region as a whole, the councils of Circular Head, Waratah-Wynyard, and Burnie City have agreed to explore the development of a shared services entity to deliver back end business process and IT services. The three councils are currently developing governance arrangements, a shared services catalogue and cost model, and are undertaking a resource sharing trial to determine if establishing the shared services entity will produce desired outcomes.

### **Tamar Valley Council Feasibility Study (KPMG, 2018)**

Although the George Town and West Tamar Councils are currently meeting service level statutory requirements and community expectations, scope for further savings and efficiencies exist. Both councils have therefore undertaken a feasibility study into merging to form a Tamar Valley Council.

The results of the financial modelling indicated savings of around \$1.3 million per annum over a ten-year period. Additional benefits were thought to include improved strategic capacity and organisational robustness (e.g. through advancing the culture and skill of employees, building stronger relationships with stakeholders and other regional partners, and enhanced credibility).

The study concluded a merger to be in best interests of the region and identified that an initial period of community consultation would be necessary in order to gauge the views of those involved. An implementation schedule, should the councils and their communities favour a merger, would likely involve an 18-24-month period of transition before council operations could commence.

Both councils considered the report recommendations, with West Tamar Council resolving to commence community consultation. George Town Council determined that it would not undertake consultation and further work has now ceased.

## Criticisms within the Academic Literature

Local councils throughout Australia have almost always resisted proposals for reform, particularly amalgamation. Feasibility studies, such as the five Tasmanian studies described, delineate the merits and viability of various reform options. The results of these studies arouse criticism within the academic literature and are met with skepticism due to the observed outcomes (or lack thereof) of council reform programs to date (Dollery et al., 2007).

Australian municipal reform programs have traditionally shown a heavy reliance on amalgamation as the main instrument of reform (Dollery & Fleming, 2005). This unwavering focus on structural reform has been criticised on the grounds that shared service arrangements may yield equally if not greater council and community benefits (Aulich et al., 2014). The enduring belief that 'bigger is better' and that council amalgamations are key may therefore be unwarranted.

Related, is the idea that local government reform is not an 'either-or' (amalgamation *or* shared services) situation. The reform options listed in the Tasmanian feasibility studies describe amalgamation and shared service arrangements as independent. What is not often considered, is that these options could be used in conjunction (e.g. amalgamated councils pursuing greater consolidation and advantages through shared services as well; Aulich et al., 2014).

Many reports concerning local government reform focus on how increased scale (i.e., cost savings) can be achieved. This focus on purely economic benefits and/or arguments is detrimental when at the exclusion of other issues, such as achieving economies of scope and strategic capacity (Aulich et al., 2014). The latter outcomes are important to consider in that benefits associated with them tend to increase, compared to cost savings which are not always seen (SGS Economics & Planning, 2017).

Perhaps the greatest criticism of past council reform arrangements is that much of what has been promised, at least in terms of economies of scale, has not been achieved (Dollery et al., 2007). It is not uncommon, where savings have been asserted, for calculations to ignore implementation and related costs (e.g. costs of change and dislocation), thus nullifying alleged outcomes (Aulich et al., 2014). Such matters are further complicated by the fact that savings themselves are difficult to measure. For example, savings may be utilised to improve the quality and range of council provided services and may not represent improved profitability (i.e., economies of scale) as a result (Aulich et al., 2011).

These criticisms are not intended to cast doubt on Local Government reform processes as a whole. Instead, they are intended to facilitate critical thinking around the implementation and goals of Local Government reform, including how these factors may vary from one council to the next. Research suggests that the many benefits of reform are in fact achievable, but that their realisation depends on a series of factors (described below).

## Success and Risk Factors

Past reform arrangements highlight a number of factors that were critical and/or detrimental to their success. It is important that these factors be noted given that all councils will undergo reform in some way and at some time in the future. These factors essentially represent the do's and don'ts of local government reform.

### Motivation

Shared services arrangements are often driven by crisis (i.e., a means of avoiding amalgamation), not strategy (Ryan & Hunting, 2016). Research shows that arrangements of this type are unlikely to result in lasting partnerships where genuine council and community benefits are felt (Aulich et al., 2014). Success is more likely when arrangements are motivated by a desire to share expertise and resources in order to strengthen the viability of involved municipalities (Ryan & Hunting, 2016).

### Rationale

All stakeholders must understand the rationale behind reform (e.g. motivations for considering reform, merits of available options, desired outcomes) if amalgamation and/or shared services arrangements are to be successful (Ryan & Hunting, 2016). Effective communication strategies have been shown to involve the publication of guidelines and newsletters, early direct contact with those involved/affected, clear and consistent messages, various feedback mechanisms, and the like (Access Economics, 2011).

### Timeframes

Councils and communities are unable to achieve the best possible outcomes from reform when timeframes are too short (Aulich et al., 2014). Councils, within a short amount of time, have a limited ability to consult with the community, to respond appropriately to policy changes, and to plan and sell the need for reform, for example (Haward & Zwart, 2000). Therefore, reform

processes should be introduced gradually in order to minimise disruption and increase acceptance (Ryan & Hunting, 2016).

### **Leadership**

A bottom-up approach whereby reform arrangements are influenced and supported by Local Government is essential (Haward & Zwart, 2000). This suggests that state government, instead of initiating and driving local government reform from the top-down, should provide political sponsorship and support to councils. The mutual commitment and leadership involved in this more bilateral process establishes a sound basis for ongoing operations and managing change (Aulich et al., 2014).

### **Representation and Identity**

Many councils and communities possess a highly developed sense of place and identity which they fear will be weakened through reform arrangements (Dollery et al., 2007). These arrangements should therefore retain the independent character and political autonomy of councils as much as possible. This can be achieved via several methods (e.g., community boards, forums, ward committees) and would assist in securing the community's support (Aulich et al., 2014). The latter in and of itself is critical for the success of Local Government reform (SGS Economics & Planning, 2017).

### **Reform Arrangements**

Wholesale consolidation, whether through amalgamation, shared services arrangements, or a combination of the two, is unlikely to be necessary given that the benefits of reform are specific to particular technologies and/or services (Dollery & Fleming, 2005). The selective consolidation of functions that councils could perform in common or collectively (e.g. 'back office' functions) is therefore of greater benefit in terms of efficiency, however would also mean that primary political and policy functions (i.e., democracy) remain largely unchanged (Dollery et al., 2007).

### **Consultation**

Findings consistently indicate a reduction in the benefits of Local Government reform following inadequate engagement and/or consultation with the community (Aulich et al., 2014). This may be due to increased uncertainty and anxiety, or to a lack of trust and transparency that must be remedied if future reform arrangements are to succeed.

## Planning

Reform arrangements must be well organised and planned so as to take into account the nature of Local Government service delivery, contemporary best practice, local conditions, and the like (TCCI, 2012). Careful planning in these areas enables councils to tailor reform arrangements and to accommodate differing needs. Poorly planned arrangements, on the other hand, have typically failed to deliver anticipated and otherwise achievable outcomes (LGAT, 2015).

Several other factors that are predictive of success include compatible record keeping and IT systems, effective governance arrangements, ongoing and objective evaluation, equity in resource allocation, and a 'one-in, all-in' approach (KPMG, 2017; Ryan & Hunting, 2016).

## Conclusions

Several conclusions from this paper can be drawn. The first relates to the widely held belief that the primary goal of Local Government reform is to cut costs (Aulich et al., 2014). The literature and studies to date suggest that cost savings are unlikely to materialise, and that a greater focus on economies of scope and strategic capacity is therefore warranted in order to create a more robust and capable system of local government (Aulich et al., 2014).

A second albeit related conclusion is that a lack of sufficient funding and/or defects in the funding process are key to several of the problems within contemporary Local Government (Dollery et al., 2007). Such problems are unlikely to be solved as a result of structural reform as they emanate from chronic under investment and/or insufficient cash flow, not structure (Dollery et al., 2007). While reform is likely to be necessary, so too are questions about the equitability of Local Government funding.

The final and perhaps most important conclusion in relation to Local Government reform is that one size does not fit all (Aulich et al., 2011). For example, councils operate within increasingly diverse social, economic, and environmental contexts. The challenges they face are many and varied, as are their individual circumstances. Appropriate reform and structural solutions will therefore differ considerably both within and between municipal regions (Aulich et al., 2014).

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# LGAT 2019 COMMUNITY SATISFACTION SURVEY

## Summary for Decision Makers

21 May 2019

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## Introduction

Metropolis Research was commissioned by LGAT to conduct primary research of 1,200 residents drawn proportionally from across the state to explore community satisfaction with the performance of Local Government. This research builds on satisfaction research previously conducted by LGAT and has been conducted using the same methodology as has been employed in previous years.

Surveys were conducted as telephone interviews of randomly selected residents across Tasmania during the early months of 2019. The interviews lasted for a duration of roughly twenty minutes and were conducted by trained Metropolis Research staff. The purpose of the interviews was to measure community satisfaction with council's overall performance, as well as with a range of council provided services and facilities.

Satisfaction scores have been categorised accordingly:

- Excellent – scores of 7.75;
- Very Good – scores of 7.25 to less than 7.75;
- Good – scores of 6.5 to less than 7.25;
- Solid – scores of 6 to less than 6.5;
- Poor – scores of 5.5 to less than 6;
- Very Poor – scores of 5 to less than 5.5; and
- Extremely Poor – scores of less than 5.

The survey was completed by a total of 1,200 respondents whom were predominately from the Launceston (12%), Clarence (11%), Hobart (10%), and Glenorchy (9%) municipalities. The final sample was weighted by age and gender to ensure that the results proportionally represented the community. Table 1 outlines additional sociodemographic information – see Appendix A for a breakdown by region and type of council.

Table 1. *Respondent Demographic Information (Unweighted)*

Variable	N (%)
<b>Age Group</b>	
Young persons (18-24 years)	19 (1.6)
Young adults (25-34 years)	44 (3.7)

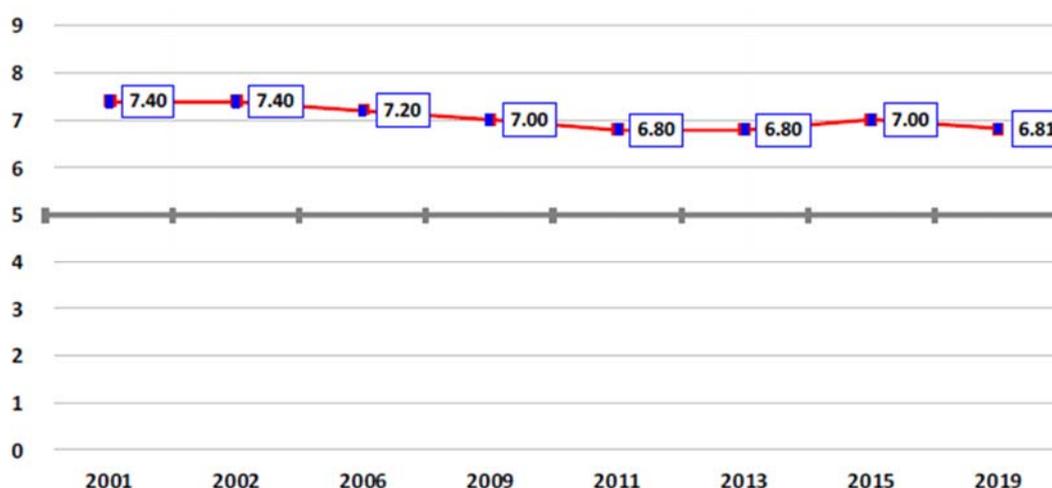
Adults (35-44 years)	78 (6.5)
Middle-aged adults (44-59 years)	296 (24.7)
Older adults (60-74 years)	497 (41.4)
Senior citizens (75 years and over)	266 (22.2)
<b>Gender</b>	
Male	542 (45.2)
Female	656 (54.8)
<b>Housing Situation</b>	
Own this home	710 (60.9%)
Mortgage	242 (20.8%)
Renting	176 (15.1%)
Other arrangement	37 (3.2%)
<b>Household Structure</b>	
Two-parent family	347 (30.1%)
One-parent family	58 (5.0%)
Couple only household	384 (33.3%)
Other/Extended family household	7 (0.6%)
Group household	104 (9.0%)
Sole person household	254 (22.0%)
<b>Council Region</b>	
South	623 (51.9)
North	320 (26.7)
North West	257 (21.4)
<b>Council Type</b>	
City	609 (50.8)
Urban	281 (23.5)
Rural	310 (25.8)
<b>Period of Residence in the Municipality</b>	
Less than one year	30 (2.6)
One to less than five years	143 (12.3)

Five to less than ten years	117 (10.0)
Ten years or more	876 (75.1)

## Satisfaction with Council's Overall Performance

Respondents rated their satisfaction with their council's overall performance at an average of 6.81 ('good') out of a potential 10. Time series results (Figure 1) suggest that satisfaction with the overall performance of Local Government in Tasmania has remained stable (within the margin of error) since 2009.

Figure 1. *Satisfaction with Council's Overall Performance*



Despite the fact that overall satisfaction is generally stable this year compared to 2015, satisfaction with aspects of governance and leadership, as well as satisfaction with many services and facilities, has increased substantially this year compared to 2015.

There was some variation in overall satisfaction observed across the state, as follows:

- More satisfied than average – respondents from the rural and Northwest councils, younger respondents (aged 18 to 34 years), senior citizens (aged 75 years and over), and new residents (less than five years in their municipality).
- Less satisfied than average – respondents from city councils, mortgagee households, and two parent families (with youngest child aged 5 to 12 years).

More than one-third (41.3%) of respondents were very satisfied with their council's overall performance, whilst 9.4% were dissatisfied. Issues around the elected council (e.g. perceived

infighting, a lack of transparency and focus on community needs) were most commonly reported by respondents as reasons for dissatisfaction.

These results are thought to reflect a focus by many respondents on council as being the individuals on the elected council, sometimes in a very personal and engaged manner, rather than the services provided by the council. This may be due to the relatively small size of many Tasmanian municipalities as well as the greater proportion of rural and semi-rural municipalities, where the community can often have a greater engagement with their elected representatives.

The most common thing respondents nominated as the best thing about their local council related to their council being responsive, proactive, engaged, accessible, and consultative (20.0%). Other aspects that were nominated include cleanliness/maintenance of the local area (5.7%), parks, gardens and open spaces (3.0%), library services (1.3%), communication (1.3%), and efficient, reliable or good services (1.2%).

Aspects most commonly raised as the most important thing the council could do to improve its performance were again focused on improvements to the responsive, proactive, engaged, accessible, and consultative nature of the council (10.8%), as well as improvements to the council's governance, performance, accountability, and reputation (6.1%). Other improvements identified by respondents include road maintenance and repairs (4.8%), communication (4.3%), planning, development and housing (3.3%), and rates (2.5%).

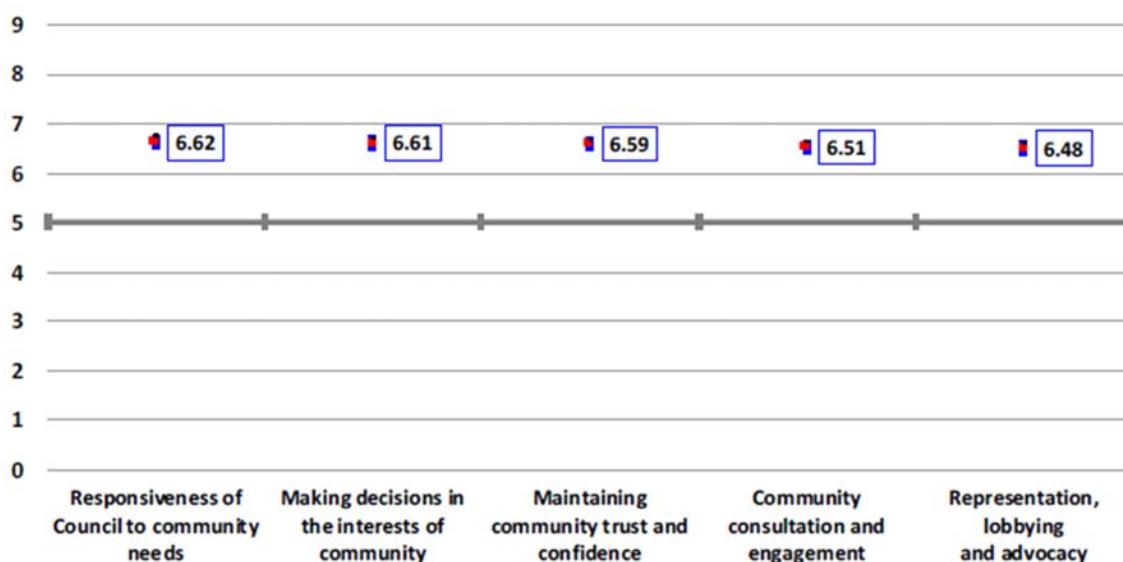
Rural council respondents were the most likely to identify responsive, proactive, engaged, accessible, and consultative aspects as the best thing about their local council, and were the least likely to identify these aspects as the most important thing that council could do to improve its performance. The opposite is true in relation to respondents from city councils.

## Governance and Leadership

Respondents were asked to rate their satisfaction with five aspects of governance and leadership (Figure 2):

1. Community consultation and engagement;
2. Representation, lobbying, and advocacy;
3. Responsiveness to local community needs;
4. Making decisions in the interests of the community; and
5. Maintaining trust and confidence of local community.

Figure 2. *Average Satisfaction with Aspects of Governance and Leadership*



The average satisfaction with all five aspects of governance and leadership was 6.56 ('good') out of a potential ten. More than forty percent of respondents were very satisfied with each of the five aspects, whilst a little less than one-sixth of respondents were dissatisfied. Respondents from the North West were significantly more satisfied with each of the five aspects than the state average.

Only two of these five aspects of governance and leadership were included in the previous research, however both have significantly increased between 2015 and 2019.

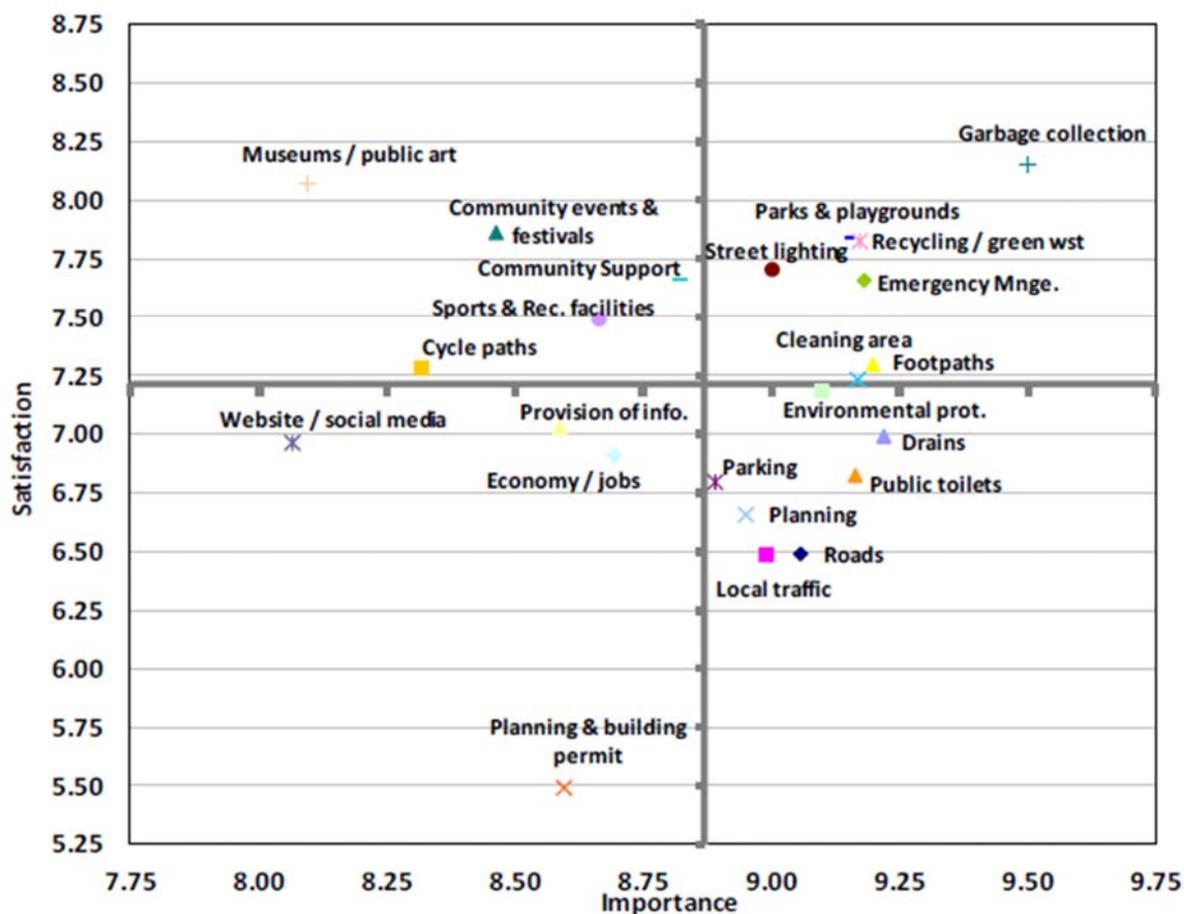
## Importance of and Satisfaction with Council Services

Respondents were asked to rate the importance to the community, as well as their personal satisfaction with, twenty-three council services and facilities. These services and facilities have been broadly categorised into eight groups, and are as follows:

1. Transport services;
2. Community support services;
3. Infrastructure;
4. Waste, recycling, and cleaning;
5. Communications;
6. Recreation, arts and culture, and open spaces;
7. Economy, environment, and emergency management; and
8. Planning and building.

Figure 3 provides a cross-tabulation of the average importance of each of the twenty-three included council services and facilities against the average satisfaction with each service and facility. The large grey cross-hairs represent the average importance (8.87) and the average satisfaction (7.22) across all service areas.

Figure 3. *Importance and Satisfaction Cross-Tabulation*



Services located in the top right-hand quadrant are more important than average and have obtained higher than average satisfaction. Services in the lower right-hand quadrant are those that are more important than average, but with which respondents were less satisfied than average. This quadrant represents the services and facilities of most concern (e.g. local traffic management, local roads, and planning for what buildings are developed where).

Services with lower than average importance are typically services which are considered less critical or are used by only a subset of the community (e.g. arts and culture). Services with lower than average satisfaction may be a result, at least in part, of the lower importance respondents place on these services.

See Appendix B for a detailed account of the council services' results.

A summary of the ten most important services are presented below:

### **Regular garbage collection services**

The average importance of regular garbage collection services was 9.50 out of a potential ten. This score ranks the service as the most important service of the 23 included in the survey. There was some variation in this result observed across the state, with respondents from urban councils rating importance measurably lower than the state average.

The average satisfaction with regular garbage collection services across Tasmania was 8.15 (“excellent”). This score ranks the service 1<sup>st</sup> of the 23 services and facilities included in the survey in terms of satisfaction.

### **Drains, stormwater maintenance, and repairs**

The average importance of drains, stormwater maintenance, and repairs was 9.22 out of a potential ten. This ranks the service 2<sup>nd</sup> of the 23 services and facilities included in the survey in terms of importance.

The average satisfaction with drains, stormwater maintenance, and repairs across Tasmania was 6.99 (“good”). This ranks the service 15<sup>th</sup> of the 23 services and facilities included in the survey in terms of satisfaction.

### **The maintenance and cleaning of public areas**

The average importance of the maintenance and cleaning of public areas was 9.20 out of a potential ten. This ranks the service 3<sup>rd</sup> of the 23 services and facilities included in the survey in terms of importance.

The average satisfaction with the maintenance and cleaning of public areas across Tasmania was 7.30 (“very good”). This ranks the service equal 11<sup>th</sup> of the 23 services and facilities included in the survey in terms of satisfaction.

### **Emergency and disaster management and recovery**

The average importance of emergency and disaster management and recovery was 9.18 out of a potential ten. This ranks the service 4<sup>th</sup> of the 23 services and facilities included in the survey in terms of importance.

The average satisfaction with emergency and disaster management and recovery across Tasmania was 7.57 (“very good”). This ranks the service 8<sup>th</sup> of the 23 services and facilities included in the survey in terms of satisfaction.

### **Provision and maintenance of footpaths/pedestrian areas**

The average importance of the provision and maintenance of footpaths/pedestrian areas was 9.17 out of a potential ten. This ranks the service equal 5<sup>th</sup> of the 23 services and facilities included in the survey in terms of importance.

The average satisfaction with the provision and maintenance of footpaths/pedestrian areas across Tasmania was 7.23 (“good”). This ranks the service 12<sup>th</sup> of the 23 services and facilities included in the survey in terms of satisfaction.

### **Regular recycling and green waste recycling services**

The average importance of regular recycling/green waste recycling services was 9.17 out of a potential ten. This ranks the service equal 5<sup>th</sup> of the 23 services and facilities included in the survey in terms of importance. There was some variation in this result observed across the state, with respondents from the North rating importance measurably lower than the state average.

The average satisfaction with regular recycling/green waste recycling services across Tasmania was 7.83 (“excellent”). This ranks the service equal 4<sup>th</sup> of the 23 services and facilities included in the survey in terms of satisfaction. There was some variation in this result observed across the state, with respondents from rural councils rating satisfaction measurably lower than the state average.

### **Provision and maintenance of public toilets**

The average importance of the provision and maintenance of public toilets was 9.16 out of a potential ten. This ranks the service 7<sup>th</sup> of the 23 services and facilities included in the survey in terms of importance.

The average satisfaction with the provision and maintenance of public toilets across Tasmania was 6.86 (“good”). This ranks the service 18<sup>th</sup> of the 23 services and facilities included in the survey in terms of satisfaction. There was some variation in this result observed across the state, with respondents from rural councils rating satisfaction measurably higher than the state average.

### **Provision and maintenance of parks, gardens, and playgrounds**

The average importance of the provision and maintenance of parks, gardens and playgrounds was 9.15 out of a potential ten. This ranks the service 8<sup>th</sup> of the 23 services and facilities included in the survey in terms of importance. There was some variation in this result observed across the state, with respondents from the North West region rating importance measurably higher than the state average.

The average satisfaction with the provision and maintenance of parks, gardens and playgrounds across Tasmania was 7.83 (“excellent”). This ranks the service equal 4<sup>th</sup> of the 23 services and facilities included in the survey in terms of satisfaction.

## **Environmental protection**

The average importance of environmental protection was 9.10 out of a potential ten. This ranks the service 9<sup>th</sup> of the 23 services and facilities included in the survey in terms of importance. There was some variation in this result observed across the state, with respondents from the North West rating importance measurably higher than average.

The average satisfaction with environmental protection across Tasmania was 7.19 (“good”). This ranks the service 13<sup>th</sup> of the 23 services and facilities included in the survey in terms of satisfaction.

## **Provision and maintenance of local roads**

The average importance of the provision and maintenance of local roads was 9.05 out of a potential ten. This ranks the service 10<sup>th</sup> of the 23 services and facilities included in the survey in terms of importance.

The average satisfaction with the provision and maintenance of local roads across Tasmania was 6.49 (“solid”). This ranks the service 21<sup>st</sup> of the 23 services and facilities included in the survey in terms of satisfaction.

## **Customer Service**

A little more than one-fifth (21.8%) of respondents reported that they had contacted their council in the last twelve months. Respondents from the urban, southern and city councils were somewhat more likely to have contacted their local council in the last twelve months than respondents from rural and North West councils.

The two most common methods by which respondents last contacted their local council was via telephone (49.6%) and visits in person (37.6%). Only ten percent (10.5%) of respondents contacted their council via email, the website, or social media.

Respondents contacted their local council for a wide range of issues, which reflect the diversity of services and facilities provided by Local Government. The most common reasons for contacting council in the last twelve months were enquiries regarding rates (12.2%), animal management issues (9.8%), parking issues (6.9%), and planning related issues (6.6%).

The results suggest that respondents were more satisfied with both the courtesy, attitude, and professionalism of staff and the provision of information, than they were with the experience overall. This is thought to reflect the fact that other aspects such as speed of service and the final outcome of the interaction can influence overall satisfaction with the experience.

## Current Issues for Council

Road maintenance and repairs (13.8%) and traffic management (10.5%) were the two most commonly nominated issues to address in the local municipality. The respondents who did raise these issues were, on average, significantly less satisfied with their local council's overall performance than the state-wide average. This result strongly suggests that road and traffic issues are important for some in the community, and that for these respondents, it is a significant influence on their overall satisfaction with Local Government.

## Population Growth

On average, respondents across Tasmania rated satisfaction with the change in population in their municipality at 6.80 ("good") out of ten, whilst their satisfaction with state and Local Government planning for population change was rated measurably lower at 6.16 ("solid").

Almost half (45.1%) of the respondents were very satisfied with the change in population in their municipality in the last four years, and one-third (33.4%) were very satisfied with state and Local Government planning for population change. There was some variation in this result observed across the state in that southern and city council respondents were almost twice as likely to be dissatisfied with planning for population change.

These results suggest that the community is less concerned with the change in population, and more concerned with how the change in population is managed, particularly in relation to the provision of services and the development of appropriate infrastructure (e.g. roads and public transport, community and health services).

## Housing in the Municipality

Satisfaction with the availability of housing that meets the needs of the community (5.08) and the affordability of housing (5.00) were both rated at very poor levels. This is a very low result and well less than any other area investigated as part of this or past community satisfaction surveys. In addition, less than one-quarter of respondents were very satisfied with these two aspects of housing, whilst more than forty percent were dissatisfied, particularly in the city and southern region councils.

## Safety in Public Areas

Respondents were asked to rate their perception of safety in the public areas of their local area during the day, at night, and in and around their local shopping area (Figure 4).

Figure 4. *Perception of Safety in Public Areas*



This high perception of safety (above) reflects the fact that just 1.3% of respondents identified safety, policing and crime issues as one of the top three issues to address in the municipality at the moment.

Rural and elderly respondents reported feeling consistently safer than the state-wide average.

## Image of Local Government

The image of Local Government was rated at 6.21 (“moderate”) out of a potential ten. Consistent with the increasing satisfaction with the council’s governance and leadership performance in recent years, more respondents considered that the image of Local Government had improved in the last four years (17.3%), than considered that it had deteriorated (13.7%)

The three most common reasons why respondents’ view of the image of Local Government had improved in the last four years were:

- Good governance and leadership (*N* = 31)
- Council as responsive, proactive, engaged, accessible, consultative (*N* = 24)
- Perception that council is doing a good job (*N* = 22)

The three most common reasons why respondents’ view of the image of Local Government had deteriorated in the last four years were:

- Poor governance and leadership (*N* = 89)
- Perception that council is not doing a good job (*N* = 26)
- Failure to be responsive, proactive, engaged, accessible, consultative (*N* = 14)

Respondents from all three regions and types of council rated the image of Local Government across Tasmania significantly lower than satisfaction with their individual council. This result is most prominent in relation to respondents from the city councils, where respondents’ average satisfaction with their local council was 21.7% higher than their average image of Local Government more broadly. The statewide average for this difference is 11.4%.

## Appendix A: Breakdown by Region and Type of Council

Region	Type	Council
South	City	Hobart City Council Clarence City Council Glenorchy City Council
	Urban	Kingborough Council Brighton Council
	Rural	Sorell Council Huon Valley Council Derwent Valley Council Southern Midlands Council Glamorgan Spring Bay Council Central Highlands Council Tasman Council
North	City	Launceston City Council
	Urban	West Tamar Council Meander Valley Council
	Rural	Northern Midlands Council George Town Council Dorset Council Break O'Day Council Flinders Council
Northwest	City	Devonport City Council Burnie City Council
	Urban	Central Coast Council
	Rural	Circular Head Council Latrobe Council Waratah-Wynyard Council West Coast Council Kentish Council

		King Island Council
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## Appendix B: Average Satisfaction with and Importance of Council Services

Council Area/Service	Satisfaction Score	Satisfaction Ranking	Importance Score	Importance Ranking
Overall performance	6.81 ("good")			
<b>Transport services</b>	6.60 ("good")			
Local roads	6.49 ("solid")	21 <sup>st</sup>	9.05	10 <sup>th</sup>
Local traffic	6.49 ("solid")	22 <sup>nd</sup>	8.99	12 <sup>th</sup>
Parking	6.80 ("good")	19 <sup>th</sup>	8.89	14 <sup>th</sup>
<b>Community support</b>	7.70 ("very good")			
Support and social welfare	7.70 ("very good")	6 <sup>th</sup>	8.82	15 <sup>th</sup>
<b>Infrastructure</b>	7.22 ("good")			
Street lighting	7.70 ("very good")	6 <sup>th</sup>	9.00	11 <sup>th</sup>
Cycle paths	7.33 ("very good")	10 <sup>th</sup>	8.32	21 <sup>st</sup>
Drains/stormwater	6.99 ("good")	15 <sup>th</sup>	9.22	2 <sup>nd</sup>
Footpaths/pedestrian areas	7.23 ("good")	12 <sup>th</sup>	9.17	5 <sup>th</sup>
Public toilets	6.86 ("good")	18 <sup>th</sup>	9.16	7 <sup>th</sup>
<b>Waste, recycling, and cleaning</b>	7.76 ("excellent")			
Garbage collection	8.15 ("excellent")	1 <sup>st</sup>	9.50	1 <sup>st</sup>
Recycling	7.83 ("excellent")	4 <sup>th</sup>	9.17	5 <sup>th</sup>
Cleaning of public areas	7.30 ("very good")	11 <sup>th</sup>	9.20	3 <sup>rd</sup>

	7.00 (“good”)			
<b>Communications</b>				
Provision of information	7.03 (“good”)	14 <sup>th</sup>	8.59	19 <sup>th</sup>
Council website/social media	6.97 (“good”)	16 <sup>th</sup>	8.06	23 <sup>rd</sup>
<b>Recreation, arts/culture, and open spaces</b>	7.84 (“excellent”)			
Parks, gardens, and playgrounds	7.83 (“excellent”)	4 <sup>th</sup>	9.15	8 <sup>th</sup>
Recreation/aquatic centres/ sporting	7.56 (“very good”)	9 <sup>th</sup>	8.66	17 <sup>th</sup>
Museums, galleries, and public art	8.07 (“excellent”)	2 <sup>nd</sup>	8.10	22 <sup>nd</sup>
Community events and festivals	7.89 (“excellent”)	3 <sup>rd</sup>	8.46	20 <sup>th</sup>
<b>Economy, environment, and emergency</b>	7.22 (“good”)			
Economic development and tourism	6.90 (“good”)	17 <sup>th</sup>	8.69	16 <sup>th</sup>
Environmental protection	7.19 (“good”)	13 <sup>th</sup>	9.10	9 <sup>th</sup>
Emergency and disaster management	7.57 (“very good”)	8 <sup>th</sup>	9.18	4 <sup>th</sup>
<b>Planning and building</b>	6.12 (“solid”)			
Buildings	6.66 (“good”)	20 <sup>th</sup>	8.95	13 <sup>th</sup>
Permit processes	5.57 (“poor”)	23 <sup>rd</sup>	8.60	18 <sup>th</sup>

Local Government &  
Local Government Association of Tasmania

# Corporate Health Plan

April, 2019



# Introducing St.LukesHealth

St.LukesHealth was established in Tasmania in 1952 and has since been offering quality private health cover to Australians in all states and territories. St.LukesHealth has built a strong reputation on its expertise, ability to supply high quality health cover and the exceptional customer service it delivers to its members. St.LukesHealth has a loyal membership base across Australia and especially Tasmania. Regardless of where you live, doing business with St.LukesHealth is easy.

St.LukesHealth is a not-for-profit organisation employing more than 100 dedicated staff. As a not-for-profit fund we do not pay shareholders and therefore all premiums stay within the fund for the benefit of our members. A key strength of St.LukesHealth is the knowledge and depth of experience of its Directors and Leadership Team, with many being associated with the organisation over a long period of successful operations.

## Our promise to our members

Helping our members stay healthy, get well, live better and deliver peace of mind.

## St.LukesHealth in the community

St.LukesHealth has taken a proactive and genuine role in social responsibility within the local community through sponsorships with a number of local sporting teams and organisations.

## The benefits of private health cover

Private health cover provides peace of mind, knowing that you and your family are covered for hospital treatment in public and private hospitals as well as offering general treatment (extras) benefits for those services not usually covered by Medicare.

Importantly this means:

- No need to join a public hospital waiting list;
- You have a choice over when you are admitted for elective procedures in a private hospital;
- You have the option to choose your own doctor or specialist;
- More affordable access to private hospitals;
- You can have cover for general treatment services that Medicare doesn't usually cover, such as dental, optical, physiotherapy, chiropractic and natural therapies;
- High income earners can avoid the additional Medicare Levy Surcharge on most Hospital products; and
- You have the option to reduce your Hospital and Extras premiums under the Australian Government Rebate on Private Health Insurance depending on your level of income.

## Health and wellbeing

St.LukesHealth and Healthy Business Performance Group have formed a partnership with the vision of creating positive difference to the customers we serve. We want to improve the quality of life of your employees and can assist by providing packages for intergrated workforce health and wellbeing by:

- Tailoring programs to suit your workforce needs, including one-on-one employee engagement.
- Increasing productivity while decreasing absenteeism;
- Providing workforce injury risk management.

# Corporate Plan

## Corporate Health Plan Features

- An **8% discount\*** on the brochure rates offered in the Corporate Brochure;
- Easy premium payment by direct debit,
- **Current elected representative and employees of Local Government in Tasmania & employees of the Local Government Association of Tasmania** who **join or switch from another health fund** will receive the **first month's premium free** and the waiver of the two, three and six month waiting periods<sup>+</sup> on extras if they join within two months of the commencement of the Corporate Health Plan;
- **Current elected representative and employees of Local Government in Tasmania & employees of the Local Government Association of Tasmania** who upgrade **their existing St.LukesHealth cover** will receive the **first month's premium free** on the product added to their existing cover. If an existing member adds extras to their current hospital product they will receive the waiver of the two, three and six month waiting periods<sup>+</sup> on the extras, providing they upgrade within two months of the commencement of the Corporate Health Plan;
- **New elected representative and employees of Local Government in Tasmania & employees of the Local Government Association of Tasmania** who **join or switch from another health fund** will receive the **first month's premium free** and the waiver of the two, three and six month waiting periods<sup>+</sup> on extras if they **join within four weeks** of commencing employment with Local Government & Local Government Association Tasmania;
- **New elected representative and employees of Local Government in Tasmania & employees of the Local Government Association of Tasmania** who upgrade **their existing St.LukesHealth cover** will receive the **first month's premium free** on the product added to their existing cover. If an existing member adds extras to their current hospital product they will receive the waiver of the two, three and six month waiting periods<sup>+</sup> on the extras, providing they **upgrade within four weeks** of commencing employment with Local Government & Local Government Association Tasmania;
- **No waiting periods for equivalent cover** for **elected representative and employees of Local Government in Tasmania & employees of the Local Government Association of Tasmania** employees **switching from another health fund** where they have already served their waiting periods;
- **Existing members of St.LukesHealth** will be eligible to receive the discount, provided they hold a product that is included in the Corporate Health Plan.

*\*The discount cannot be combined with any other discount available under any other arrangements between St.LukesHealth and other alliance partners.*

*<sup>+</sup>The general two month waiting period and the 12 month pre-existing waiting period on hospital cover still applies. Each person is different, and your needs may require particular consideration. There may also be particular offers available to the general public which better suit your needs or situation.*

## Key Product Features

- **Gap Free Preventative Dental\*** for the **whole family at your choice of dentist**;
- St.LukesHealth values the relationship it has with its members and that's why we have introduced Member Rewards on selected covers. Member Rewards will reward each person who has held top extras cover with St.LukesHealth for five years or more with a 5% increase in their dental benefits and annual dental limits;
- Dependent children are covered until they turn 23 and student dependents are covered until 25 years of age;
- Non-student child dependants can remain on their parents policy until their 25th birthday providing they are not married or living in a defacto relationship, for an additional premium across a range of covers;
- Pay half the excess on same-day hospital admissions for adults on most hospital covers, about 70% of procedures are same-day hospital stays;
- No excess on hospital admissions for children covered on the policy, for all levels of hospital cover offered in the Corporate Health Plan;
- St.LukesHealth is contracted with every private hospital in Tasmania and has a comprehensive list of contracted private hospitals in all other states and territories in Australia. If you are treated in a contracted hospital, your accommodation, theatre, and intensive care costs will be fully covered less any excess you have chosen on your policy.
- St.LukesHealth offers private postnatal services to Northern Tasmanian members on selected products. A 12 month waiting period applies to new members and members transferring from another fund. Members who reside in Southern or North West Tasmania are not eligible for this service, as postnatal services are provided by the private hospitals in these regions, unless they deliver at the Launceston General Hospital.

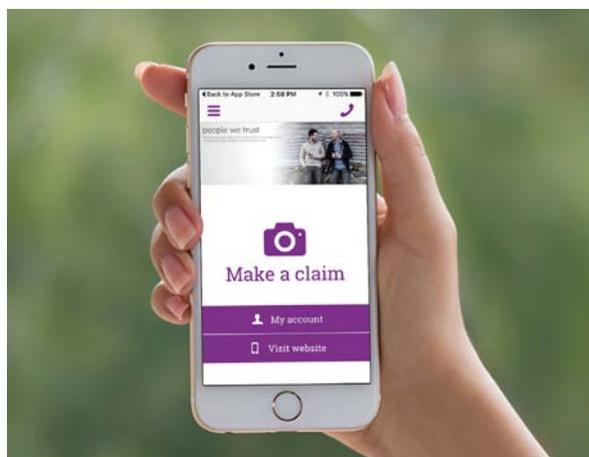
*\*For some preventative dental items on selected products. Annual limits, fund rules and waiting periods apply. Under Gap Free Preventative Dental we pay 100% of your dentists regular fee up to a maximum benefit for each eligible service. Please refer to Page 6.*

## Services

- St.LukesHealth takes pride in providing a high level of customer service to our members. Independent and national polling by Roy Morgan Research across 33 private health insurance funds, has ranked St.LukesHealth number 1 Australia wide for Customer Satisfaction in 2016, 2017 and 2018;
- Being local means that we are able to offer great customer service and onsite support to all employees;
- St.LukesHealth does not have preferred provider arrangements, this means that members can choose which provider they use;
- Third Party partnerships with Cycology and Geards Cycles in Launceston, where members receive 10% discount on purchases (excluding: items already on sale, interest free purchases, Thule products and Garmin products) and half price Essential or Premium bike servicing. Other third party partnerships are currently being developed;
- Our website provides information about our company, products, providers, services and more;
- Our mobile app allows members to easily perform a variety of tasks including, submitting a claim, securely accessing their information and more;
- Online Member Services enables members to access details of their membership, claims history, change their contact or cover details and much more;
- St.LukesHealth has Business Development Consultants who will visit employees on site. The Business Development Team is fully trained to guide customers on making the right decision on their private health cover needs, provide cover comparisons if they are with another health fund and make joining St.LukesHealth an easy process;
- Access to St.LukesHealth is made easy for employees, with a network of six customer care centres and four service centres throughout the State. Our customer care staff are fully trained to provide assistance in selecting a cover that meets our member's needs including providing cover comparisons for employees currently insured with another fund.
- St.LukesHealth does not have a call centre, so when your employees call 1300 651 988, they will talk directly to our customer care staff.

St.LukesHealth will liaise with you to develop a plan for ongoing employee engagement that best suits the specific needs of Local Government & Local Government Association Tasmania;

- Marketing and promotional material;
- Informative brochures and forms;
- On site visits, either one on one or in groups;
- Information sessions.



# Helping Tasmanians achieve their goals

At St.LukesHealth we are passionate about helping Tasmanians achieve their goals across many fields including medical research, health and wellbeing, mental health and sporting achievements.

## St.LukesHealth works with and supports a number of young Tasmanians, including;

- Mitch McPherson, the “St.LukesHealth Healthier Communities” award winner 2016 and the “Premier’s Tasmanian Young Achiever Award” winner 2016. Mitch was the stand out winner due to his work in mental illness and youth suicide in Tasmania. His aim is to reduce the suicide rate in Tasmania and the stigma surrounding mental illness. This is accomplished by speaking with young people in particular to develop their confidence, practical skills and knowledge to ensure people seek help when they need it.
- Dr Jessica Manuela, winner of the “St.LukesHealth Health and Wellbeing Award” 2017 and the “Premier’s Young Achiever of the Year Award” 2017. At the age of 26, Dr Manuela opened her own clinic, Dental South. Now she has two clinics, employs 12 people and cares for more than 4000 patients. Dr Manuela’s passion for preventative dental care extends beyond her practice by providing oral health education in schools. As a result she was inspired to develop a cartoon infomercial to try and ensure Tasmanians have greater access to basic oral health information.



# Looking after your Health and Wellbeing

We know how busy life is and how difficult it can be to dedicate the time you need to look after your health and wellbeing. We also know how important health cover is when you are unwell and need access to the best health care available. At St.LukesHealth we go one step further by providing a range of preventative health and wellbeing programs. You can now get so much more from your health cover, even when you're not sick.

## Salveo Healthcare Services

Salveo means "to be in good health" or "to be well" in Latin.

Salveo Healthcare Services' vision is to improve personal engagement in its clients healthcare through improving health literacy and health outcomes while keeping clients out of hospital where possible and appropriate. To do this, clients are provided with their own personal health record, while those living with a complex condition are provided with hands-on home-based support.

The program is completely holistic in that it looks at the person and not the condition. Nurses assess a client based around 18 assessments from cognitive function and behavioural change through to medication management, falls risk and transitional care. Nurses can provide assistance in facilitating entry into one of Tasmania's 1700 National Disability Insurance Scheme (NDIS) service providers, while also engaging with the client for better health outcomes.

## Gap Free Preventative Dental

Another way in which we support your health and well-being is by encouraging regular dental check-ups to help keep your teeth and gums healthy. That's why we offer cover options with Gap Free Preventative Dental for both adults and children at your choice of dentist<sup>^</sup>.

Under Gap Free Preventative Dental we pay 100% of your dentist's regular fee\* up to a maximum benefit for each eligible service. This means that for most dentists you will have no gap or out of pocket to pay for an examination, x-ray, scale and clean or fissure sealing. This will help you keep your teeth and gums healthy and hopefully prevent the need for more extensive treatment later on.

*<sup>^</sup>Includes examination, x-ray, scale and clean and fissure sealing. Benefits of 100 per cent of the dentist's regular fee\* apply on selected products up to a maximum benefit per service. If your dentist charges above the maximum benefit, or in excess of the regular fee\* he or she charges all patients, a gap or out-of-pocket may apply. Benefit applies to both adults and children who have served their two month waiting period. Other preventative services such as topical fluoride application and provision of mouthguard not included. Annual limits apply.*

*\*Regular fee refers to the average fee your dentist charges to all patients of his or her practice for each eligible service.*

# Contact Information

## Head Office

**Launceston** 17 The Quadrant Mall, Launceston 7250  
**Phone** 1300 651 988 **Website** [www.stlukes.com.au](http://www.stlukes.com.au) **Email** [general@stlukes.com.au](mailto:general@stlukes.com.au)

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## Business Development Consultants

St.LukesHealth has Business Development Consultants across Tasmania who will visit your employees either at work or at home at a time convenient to them.

<b>North &amp; Devonport</b>	Brandine Campbell	<b>Mobile</b> 0417 563 546	<b>Email</b> <a href="mailto:bcampbell@stlukes.com.au">bcampbell@stlukes.com.au</a>
<b>Burnie &amp; West Coast</b>	Penny Saward	<b>Mobile</b> 0418 134 486	<b>Email</b> <a href="mailto:psaward@stlukes.com.au">psaward@stlukes.com.au</a>
<b>South</b>	Alicia Frankcombe Erika Boonstra	<b>Mobile</b> 0417 561 948 <b>Mobile</b> 0439 392 453	<b>Email</b> <a href="mailto:afrankcombe@stlukes.com.au">afrankcombe@stlukes.com.au</a> <b>Email</b> <a href="mailto:eboonstra@stlukes.com.au">eboonstra@stlukes.com.au</a>

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## Customer Care Centres

<b>Hobart</b>	94 Liverpool Street, Hobart 7000	<b>Ph</b> 1300 651 988
<b>Kingston</b>	Shop 28a Channel Court, Kingston 7050	<b>Ph</b> 1300 651 988
<b>Burnie</b>	27 Cattley Street, Burnie 7320	<b>Ph</b> 1300 651 988
<b>Devonport</b>	26 Rooke Street, Devonport 7310	<b>Ph</b> 1300 651 988
<b>Smithton</b>	24 Smith Street, Smithton 7330	<b>Ph</b> 1300 651 988

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Attachment to Item 9.8



[lgat.tas.gov.au](http://lgat.tas.gov.au)

## COUNCIL DIGITAL READINESS SURVEY

21 May 2019

**Contact:** Dion Lester

**Email:** [dion.lester@lgat.tas.gov.au](mailto:dion.lester@lgat.tas.gov.au)

**Phone:** 03 6146 3740

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

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## Introduction and Method

Access to information and communication technologies, like access to transport, water, and electricity, is essential to living, working and participating in today's society.

Local Government is beginning to engage with digital opportunities in Tasmania in order to service communities in a smarter and more efficient manner. Specific examples include the scoping of a Shared Services entity in the north west, Hobart's development of a Smart City Strategy, as well as the significant work associated with the Launceston City Deal.

LGAT seeks to support and promote the work already occurring across the sector and has established a Digital Advisory Group. This group brings together leaders from Tasmanian and Queensland Local Government whom will each help to guide the introduction of a specialist digital transformation program. The program is expected to support the development of 'smart councils' which will in turn support the development of 'smart communities'.

Ultimately, the aim of this and upcoming work is to create councils that are easy to deal with, are informed by communities, are fit for the digital age and for leading the digital transition. To achieve these goals, we first need a clear picture of where councils are at currently, including what the critical barriers are to their transition. This information is being gathered via online and face-to-face surveys and in-depth respondent discussions.

This report covers the first component of this investigation, being an online survey, completed by 52 council respondents from 27 of Tasmania's 29 councils. Further sociodemographic information is presented in Table 1.

Table 1. *Respondent Sociodemographic Information.*

Variable	N (%)	
<b>Respondent Role</b>		
General Manager	14 (26.9)	Senior
Deputy General Manager	2 (3.8)	Management
Chief Financial Officer	1 (1.9)	39 (75%)
Director of a Department	7 (13.5)	
Senior Management or Executive	15 (28.8)	
Human Resources Professional	2 (3.8)	Officers
Financial Professional	0 (0.0)	13 (25%)
Communications Professional	2 (3.8)	
Information and Communications Technology (ICT) Officer	6 (11.5)	

Administration or Customer Service Professional	3 (5.8)
<b>Council Region</b>	
North	13 (25.0)
North West	18 (35.0)
South	21 (40)
<b>Council Rurality <sup>1</sup></b>	
Rural	30 (58)
Urban	22 (42)

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## Results

The survey results should be interpreted with caution due to the limited sample size ( $N = 52$ ).

### Proficiency Gaps in the Sector

Digital proficiency was rated relatively strongly, with 96% of respondents describing themselves as a competent user, amateur expert, and/or trained professional.

A large proportion of respondents (65.5%) feel that their council is on par with the community in adopting new technologies. Three councils were identified as being a local leader, whilst five other councils were identified as laggards.

### Operational Efficiency

The percentage of councils using desktop (48.4%) versus cloud-based platforms (44.8%) is roughly equivalent, however rural councils are significantly more likely to be using network-based softwares (57.9%) and are significantly less likely to be using/transitioning to cloud-based platforms (36.8%) than are urban councils (30.0% and 60.0% respectively).

The digital systems and policies of most councils (72.4%) support working from home. When staff are unable to work from home, this is due purely to the insufficient mobility of council's digital systems, not policies, with no variation between rural and urban councils.

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<sup>1</sup> Council rurality was determined using the [Australian Classification of Local Governments](#).

Rural councils maintain a significantly larger number of paper or part paper-based filing systems (57.9%) than urban councils (20.0%). Most urban councils (70.0%) and roughly a third of rural councils report using systems that are electronic or paperless.

The percentage of councils accepting hardcopy planning applications only (13.8%) is significantly less than the percentage of councils who accept electronic (41.4%) or a combination of electronic and hardcopy applications (34.5%). All four councils accepting hardcopy applications only were rural.

Almost one in four councils, particularly rural councils, do not use electronic document signing or verification. Where electronic document signing and verification is used, it is used for limited circumstances (62.1%). Usage wherever possible is less common (6.9%).

Around one in four councils utilise passive data collection. Of these councils, 20.4% utilise passive data collection devices and systems within their council offices and operations, whilst only 6.8% utilise these devices and systems across the broader municipality.

Most councils (70.0%) do not electronically monitor council fleet vehicles. Councils who do are almost twice as likely to monitor vehicle location and speed (19.0%) than to monitor vehicle location alone (11%).

## **Novel Uses and Opportunities**

One third of council respondents reported currently using, or exploring the use of, new and emerging technologies. Drones (21.2%), traffic lights (13.5%), and traffic monitoring (5.8%) are among the most common new and emerging technologies being explored.

Almost 50% of councils, particularly urban councils, have a digital strategy or plan dealing with digital innovation, transformation, and/or disruption. Of these councils, 37.9% have digital strategies that are still in draft form or that are not far progressed. Only two (urban) councils have strategies that are complete or nearly complete.

The ten councils that do not have a digital strategy or plan (currently or in the making) are entirely rural. All but one of the councils with (or working on) a digital strategy have a budget for implementing the strategy.

## **Community Engagement**

Facebook (90.4%), Twitter (28.8%), and Instagram (25.0%) are the most common social media platforms used by councils. Our results indicate that almost 50% of councils, particularly urban councils, use a specifically-qualified social media professional.

Most councils (65.4%) do not provide training for community members on digital platforms, technologies, or opportunities. While training for staff is more common (73.1%), respondent comments suggest that it is infrequent or as required.

Only 24% of councils provide convenient access (i.e. can search online for property planning permits) to planning decisions.

## Security

Around 50% of councils have been the subject of a cyber-attack (e.g. firewall attack, email viruses, and ransomware) – only 10% of the cyber-attacks reported were successful.

One in five councils, particularly rural councils, feel that they are highly vulnerable or are not very confident of withstanding a cyber-attack. This trend (whereby urban councils are consistently more confident) continues despite many councils feeling only reasonably (37.9%) to very confident (31.0%) in the robustness of their systems and training. Comments indicate that confidence does, however, increase upon transitioning to cloud-based systems.

## Conclusions

There have been rapid advances in digital technologies over the last decade. Some councils may leverage these advances in order to service their communities in a smarter and more efficient manner, whilst other councils may fall behind. In most cases this is related to councils' resources.

The purpose of this survey was threefold – to determine where councils are at now, what projects are underway/planned, as well as what the critical barriers to digital transition are.

The results revealed that councils are relatively digitally proficient, and that they are generally on par with the community in adopting new technologies. For rural councils, a number of barriers appear to exist, with this group of councils lagging behind their urban counterparts in a variety of areas (e.g., management platforms, filing systems, digital strategies).

A road map for how LGAT can support digital transformation within councils will be developed over the next few months in consultation with the Digital Advisory Group and council staff. The final road map need only be a simplified outline of the major steps to facilitating councils' digital transformation in order to pave the way to smarter councils and communities.



## Mentoring – Peer Advisors Program



### Is this your first time on council?

**There is a lot to learn. While LGAT will be delivering training and resources, and your fellow councillors and council staff will be on hand to guide and advise you, sometimes it can be useful to have an independent and expert advisor on hand.**

**This is why LGAT has established a Regional Peer Advisor program.**

## Program Information

Each region has a dedicated Mayor or former Mayor to provide confidential advice to new Mayors and councillors on the political and relationship aspects of the role. (LGAT and the Local Government Division of State Government will continue to provide technical advice on the Act and related legislation).

**When** - This program will run from November 2018 to May 2019 (at latest).

### The three Advisors are:

- North West Councils – Christina Holmdahl; (e: [cholmdahl.wtc@bigpond.com](mailto:cholmdahl.wtc@bigpond.com) & p: 0417 804 210)
- Northern Councils – Craig Perkins; (e: [craig.perkins@rdatasmania.org.au](mailto:craig.perkins@rdatasmania.org.au) & p: 0409 395 195)
- Southern Councils – Roseanne Heyward; (e: [roseanne0409@yahoo.com](mailto:roseanne0409@yahoo.com) & p: 0448 503 333)

Our Advisors are highly experienced when it comes to Local Government as well as having undertaken training in mentoring.

Advisors will be making contact with councils in their allocated region from November but they will also take individual calls or emails from that time.

For more information, or if you need some other form of support or advice, please contact LGAT on p: 6233 5966 or e: [reception@lgat.tas.gov.au](mailto:reception@lgat.tas.gov.au)



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

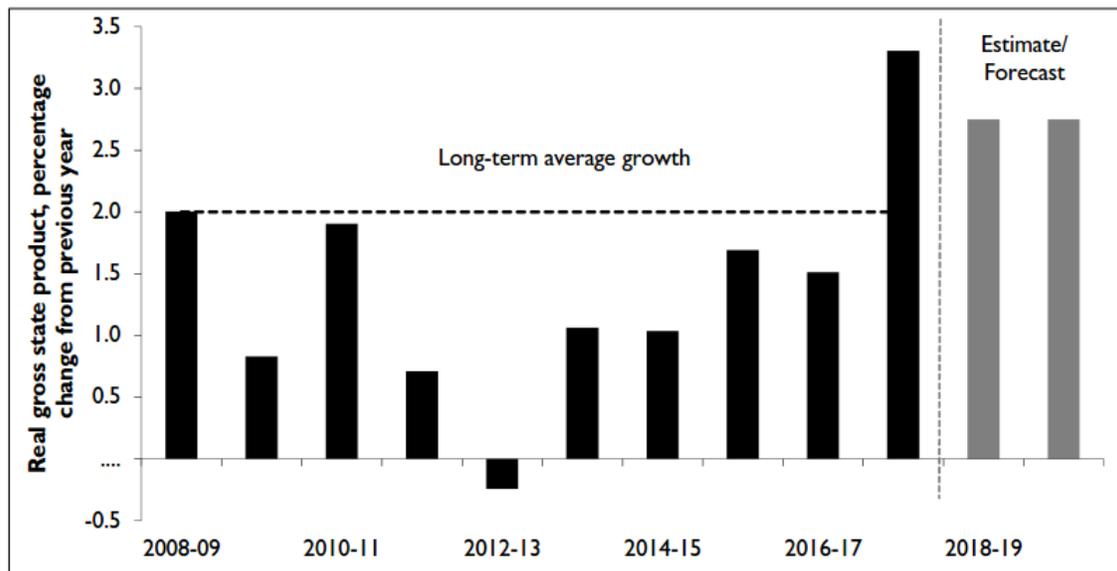


## State Budget Fact Sheet

### General overview and economic outlook

According to the 2019-20 Budget Papers, the Tasmanian economy continued to grow in 2018-19 at 2.75%, which is above the projected 2.25% and long-term trend of 2%. This compares with an Australian Treasury national forecast of 2.75% GDP growth in 2019-20 and IMF projection of 3.6% global growth. The relatively stronger Tasmanian economy has resulted in favourable labour market conditions and thus positive net interstate migration into Tasmania from other states.

Chart 2.1: Gross State Product, Tasmania



Source: Australian National Accounts: State Accounts, ABS Cat No 5220.0; Treasury forecasts.

Although the budget papers report that Tasmanian business conditions and confidence remain strong with a strong pipeline of major projects planned in the State, unemployment has increased to 6.5% in March 2019.

The budget papers claim modest Net Operating Balance surpluses over the Budget and Forward Estimate periods<sup>1</sup>, but is projected to return to a 'manageable' Net Debt position over the forward estimates period<sup>2</sup>.

### **Key Facts**

For the 2019-20 financial year:

- Total revenue: \$6.4 billion
- Total expenses: \$6.35 billion
- GST revenue: \$2.48 billion
- Total Infrastructure spending: \$723.3 million (a record \$2.8 billion forecast including the Forward Estimates period)
- Total Health spending: \$152.9 million
- Total Education spending: \$51 million

### **Key Expenditure Initiatives/Highlights**

#### *Infrastructure Investment*

Over the 2019-20 Budget and Forward Estimates period to 2023, the Government will invest a record \$2.8 billion in community infrastructure projects.

Major infrastructure projects for the budgeted year include:

- Roads and bridges (\$323.5 million).
- Hospitals and health (\$152.9 million).
- Human services and housing (\$80.6 million).
- Schools, education, and skills (\$60.8 million).
- Law and order (\$34.5 million).
- Tourism, recreation, and culture (\$48.6 million).
- ICT to support service delivery (\$15.3 million).
- Other infrastructure (\$7.1 million).

---

<sup>1</sup> Budget and Forward Estimates Period includes the Budget period 2019-20 financial year, plus the Forward Estimates period of 2020-21, 2021-22, and 2022-23 financial years.

<sup>2</sup> The Net Operating Balance and results are also impacted by introduction of new Australian Accounting Standards that apply from 1 July 2019.

## Infrastructure Projects of Interest to Local Government

The following infrastructure projects of the 2019-20 financial year will be of interest to councils:

- Roads Program Expenditure: \$323.5 million, major projects including:
  - Infrastructure Maintenance (\$72.1 million)
  - Midland Highway (\$52.7 million)
  - State Road Upgrades – Southern Region (\$25.2 million)
  - Urban Congestion Fund (\$24.2 million)
  - Roads Package to Support Tasmania’s Business Economy (\$20.7 million)
  - Road Safety and Traffic Management (\$19.3 million)
  - Roads of Strategic Importance (\$15.2 million)
  - Hobart Airport Interchange (\$9.5 million)
  - New Bridgewater Bridge (\$8 million)
  - State Road Upgrades – Northern Region (\$7.2 million)
  
- Human Services/Housing Expenditure: \$80.6 million, major projects including:
  - Affordable Housing Strategy Stage II (\$40.5 million)
  - Housing Program (\$35.4 million)
  - Ashley Youth Detention Centre Redevelopment (\$3.6 million)
  
- Hospitals and Health Expenditure: \$152.9 million, major projects including:
  - Royal Hobart Hospital Redevelopment Projects (\$86.5 million);
  - Launceston General Hospital Redevelopment (\$11.5 million);
  - Mersey Community Hospital Capital Upgrades (\$10 million);
  - Statewide - Rural Hospital and Ambulance Station Upgrade Fund (\$8.1 million); and
  - 27 New Mental Health Beds in Southern Tasmania (\$6.5 million)
  
- Law and Order Expenditure: \$34.5 million, major projects including:
  - New Southern Remand Centre (\$17 million);
  - New Norfolk Police Station (\$3.5 million);
  - Sorell Emergency Services Hub (\$3.5 million); and
  - Longford Police Station (\$2.7 million).
  
- Tourism, Recreation, and Culture Expenditure: \$48.6 million, major projects including:
  - Cradle Mountain Visitor Experience (\$13.2 million);
  - Cradle Mountain Experience (\$10.2 million);
  - Community Recovery Fund - Parks Infrastructure (\$8.3 million);
  - Improved Statewide Visitor Infrastructure (\$5 million);
  - Three Capes Track - Stage 3 (\$3.2 million); and

- Royal Tasmanian Botanical Gardens New Visitor Centre (\$2.6 million).

Over the 2019-20 Budget and Forward Estimate period, the Government will provide \$792 million to government businesses and TasWater to support major long-term infrastructure projects (e.g. Launceston's combined sewerage and stormwater system improvements, Macquarie Point and the Freycinet Peninsula wastewater system).

### **Other items of Interest to Local Government**

*Planning* - additional funding of \$500 000 per annum has been provided to assist with the achievement of Government planning reforms and planning priorities.

Other expenditure for the budgeted year:

- \$1.6 million to support the ongoing recovery of communities impacted by the bushfires in January and February 2019.
- \$650,000 to deliver the Flood Mapping Project
- \$450,000 to finalise the Local Government Legislation Review
- \$1.2 million for the Southern Tasmania – Community Recovery Fund.

Links:

- 2019-20 Tasmanian Budget Documents:  
<https://www.treasury.tas.gov.au/budget-and-financial-management/2019-20-tasmanian-budget/2019-20-tasmanian-budget-word-documents>
- Factsheet on Taxation Measures relevant to Housing:  
<https://www.sro.tas.gov.au/>



### **Policy Update – Cat Management**

The Minister for Primary Industries, Jeremy Rockliff launched the four- year Tasmanian Cat Management Plan (TCMP) in June 2017. Based on feedback from councils, throughout the development of the TCMP, LGAT has maintained that while Local Government supports the initiative to develop a state-wide approach to cat management, the effective management and control of cats is beyond the capacity of most councils in Tasmania. To this end, LGAT continues to work with the Department of Primary Industry, Parks, Water and Environment (DPIPWE) to ensure that Local Government can participate appropriately in the delivery of the TCMP.

DPIPWE have confirmed that the amendments to the Act will improve regulating the management of cats and include compulsory desexing and microchipping but that penalties for 'cats at large' will not be considered. There will also be amendments to improve general effectiveness of the legislation. The current Act allows councils to create by-laws to restrict 'cats at large'. The process being undertaken by Kingborough Council to develop by-laws for cat management on Bruny Island will provide a useful case study for Tasmanian councils wanting to create cat restricted areas to protect areas with high conservation value. Latrobe Council already has a by-law in place for cat management. Feedback from councils suggest there is no interest in further regulation with a preferred focus on engagement.

LGAT has been actively supporting the implementation of the TCMP through the Cat Management Advisory Committee. The committee oversees a consistent approach by the dedicated Coordinators to:

- Raise general community awareness;
- Develop knowledge and skills about cat management; and
- Assist in resolving issues such as the location and adequacy of cat management facilities.

The State Government have funded Cat Management Coordinators in each region to work with councils and communities. As part of this project, regional working groups have been established in which local government is a participant.

A number of Councils, eg. Break O'Day, Sorell and Kingborough have established prohibited areas under the Cat Management Act, for land they manage. These focus on sensitive areas where native fauna may be being impacted, council land (St Mary's/Fingal) where cats may be a public nuisance (waste station, recreational areas etc.).



[lgat.tas.gov.au](http://lgat.tas.gov.au)

# LGAT 2019 COMMUNITY SATISFACTION SURVEY

## Summary for Decision Makers

21 May 2019

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## Introduction

Metropolis Research was commissioned by LGAT to conduct primary research of 1,200 residents drawn proportionally from across the state to explore community satisfaction with the performance of Local Government. This research builds on satisfaction research previously conducted by LGAT and has been conducted using the same methodology as has been employed in previous years.

Surveys were conducted as telephone interviews of randomly selected residents across Tasmania during the early months of 2019. The interviews lasted for a duration of roughly twenty minutes and were conducted by trained Metropolis Research staff. The purpose of the interviews was to measure community satisfaction with council's overall performance, as well as with a range of council provided services and facilities.

Satisfaction scores have been categorised accordingly:

- Excellent – scores of 7.75;
- Very Good – scores of 7.25 to less than 7.75;
- Good – scores of 6.5 to less than 7.25;
- Solid – scores of 6 to less than 6.5;
- Poor – scores of 5.5 to less than 6;
- Very Poor – scores of 5 to less than 5.5; and
- Extremely Poor – scores of less than 5.

The survey was completed by a total of 1,200 respondents whom were predominately from the Launceston (12%), Clarence (11%), Hobart (10%), and Glenorchy (9%) municipalities. The final sample was weighted by age and gender to ensure that the results proportionally represented the community. Table 1 outlines additional sociodemographic information – see Appendix A for a breakdown by region and type of council.

Table 1. *Respondent Demographic Information (Unweighted)*

Variable	N (%)
<b>Age Group</b>	
Young persons (18-24 years)	19 (1.6)
Young adults (25-34 years)	44 (3.7)

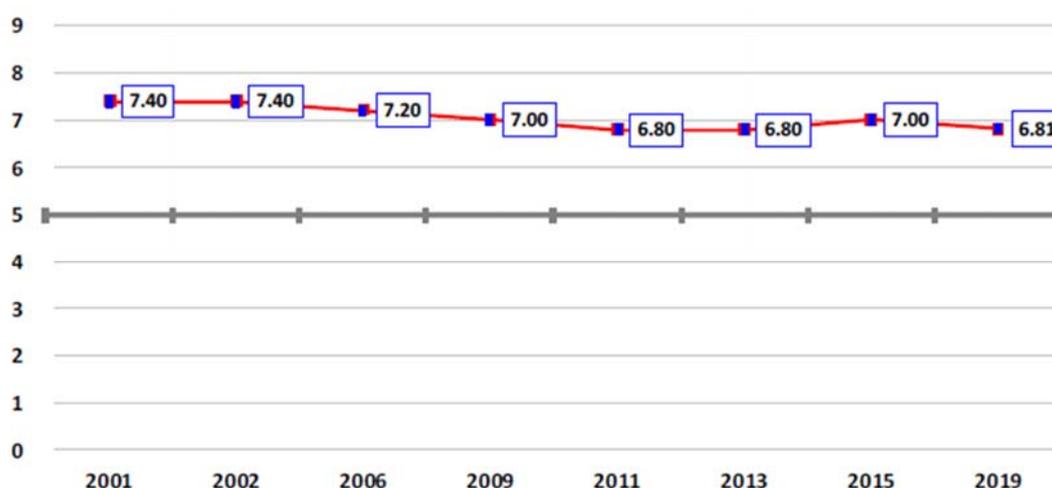
Adults (35-44 years)	78 (6.5)
Middle-aged adults (44-59 years)	296 (24.7)
Older adults (60-74 years)	497 (41.4)
Senior citizens (75 years and over)	266 (22.2)
<b>Gender</b>	
Male	542 (45.2)
Female	656 (54.8)
<b>Housing Situation</b>	
Own this home	710 (60.9%)
Mortgage	242 (20.8%)
Renting	176 (15.1%)
Other arrangement	37 (3.2%)
<b>Household Structure</b>	
Two-parent family	347 (30.1%)
One-parent family	58 (5.0%)
Couple only household	384 (33.3%)
Other/Extended family household	7 (0.6%)
Group household	104 (9.0%)
Sole person household	254 (22.0%)
<b>Council Region</b>	
South	623 (51.9)
North	320 (26.7)
North West	257 (21.4)
<b>Council Type</b>	
City	609 (50.8)
Urban	281 (23.5)
Rural	310 (25.8)
<b>Period of Residence in the Municipality</b>	
Less than one year	30 (2.6)
One to less than five years	143 (12.3)

Five to less than ten years	117 (10.0)
Ten years or more	876 (75.1)

## Satisfaction with Council's Overall Performance

Respondents rated their satisfaction with their council's overall performance at an average of 6.81 ('good') out of a potential 10. Time series results (Figure 1) suggest that satisfaction with the overall performance of Local Government in Tasmania has remained stable (within the margin of error) since 2009.

Figure 1. *Satisfaction with Council's Overall Performance*



Despite the fact that overall satisfaction is generally stable this year compared to 2015, satisfaction with aspects of governance and leadership, as well as satisfaction with many services and facilities, has increased substantially this year compared to 2015.

There was some variation in overall satisfaction observed across the state, as follows:

- More satisfied than average – respondents from the rural and Northwest councils, younger respondents (aged 18 to 34 years), senior citizens (aged 75 years and over), and new residents (less than five years in their municipality).
- Less satisfied than average – respondents from city councils, mortgagee households, and two parent families (with youngest child aged 5 to 12 years).

More than one-third (41.3%) of respondents were very satisfied with their council's overall performance, whilst 9.4% were dissatisfied. Issues around the elected council (e.g. perceived

infighting, a lack of transparency and focus on community needs) were most commonly reported by respondents as reasons for dissatisfaction.

These results are thought to reflect a focus by many respondents on council as being the individuals on the elected council, sometimes in a very personal and engaged manner, rather than the services provided by the council. This may be due to the relatively small size of many Tasmanian municipalities as well as the greater proportion of rural and semi-rural municipalities, where the community can often have a greater engagement with their elected representatives.

The most common thing respondents nominated as the best thing about their local council related to their council being responsive, proactive, engaged, accessible, and consultative (20.0%). Other aspects that were nominated include cleanliness/maintenance of the local area (5.7%), parks, gardens and open spaces (3.0%), library services (1.3%), communication (1.3%), and efficient, reliable or good services (1.2%).

Aspects most commonly raised as the most important thing the council could do to improve its performance were again focused on improvements to the responsive, proactive, engaged, accessible, and consultative nature of the council (10.8%), as well as improvements to the council's governance, performance, accountability, and reputation (6.1%). Other improvements identified by respondents include road maintenance and repairs (4.8%), communication (4.3%), planning, development and housing (3.3%), and rates (2.5%).

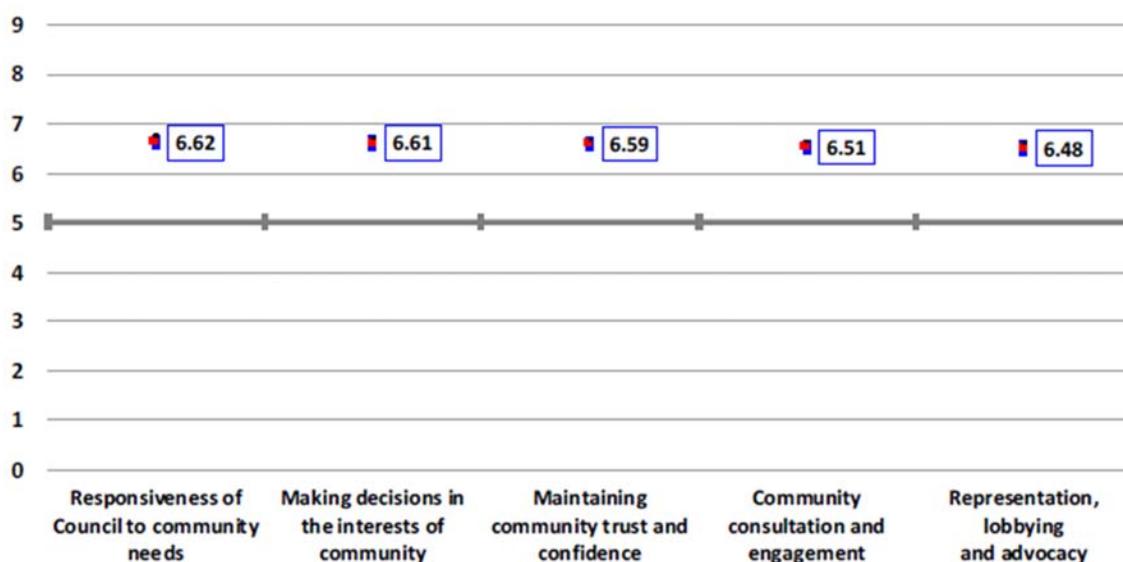
Rural council respondents were the most likely to identify responsive, proactive, engaged, accessible, and consultative aspects as the best thing about their local council, and were the least likely to identify these aspects as the most important thing that council could do to improve its performance. The opposite is true in relation to respondents from city councils.

## Governance and Leadership

Respondents were asked to rate their satisfaction with five aspects of governance and leadership (Figure 2):

1. Community consultation and engagement;
2. Representation, lobbying, and advocacy;
3. Responsiveness to local community needs;
4. Making decisions in the interests of the community; and
5. Maintaining trust and confidence of local community.

Figure 2. *Average Satisfaction with Aspects of Governance and Leadership*



The average satisfaction with all five aspects of governance and leadership was 6.56 ('good') out of a potential ten. More than forty percent of respondents were very satisfied with each of the five aspects, whilst a little less than one-sixth of respondents were dissatisfied. Respondents from the North West were significantly more satisfied with each of the five aspects than the state average.

Only two of these five aspects of governance and leadership were included in the previous research, however both have significantly increased between 2015 and 2019.

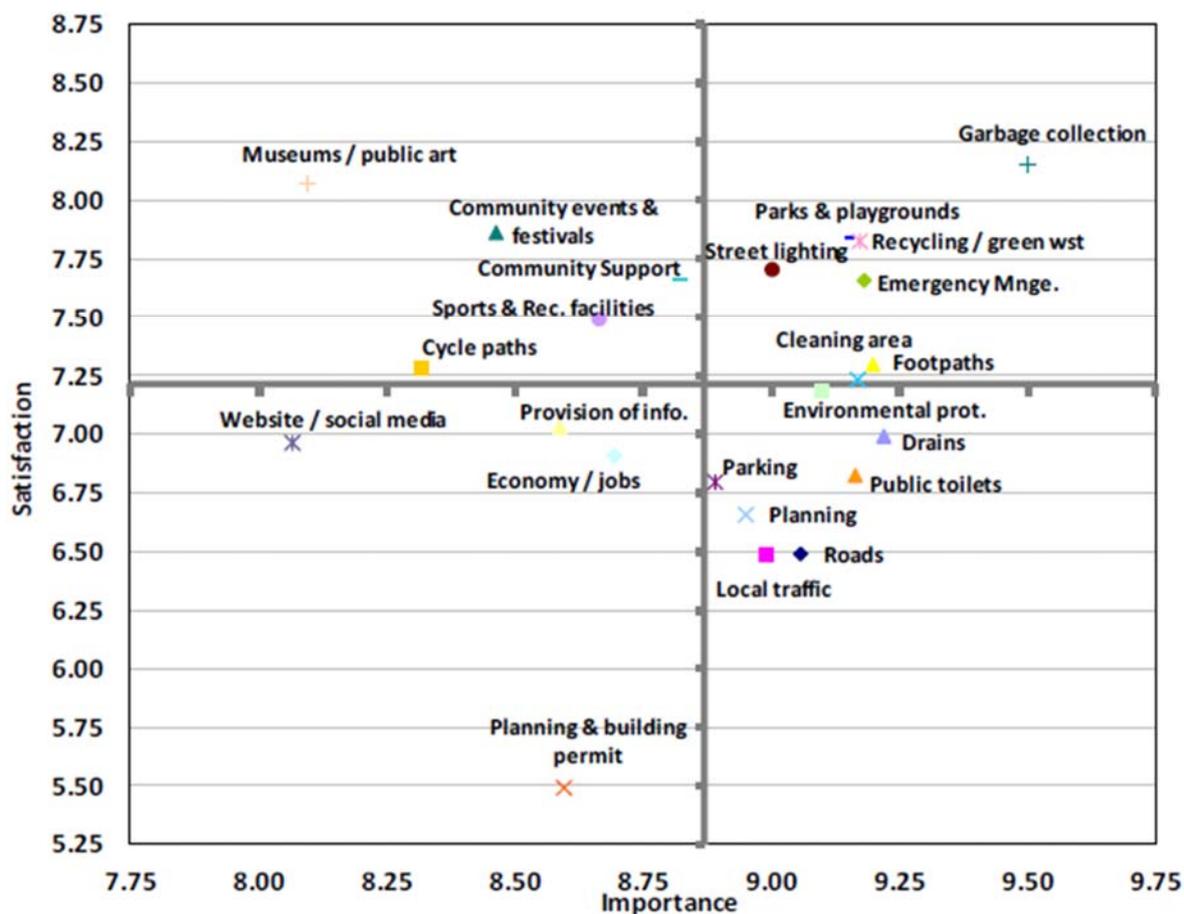
## Importance of and Satisfaction with Council Services

Respondents were asked to rate the importance to the community, as well as their personal satisfaction with, twenty-three council services and facilities. These services and facilities have been broadly categorised into eight groups, and are as follows:

1. Transport services;
2. Community support services;
3. Infrastructure;
4. Waste, recycling, and cleaning;
5. Communications;
6. Recreation, arts and culture, and open spaces;
7. Economy, environment, and emergency management; and
8. Planning and building.

Figure 3 provides a cross-tabulation of the average importance of each of the twenty-three included council services and facilities against the average satisfaction with each service and facility. The large grey cross-hairs represent the average importance (8.87) and the average satisfaction (7.22) across all service areas.

Figure 3. *Importance and Satisfaction Cross-Tabulation*



Services located in the top right-hand quadrant are more important than average and have obtained higher than average satisfaction. Services in the lower right-hand quadrant are those that are more important than average, but with which respondents were less satisfied than average. This quadrant represents the services and facilities of most concern (e.g. local traffic management, local roads, and planning for what buildings are developed where).

Services with lower than average importance are typically services which are considered less critical or are used by only a subset of the community (e.g. arts and culture). Services with lower than average satisfaction may be a result, at least in part, of the lower importance respondents place on these services.

See Appendix B for a detailed account of the council services' results.

A summary of the ten most important services are presented below:

### **Regular garbage collection services**

The average importance of regular garbage collection services was 9.50 out of a potential ten. This score ranks the service as the most important service of the 23 included in the survey. There was some variation in this result observed across the state, with respondents from urban councils rating importance measurably lower than the state average.

The average satisfaction with regular garbage collection services across Tasmania was 8.15 (“excellent”). This score ranks the service 1<sup>st</sup> of the 23 services and facilities included in the survey in terms of satisfaction.

### **Drains, stormwater maintenance, and repairs**

The average importance of drains, stormwater maintenance, and repairs was 9.22 out of a potential ten. This ranks the service 2<sup>nd</sup> of the 23 services and facilities included in the survey in terms of importance.

The average satisfaction with drains, stormwater maintenance, and repairs across Tasmania was 6.99 (“good”). This ranks the service 15<sup>th</sup> of the 23 services and facilities included in the survey in terms of satisfaction.

### **The maintenance and cleaning of public areas**

The average importance of the maintenance and cleaning of public areas was 9.20 out of a potential ten. This ranks the service 3<sup>rd</sup> of the 23 services and facilities included in the survey in terms of importance.

The average satisfaction with the maintenance and cleaning of public areas across Tasmania was 7.30 (“very good”). This ranks the service equal 11<sup>th</sup> of the 23 services and facilities included in the survey in terms of satisfaction.

### **Emergency and disaster management and recovery**

The average importance of emergency and disaster management and recovery was 9.18 out of a potential ten. This ranks the service 4<sup>th</sup> of the 23 services and facilities included in the survey in terms of importance.

The average satisfaction with emergency and disaster management and recovery across Tasmania was 7.57 (“very good”). This ranks the service 8<sup>th</sup> of the 23 services and facilities included in the survey in terms of satisfaction.

### **Provision and maintenance of footpaths/pedestrian areas**

The average importance of the provision and maintenance of footpaths/pedestrian areas was 9.17 out of a potential ten. This ranks the service equal 5<sup>th</sup> of the 23 services and facilities included in the survey in terms of importance.

The average satisfaction with the provision and maintenance of footpaths/pedestrian areas across Tasmania was 7.23 (“good”). This ranks the service 12<sup>th</sup> of the 23 services and facilities included in the survey in terms of satisfaction.

### **Regular recycling and green waste recycling services**

The average importance of regular recycling/green waste recycling services was 9.17 out of a potential ten. This ranks the service equal 5<sup>th</sup> of the 23 services and facilities included in the survey in terms of importance. There was some variation in this result observed across the state, with respondents from the North rating importance measurably lower than the state average.

The average satisfaction with regular recycling/green waste recycling services across Tasmania was 7.83 (“excellent”). This ranks the service equal 4<sup>th</sup> of the 23 services and facilities included in the survey in terms of satisfaction. There was some variation in this result observed across the state, with respondents from rural councils rating satisfaction measurably lower than the state average.

### **Provision and maintenance of public toilets**

The average importance of the provision and maintenance of public toilets was 9.16 out of a potential ten. This ranks the service 7<sup>th</sup> of the 23 services and facilities included in the survey in terms of importance.

The average satisfaction with the provision and maintenance of public toilets across Tasmania was 6.86 (“good”). This ranks the service 18<sup>th</sup> of the 23 services and facilities included in the survey in terms of satisfaction. There was some variation in this result observed across the state, with respondents from rural councils rating satisfaction measurably higher than the state average.

### **Provision and maintenance of parks, gardens, and playgrounds**

The average importance of the provision and maintenance of parks, gardens and playgrounds was 9.15 out of a potential ten. This ranks the service 8<sup>th</sup> of the 23 services and facilities included in the survey in terms of importance. There was some variation in this result observed across the state, with respondents from the North West region rating importance measurably higher than the state average.

The average satisfaction with the provision and maintenance of parks, gardens and playgrounds across Tasmania was 7.83 (“excellent”). This ranks the service equal 4<sup>th</sup> of the 23 services and facilities included in the survey in terms of satisfaction.

## **Environmental protection**

The average importance of environmental protection was 9.10 out of a potential ten. This ranks the service 9<sup>th</sup> of the 23 services and facilities included in the survey in terms of importance. There was some variation in this result observed across the state, with respondents from the North West rating importance measurably higher than average.

The average satisfaction with environmental protection across Tasmania was 7.19 (“good”). This ranks the service 13<sup>th</sup> of the 23 services and facilities included in the survey in terms of satisfaction.

## **Provision and maintenance of local roads**

The average importance of the provision and maintenance of local roads was 9.05 out of a potential ten. This ranks the service 10<sup>th</sup> of the 23 services and facilities included in the survey in terms of importance.

The average satisfaction with the provision and maintenance of local roads across Tasmania was 6.49 (“solid”). This ranks the service 21<sup>st</sup> of the 23 services and facilities included in the survey in terms of satisfaction.

## **Customer Service**

A little more than one-fifth (21.8%) of respondents reported that they had contacted their council in the last twelve months. Respondents from the urban, southern and city councils were somewhat more likely to have contacted their local council in the last twelve months than respondents from rural and North West councils.

The two most common methods by which respondents last contacted their local council was via telephone (49.6%) and visits in person (37.6%). Only ten percent (10.5%) of respondents contacted their council via email, the website, or social media.

Respondents contacted their local council for a wide range of issues, which reflect the diversity of services and facilities provided by Local Government. The most common reasons for contacting council in the last twelve months were enquiries regarding rates (12.2%), animal management issues (9.8%), parking issues (6.9%), and planning related issues (6.6%).

The results suggest that respondents were more satisfied with both the courtesy, attitude, and professionalism of staff and the provision of information, than they were with the experience overall. This is thought to reflect the fact that other aspects such as speed of service and the final outcome of the interaction can influence overall satisfaction with the experience.

## Current Issues for Council

Road maintenance and repairs (13.8%) and traffic management (10.5%) were the two most commonly nominated issues to address in the local municipality. The respondents who did raise these issues were, on average, significantly less satisfied with their local council's overall performance than the state-wide average. This result strongly suggests that road and traffic issues are important for some in the community, and that for these respondents, it is a significant influence on their overall satisfaction with Local Government.

## Population Growth

On average, respondents across Tasmania rated satisfaction with the change in population in their municipality at 6.80 ("good") out of ten, whilst their satisfaction with state and Local Government planning for population change was rated measurably lower at 6.16 ("solid").

Almost half (45.1%) of the respondents were very satisfied with the change in population in their municipality in the last four years, and one-third (33.4%) were very satisfied with state and Local Government planning for population change. There was some variation in this result observed across the state in that southern and city council respondents were almost twice as likely to be dissatisfied with planning for population change.

These results suggest that the community is less concerned with the change in population, and more concerned with how the change in population is managed, particularly in relation to the provision of services and the development of appropriate infrastructure (e.g. roads and public transport, community and health services).

## Housing in the Municipality

Satisfaction with the availability of housing that meets the needs of the community (5.08) and the affordability of housing (5.00) were both rated at very poor levels. This is a very low result and well less than any other area investigated as part of this or past community satisfaction surveys. In addition, less than one-quarter of respondents were very satisfied with these two aspects of housing, whilst more than forty percent were dissatisfied, particularly in the city and southern region councils.

## Safety in Public Areas

Respondents were asked to rate their perception of safety in the public areas of their local area during the day, at night, and in and around their local shopping area (Figure 4).

Figure 4. *Perception of Safety in Public Areas*



This high perception of safety (above) reflects the fact that just 1.3% of respondents identified safety, policing and crime issues as one of the top three issues to address in the municipality at the moment.

Rural and elderly respondents reported feeling consistently safer than the state-wide average.

## Image of Local Government

The image of Local Government was rated at 6.21 (“moderate”) out of a potential ten. Consistent with the increasing satisfaction with the council’s governance and leadership performance in recent years, more respondents considered that the image of Local Government had improved in the last four years (17.3%), than considered that it had deteriorated (13.7%)

The three most common reasons why respondents’ view of the image of Local Government had improved in the last four years were:

- Good governance and leadership (*N* = 31)
- Council as responsive, proactive, engaged, accessible, consultative (*N* = 24)
- Perception that council is doing a good job (*N* = 22)

The three most common reasons why respondents’ view of the image of Local Government had deteriorated in the last four years were:

- Poor governance and leadership (*N* = 89)
- Perception that council is not doing a good job (*N* = 26)
- Failure to be responsive, proactive, engaged, accessible, consultative (*N* = 14)

Respondents from all three regions and types of council rated the image of Local Government across Tasmania significantly lower than satisfaction with their individual council. This result is most prominent in relation to respondents from the city councils, where respondents’ average satisfaction with their local council was 21.7% higher than their average image of Local Government more broadly. The statewide average for this difference is 11.4%.

## Appendix A: Breakdown by Region and Type of Council

Region	Type	Council
South	City	Hobart City Council Clarence City Council Glenorchy City Council
	Urban	Kingborough Council Brighton Council
	Rural	Sorell Council Huon Valley Council Derwent Valley Council Southern Midlands Council Glamorgan Spring Bay Council Central Highlands Council Tasman Council
North	City	Launceston City Council
	Urban	West Tamar Council Meander Valley Council
	Rural	Northern Midlands Council George Town Council Dorset Council Break O'Day Council Flinders Council
Northwest	City	Devonport City Council Burnie City Council
	Urban	Central Coast Council
	Rural	Circular Head Council Latrobe Council Waratah-Wynyard Council West Coast Council Kentish Council

		King Island Council
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## Appendix B: Average Satisfaction with and Importance of Council Services

Council Area/Service	Satisfaction Score	Satisfaction Ranking	Importance Score	Importance Ranking
Overall performance	6.81 ("good")			
<b>Transport services</b>	6.60 ("good")			
Local roads	6.49 ("solid")	21 <sup>st</sup>	9.05	10 <sup>th</sup>
Local traffic	6.49 ("solid")	22 <sup>nd</sup>	8.99	12 <sup>th</sup>
Parking	6.80 ("good")	19 <sup>th</sup>	8.89	14 <sup>th</sup>
<b>Community support</b>	7.70 ("very good")			
Support and social welfare	7.70 ("very good")	6 <sup>th</sup>	8.82	15 <sup>th</sup>
<b>Infrastructure</b>	7.22 ("good")			
Street lighting	7.70 ("very good")	6 <sup>th</sup>	9.00	11 <sup>th</sup>
Cycle paths	7.33 ("very good")	10 <sup>th</sup>	8.32	21 <sup>st</sup>
Drains/stormwater	6.99 ("good")	15 <sup>th</sup>	9.22	2 <sup>nd</sup>
Footpaths/pedestrian areas	7.23 ("good")	12 <sup>th</sup>	9.17	5 <sup>th</sup>
Public toilets	6.86 ("good")	18 <sup>th</sup>	9.16	7 <sup>th</sup>
<b>Waste, recycling, and cleaning</b>	7.76 ("excellent")			
Garbage collection	8.15 ("excellent")	1 <sup>st</sup>	9.50	1 <sup>st</sup>
Recycling	7.83 ("excellent")	4 <sup>th</sup>	9.17	5 <sup>th</sup>
Cleaning of public areas	7.30 ("very good")	11 <sup>th</sup>	9.20	3 <sup>rd</sup>

	7.00 (“good”)			
<b>Communications</b>				
Provision of information	7.03 (“good”)	14 <sup>th</sup>	8.59	19 <sup>th</sup>
Council website/social media	6.97 (“good”)	16 <sup>th</sup>	8.06	23 <sup>rd</sup>
<b>Recreation, arts/culture, and open spaces</b>	7.84 (“excellent”)			
Parks, gardens, and playgrounds	7.83 (“excellent”)	4 <sup>th</sup>	9.15	8 <sup>th</sup>
Recreation/aquatic centres/ sporting	7.56 (“very good”)	9 <sup>th</sup>	8.66	17 <sup>th</sup>
Museums, galleries, and public art	8.07 (“excellent”)	2 <sup>nd</sup>	8.10	22 <sup>nd</sup>
Community events and festivals	7.89 (“excellent”)	3 <sup>rd</sup>	8.46	20 <sup>th</sup>
<b>Economy, environment, and emergency</b>	7.22 (“good”)			
Economic development and tourism	6.90 (“good”)	17 <sup>th</sup>	8.69	16 <sup>th</sup>
Environmental protection	7.19 (“good”)	13 <sup>th</sup>	9.10	9 <sup>th</sup>
Emergency and disaster management	7.57 (“very good”)	8 <sup>th</sup>	9.18	4 <sup>th</sup>
<b>Planning and building</b>	6.12 (“solid”)			
Buildings	6.66 (“good”)	20 <sup>th</sup>	8.95	13 <sup>th</sup>
Permit processes	5.57 (“poor”)	23 <sup>rd</sup>	8.60	18 <sup>th</sup>

**SOUTHERN  
MIDLANDS  
COUNCIL**



**2019/20**

**ANNUAL PLAN**

**AND**

**BUDGET DOCUMENTS**


**2019-2020 BUDGETED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME**

		LTFMP	VARIANCE
<b>RECURRENT INCOME</b>			
RATES AND CHARGES	\$ 5,724,701	\$ 5,472,000	\$ 252,701
USER FEES	\$ 694,036	\$ 582,000	\$ 112,036
GRANTS - RECURRENT	\$ 3,470,832	\$ 3,423,000	\$ 47,832
INTEREST	\$ 180,000	\$ 177,000	\$ 3,000
COMMERCIAL REVENUE	\$ 765,000	\$ 765,000	\$ -
OTHER INCOME	\$ 29,250	\$ 34,680	\$ (5,430)
INVESTMENT REVENUE FROM WATER CORPORATION	\$ 152,000	\$ 155,040	\$ (3,040)
	<u>\$ 11,015,819</u>	<u>\$ 10,608,720</u>	<u>\$ 407,099</u>
<b>NET CAPITAL INCOME</b>			
GRANTS - CAPITAL	\$ 4,526,481	\$ 2,565,000	\$ 1,961,481
CONTRIBUTIONS	\$ -	\$ -	\$ -
NET GAIN/(LOSS) ON DISPOSAL OF ASSETS	\$ (108,182)	\$ -	\$ (108,182)
	<u>\$ 4,418,299</u>	<u>\$ 2,565,000</u>	<u>\$ 1,853,299</u>
<b>TOTAL INCOME</b>	<u><b>\$ 15,434,119</b></u>	<u><b>\$ 13,173,720</b></u>	<u><b>\$ 2,260,399</b></u>
<b>EXPENSES FROM CONTINUING OPERATIONS</b>			
EMPLOYEE COSTS	\$ 3,905,753	\$ 3,915,000	\$ (9,247)
MATERIALS AND CONTRACTS	\$ 3,063,277	\$ 2,972,000	\$ 91,277
DEPRECIATION & AMORTISATION	\$ 3,061,160	\$ 2,889,000	\$ 172,160
CONTRIBUTIONS	\$ 233,907	\$ 224,315	\$ 9,592
FINANCE COSTS	\$ 27,088	\$ 26,000	\$ 1,088
COMMERCIAL EXPENSES	\$ 765,000	\$ 765,000	\$ -
OTHER EXPENSES	\$ 133,944	\$ 144,310	\$ (10,366)
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<u><b>\$ 11,190,129</b></u>	<u><b>\$ 10,935,625</b></u>	<u><b>\$ 254,504</b></u>
<b>RESULT FROM CONTINUING OPERATIONS</b>	<u><b>\$ 4,243,990</b></u>	<u><b>\$ 2,238,095</b></u>	<u><b>\$ 2,005,895</b></u>
<i>Less Net Capital Income Section</i>	\$ (4,418,299)	\$ (2,565,000)	\$ (1,853,299)
	<u><b>\$ (174,310)</b></u>	<u><b>\$ (326,905)</b></u>	<u><b>\$ 152,595</b></u>



## 2019-2020 BUDGETED STATEMENT OF CASH FLOWS

### CASH FLOWS FROM OPERATING ACTIVITIES

#### Payments

Employee Costs	\$ (3,905,753)	
Materials and Contracts	\$ (3,063,277)	
Interest	\$ (27,088)	
Other	\$ (1,132,851)	
		\$ (8,128,969)

#### Receipts

Rates	\$ 5,724,701	
User Charges	\$ 694,036	
Interest Received	\$ 180,000	
Subsidies	\$ 29,250	
Other revenue grants	\$ 3,470,832	
Other	\$ 917,000	
		\$ 11,015,819
<b>Net Cash from operating activities</b>		<b>\$ 2,886,850</b>

### CASH FLOWS FROM INVESTING ACTIVITIES

Payments for Property, Plant and Equipment	\$ (9,187,199)	
Payments for Investments	\$ -	
Proceeds from Sale of Property, Plant and Equipment	\$ 664,818	
Capital grants	\$ 4,526,481	
<b>Net Cash used in investing activities</b>		<b>\$ (3,995,900)</b>

### CASH FLOWS FROM FINANCING ACTIVITIES

Repayment of Borrowings	\$ (147,849)	
Proceeds from Borrowings	\$ 250,000	
<b>Net cash used in financing activities</b>		<b>\$ 102,151</b>

**Net increase / (decrease) in cash held** **\$ (1,006,898)**

Cash at beginning of reporting year \$ -

***Cash at end of reporting year*** **\$ (1,006,898)**



## OPERATING BUDGET - PROGRAM CLASS SUMMARY

<b>PROGRAMS:</b>	<b>REVENUE</b>	<b>EXPENDITURE</b>	<b>(SURPLUS) / DEFICIT</b>
<b>INFRASTRUCTURE</b>	1,519,021	4,943,554	-3,424,533
<b>GROWTH</b>	1,152,112	1,034,379	117,733
<b>LANDSCAPES</b>	229,400	1,411,550	-1,182,150
<b>LIFESTYLE</b>	1,996,000	894,668	1,101,332
<b>COMMUNITY</b>	7,500	114,425	-106,925
<b>ORGANISATION</b>	10,638,268	2,791,555	7,846,713
<b>TOTALS:</b>	<b>15,542,300</b>	<b>11,190,131</b>	<b>4,352,169</b>



## PROGRAM SUMMARY

	REVENUE	EXPENDITURE	(SURPLUS)/DEFICIT
<b>INFRASTRUCTURE</b>			
Roads	678,281	3,205,738	-2,527,457
Bridges	0	383,498	-383,498
Walkways	0	214,931	-214,931
Lighting	0	85,764	-85,764
Drainage	0	78,072	-78,072
Waste	840,740	901,549	-60,809
Public Toilets	0	66,982	-66,982
Information Communications Technology	0	0	0
Signage	0	7,020	-7,020
<b>INFRASTRUCTURE TOTAL:</b>	<b>1,519,021</b>	<b>4,943,554</b>	<b>-3,424,533</b>
<b>GROWTH</b>			
Residential	0	0	0
Tourism	0	62,380	-62,380
Business	1,149,457	971,999	177,458
Agriculture/Industry	2,655	0	2,655
<b>GROWTH TOTAL:</b>	<b>1,152,112</b>	<b>1,034,379</b>	<b>117,733</b>
<b>LANDSCAPES</b>			
Heritage	30,950	335,907	-304,957
Natural	3,000	188,629	-185,629
Cultural	37,950	40,427	-2,477
Regulatory	157,500	846,587	-689,087
Climate Change	0	0	0
<b>LANDSCAPES TOTAL:</b>	<b>229,400</b>	<b>1,411,550</b>	<b>-1,182,150</b>
<b>LIFESTYLE</b>			
Youth & Community Services	0	264,320	-264,320
Seniors	0	1,500	-1,500
Childcare	0	6,500	-6,500
Volunteers	0	40,000	-40,000
Access	0	0	0
Public Health	2,500	10,189	-7,689
Recreation	1,929,500	462,022	1,467,478
Animals	64,000	110,137	-46,137
Education	0	0	0
<b>LIFESTYLE TOTAL:</b>	<b>1,996,000</b>	<b>894,668</b>	<b>1,101,332</b>
<b>COMMUNITY</b>			
Capacity	0	41,925	-41,925
Safety	7,500	51,200	-43,700
Consultation	0	21,300	-21,300
<b>COMMUNITY TOTAL:</b>	<b>7,500</b>	<b>114,425</b>	<b>-106,925</b>
<b>ORGANISATION</b>			
Improvement	0	114,116	-114,116
Sustainability	131,618	2,370,532	-2,238,914
Finances	10,506,650	306,907	10,199,743
<b>ORGANISATION TOTAL:</b>	<b>10,638,268</b>	<b>2,791,555</b>	<b>7,846,713</b>
<b>OPERATING BUDGET DEFICIT :</b>			<b>4,352,169</b>

Program: **INFRASTRUCTURE**Sub Program: **ROADS****Program Objectives:****Strategic Theme: Infrastructure**

*The need to maintain, improve and maximise the Community benefit from infrastructure provided by Council.*

**Strategic Plan Reference:**

1.1.1 Maintenance and improvement of the standard and safety of roads in the municipal area.

**Description & Level of Service:**

Council has responsibility for 635 kms of unsealed and 165 kms of sealed road. These roads have been classified into a hierarchy - UA, UB, UC, & UD and SA, SB & SC (where "A" is the higher design standard), based on the use/traffic and the economic and social importance of each road. Maintenance of the road network is undertaken by the Council workforce in conjunction with external Contractors as necessary and appropriate. Maintenance is undertaken in accordance with clear specifications adopted by Council.

**Strategies / Action Plans:**

- 1.1.1.1 Continue to seek opportunities to increase funding for road maintenance and construction from Commonwealth and State Governments
- 1.1.1.2 Seek new, cost effective sources of road materials suitable for road maintenance
- 1.1.1.3 Continue to work with the Department of State Growth (DSG) to improve the safety and standard of the Midland Highway and other State Roads along with road junctions
- 1.1.1.4 Continue to focus on road drainage and road improvements as key elements of road maintenance
- 1.1.1.5 Ensure that appropriate sight distances are maintained, for key transport routes, through effective roadside vegetation management / road realignment
- 1.1.1.6 Continue a program of regular safety audits of roads in conjunction with Department of State Growth
- 1.1.1.7 In partnership with the State Government address the issue of reserved roads and their impact on fire and weed management
- 1.1.1.8 Actively encourage property owners to embrace Council's Unmade Street Policy
- 1.1.1.9 Provide road infrastructure appropriate to accommodate a measured population growth or decline
- 1.1.1.10 Use sandstone in kerb & gutters in conjunction with streetscape plans in heritage areas (where appropriate and affordable)
- 1.1.1.11 Incorporate the use of recyclable materials (e.g tyres/glass) into road pavements and pathways

**Performance Indicators:**

Average cost per tonne of material placed for resheeting of gravel roads. Average cost per klm. per grader for maintenance grading of gravel roads. Average cost per square metre of area repaired for bitumen patching. Average cost per kilometre of roadside slashing. No. of complaints per klm. of sealed/unsealed road per year.

**Staffing (Equivalent Full-Time):**

Current:

Proposed:

*Note: includes quarry operators*

<b>BUDGET:</b>	<b>2018/19 Est.</b>	<b>CURRENT 2018/19 Actual</b>	<b>PROPOSED 2019/20 Budget</b>
<b>REVENUE:</b>			
Heavy Vehicle Licence Fees	12,000	11,751	11,750
Grants (Special Purpose)	0	0	0
Sale of Road Materials	2,000	631	1,000
Developer Contributions	0	0	0
Roads to Recovery Program	344,375	344,375	665,531
<b>Total Revenue:</b>	<b>358,375</b>	<b>356,757</b>	<b>678,281</b>
<b>EXPENDITURE:</b>			
Pavement Maint.	765,077	582,229	746,546
Shoulder Maint.	69,499	37,496	70,461
Drainage	241,404	283,875	245,129
Traffic Facilities	41,985	5,495	42,638
Verges	258,109	306,898	269,579
Depreciation	1,800,000	0	1,852,000
Budget Reduction/Adjustment	0	0	-20,615
<b>Total Expenditure:</b>	<b>3,176,074</b>	<b>1,215,994</b>	<b>3,205,738</b>
<b>(Surplus)/Deficit:</b>	<b>2,817,699</b>	<b>859,238</b>	<b>2,527,457</b>

Program: **INFRASTRUCTURE**Sub Program: **BRIDGES****Program Objectives:****Strategic Theme: Infrastructure**

*The need to maintain, improve and maximise the Community benefit from infrastructure provided by Council.*

**Strategic Plan Reference:**

1.2.1 Maintenance and improvement of the standard and safety of bridges in the municipal area.

**Description & Level of Service:**

Council has responsibility to maintain 154 Bridge structures (includes major culverts) with a total deck area of 7,260 m2. Maintenance of bridges is generally undertaken by the Council workforce and replacement / renewal of Bridges is done by suitability qualified Contractors. Major renewal / replacements projects go through a tender process. All Bridge structures are inspected on a quarterly basis by AusSpan (Total Bridge Management).

**Strategies / Action Plans:**

1.2.1.1 Continue the current program of bridge maintenance, including the monitoring and consideration of new construction methods for the replacement of timber bridges, including Council's desire to replace timber bridges with concrete bridges, where affordable (with the exception of bridges with heritage significance which shall be maintained in an appropriate manner consistent with their original character)

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:

Proposed:

<b>BUDGET:</b>	<b>2018/19 Est.</b>	<b>CURRENT 2018/19 Actual</b>	<b>PROPOSED 2019/20 Budget</b>
<b>REVENUE:</b>			
	0	0	0
<b>Total Revenue:</b>	0	0	0
<b>EXPENDITURE:</b>			
Maintenance	16,458	19,730	26,270
AusSpan Insepctions	20,261	15,744	21,622
Special Purpose Vehicles Network Inspection	0	20,802	0
Interest Charges - Bridges	0	0	0
Depreciation	336,000	0	336,000
Budget Reduction/Adjustment			-394
<b>Total Expenditure:</b>	372,719	56,276	383,498
<b>(Surplus)/Deficit:</b>	372,719	56,276	383,498

Program: **INFRASTRUCTURE****Sub Program: WALKWAYS, CYCLEWAYS & TRAILS****Program Objectives:****Strategic Theme: Infrastructure**

*The need to maintain, improve and maximise the Community benefit from infrastructure provided by Council.*

**Strategic Plan Reference:**

1.3.1 Maintenance and improvement of the standard and safety of walkways, cycleways and pedestrian areas to provide consistent accessibility.

**Description & Level of Service:**

To pro-actively undertake strategic asset management for the long-term construction as well as reconstruction of walkways and related infrastructure.

Actively seek sources of funding for high priority infrastructure projects.

To apply a balanced engineering / technical view to issues that demands such an approach.

**Strategies / Action Plans:**

1.3.1.1 Prepare a forward capital upgrade program for existing walkways and pedestrian areas

1.3.1.2 Determine priorities for extensions to existing walkways and pedestrian areas

1.3.1.3 Identify and develop new cycle ways, walkways and pedestrian areas based on identified need

1.3.1.4 Investigate options for the accessibility of horse trails within the municipal area

1.3.1.5 Inter-connect walkways/cycleways with neighbouring Council areas (e.g linkage with Campania to Richmond or Pontville to Bagdad)

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:

Proposed:

<b>BUDGET:</b>	<b>2018/19</b>	<b>CURRENT</b>	<b>PROPOSED</b>
	<b>Est.</b>	<b>2018/19</b>	<b>2019/20</b>
		<b>Actual</b>	<b>Budget</b>
<b>REVENUE:</b>			
	0	0	0
<b>Total Revenue:</b>	0	0	0
<b>EXPENDITURE:</b>			
Footpath Maintenance	30,372	30,690	41,721
Township Verges & Nature Strips (Mowing/Spraying etc)	104,792	124,763	120,320
Street Cleaning	59,729	55,180	56,163
Budget Reduction/Adjustment			-3,273
<b>Total Expenditure:</b>	194,893	210,633	<b>214,931</b>
<b>(Surplus)/Deficit:</b>	194,893	210,633	<b>214,931</b>

Program: **INFRASTRUCTURE**Sub Program: **LIGHTING****Program Objectives:****Strategic Theme: Infrastructure**

*The need to maintain, improve and maximise the Community benefit from infrastructure provided by Council.*

**Strategic Plan Reference:**

- 1.4.1a Ensure adequate lighting based on demonstrated need  
1.4.1b Contestability of energy supply

**Description & Level of Service:**

- \* Council manages lighting in built up areas for residents and visitors to enjoy a safe and ready access to roads, streets and Council buildings.  
\* Aurora provides the installation and maintenance service for street lighting

**Strategies / Action Plans:**

- 1.4.1.1 Develop a program for upgrading lighting in areas of community need in accordance with the Australian Lighting Standard  
1.4.1.2 Continue the undergrounding of power and the establishment of heritage street lighting in Oatlands  
1.4.1.3 Adopt new technology as it arises to reduce lifecycle costings; for example energetically pursue the implementation of LED (Light Emitting Diode) for replacement of street lighting

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:

Proposed:

<b>BUDGET:</b>	<b>2018/19 Est.</b>	<b>CURRENT 2018/19 Actual</b>	<b>PROPOSED 2019/20 Budget</b>
<b>REVENUE:</b>			
	0	0	0
<b>Total Revenue:</b>	0	0	<b>0</b>
<b>EXPENDITURE:</b>			
Street Lighting	86,520	75,150	85,764
<b>Total Expenditure:</b>	86,520	75,150	<b>85,764</b>
<b>(Surplus)/Deficit:</b>	86,520	75,150	<b>85,764</b>

Program: **INFRASTRUCTURE****Sub Program: BUILDINGS (PUBLIC TOILETS)****Program Objectives:****Strategic Theme: Infrastructure***The need to maintain, improve and maximise the Community benefit from infrastructure provided by Council.***Strategic Plan Reference:**

1.5.1 Maintenance and improvement of the standard and safety of public buildings in the municipality

**Description & Level of Service:****Strategies / Action Plans:**

1.5.1.1 Enhance the program for building management and maintenance across the municipality

1.5.1.2 Develop and maintain public amenities to meet community and visitor needs

1.5.1.3 Ensure sustainable use of Council buildings is maximised for Community benefit

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:

Proposed:

<b>BUDGET:</b>	<b>2018/19 Est.</b>	<b>CURRENT 2018/19 Actual</b>	<b>PROPOSED 2019/20 Budget</b>
<b>REVENUE:</b>			
Mobile Toilet Hire	0	0	0
<b>Total Revenue:</b>	0	0	0
<b>EXPENDITURE:</b>			
Maintenance - Public Toilets	64,173	67,193	68,002
Depreciation			
Budget Reduction/Adjustment	0	0	-1,020
<b>Total Expenditure:</b>	64,173	67,193	<b>66,982</b>
<b>(Surplus)/Deficit:</b>	64,173	67,193	<b>66,982</b>

Program: **INFRASTRUCTURE**Sub Program: **DRAINAGE****Program Objectives:****Strategic Theme: Infrastructure**

*The need to maintain, improve and maximise the Community benefit from infrastructure provided by Council.*

**Strategic Plan Reference:**

1.7 Maintenance and improvement of the town storm-water drainage system

**Description & Level of Service:**

\* To pro-actively undertake strategic asset management for the long-term construction, reconstruction and maintenance of stormwater reticulation and related infrastructure.

\* Actively seek sources of funding for high priority infrastructure projects.

\* To apply a balanced engineering/technical view to issues that demands such an approach.

**Strategies / Action Plans:**

1.7.1.1 Continue to program capital works that improve the effectiveness of the storm-water drainage systems in the towns of the municipality

1.7.1.2 Research best practice methods for the disposal of Stormwater, that is applicable to country towns and rural living

1.7.1.3 Adopt 'Water Sensitive Urban Design Principles' where appropriate

1.7.1.4 Research and monitor forecasts in relation to critical weather events (e.g design/specifications)

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:

Proposed:

<b>BUDGET:</b>	<b>2018/19 Est.</b>	<b>CURRENT 2018/19 Actual</b>	<b>PROPOSED 2019/20 Budget</b>
<b>REVENUE:</b>			
Inspection & Connection Fees	0	400	0
<b>Total Revenue:</b>	0	400	0
<b>EXPENDITURE:</b>			
Maintenance	28,042	14,653	26,596
Interest Charges	0	0	0
Depreciation	52,000	0	52,000
Budget Reduction/Adjustment	0	0	-524
<b>Total Expenditure:</b>	80,042	14,653	78,072
<b>(Surplus)/Deficit:</b>	80,042	14,253	78,072

Program: **INFRASTRUCTURE**Sub Program: **WASTE****Program Objectives:****Strategic Theme: Infrastructure**

*The need to maintain, improve and maximise the Community benefit from infrastructure provided by Council.*

**Strategic Plan Reference:**

1.8 Maintenance and improvement of the provision of waste management services to the community

**Description & Level of Service:****Strategies / Action Plans:**

1.8.1.1 Continue to be an active participant in the Waste Strategy – South and continue to educate people on reducing waste

1.8.1.2 Continue to review the ongoing operational arrangements for waste management including co-operation with other local government authorities

1.8.1.3 In conjunction with the Waste Advisory Council seek to identify suitable markets for recyclable products

1.8.1.4 Undertake a review of the whole waste management service delivery system regularly

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:

Proposed:

<b>BUDGET:</b>	<b>2018/19 Est.</b>	<b>CURRENT 2018/19 Actual</b>	<b>PROPOSED 2019/20 Budget</b>
<b>REVENUE:</b>			
Waste Transfer Stations - Disposal Fees / Sale of Recyclables	20,000	26,861	30,000
Waste Transfer Stations & Sale of Recyclables	5,000	0	0
Rates (Est Rates based on \$170 per collection point - prev \$165)	273,240	273,798	285,600
	0	0	0
Waste Management Levy (Est based on \$165 & \$55 - prev \$158 & \$52)	500,838	501,725	525,140
	0	0	0
<b>Total Revenue:</b>	<b>799,078</b>	<b>802,384</b>	<b>840,740</b>
<b>EXPENDITURE:</b>			
Household Collector Service	241,648	784,464	253,970
Operating Expenses - Oatlands WTS	193,232	0	222,526
Operating Expenses - Campania WTS	187,092	0	209,687
Operating Expenses - Dysart WTS	181,209	0	206,721
Other Expenditure	0	0	0
Waste Management Plan (incls. SWSA & Rehab)	0	0	0
Land Tax Payable	0		0
Interest Charges	0		0
Depreciation	22,000	0	22,000
Budget Reduction/Adjustment		0	-13,355
<b>Total Expenditure:</b>	<b>825,181</b>	<b>784,464</b>	<b>901,549</b>
<b>(Surplus)/Deficit:</b>	<b>26,103</b>	<b>-17,919</b>	<b>60,809</b>

Program: **INFRASTRUCTURE**

Sub Program: **INFORMATION, COMMUNICATION TECHNOLOGY**

**Program Objectives:**

**Strategic Theme: Infrastructure**

*The need to maintain, improve and maximise the Community benefit from infrastructure provided by Council.*

**Strategic Plan Reference:**

1.9.1 Improve access to modern communications infrastructure

**Description & Level of Service:**

**Strategies / Action Plans:**

1.9.1.1 Seek opportunities to facilitate the provision of cost effective broadband and mobile telecommunications access across the municipality

**Performance Indicators:**

**Staffing (Equivalent Full-Time):**

Current:

Proposed:

<b>BUDGET:</b>	<b>2018/19 Est.</b>	<b>CURRENT 2018/19 Actual</b>	<b>PROPOSED 2019/20 Budget</b>
<b>REVENUE:</b>			
<b>Total Revenue:</b>	0	0	0
<b>EXPENDITURE:</b>			
<b>Total Expenditure:</b>	0	0	0
<b>(Surplus)/Deficit:</b>	0	0	0

Program: **INFRASTRUCTURE**Sub Program: **SIGNAGE****Program Objectives:****Strategic Theme: Infrastructure***The need to maintain, improve and maximise the Community benefit from infrastructure provided by Council.***Strategic Plan Reference:****Description & Level of Service:****Strategies / Action Plans:***Specific Actions:*

Increased allowance for materials to provide for improved signage, particularly at Campania and Colebrook.

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:

Proposed:

<b>BUDGET:</b>	<b>2018/19 Est.</b>	<b>CURRENT 2018/19 Actual</b>	<b>PROPOSED 2019/20 Budget</b>
<b>REVENUE:</b>			
	0	0	0
<b>Total Revenue:</b>	0	0	0
<b>EXPENDITURE:</b>			
Maintenance - Signage	7,575	6,555	7,020
Budget Reduction/Adjustment			
<b>Total Expenditure:</b>	7,575	6,555	7,020
<b>(Surplus)/Deficit:</b>	7,575	6,555	7,020

Program: **GROWTH**Sub Program: **RESIDENTIAL****Program Objectives:****Strategic Theme: Growth**

*The need to increase the population in the municipality to a long term sustainable level and to grow the level of agricultural, commercial and industrial activity, balanced with environmental, heritage and cultural values along with the provision of appropriate services*

**Strategic Plan Reference:**

2.1.1 Increase the resident, rate-paying population in the municipality

**Description & Level of Service:****Strategies / Action Plans:**

2.1.1.1 Seek opportunities to increase the number of subdivisions providing affordable land in areas that can utilise the existing water, sewer and road infrastructure within the framework of the Planning Scheme

2.1.1.2 Investigate the potential of under-utilised Commonwealth, State and Local Government owned land for use and/or development

2.1.1.3 Investigate and pursue innovative responses to residential developments whilst maintaining "village character"

2.1.1.4 Investigate options pertinent to affordable housing

2.1.1.5 Lobby for increased transport services within the municipality and explore alternative transport options

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:

Proposed:

<b>BUDGET:</b>	<b>2018/19 Est.</b>	<b>CURRENT 2018/19 Actual</b>	<b>PROPOSED 2019/20 Budget</b>
<b>REVENUE:</b>			
	0	0	0
<b>Total Revenue:</b>	0	0	<b>0</b>
<b>EXPENDITURE:</b>			
	0	0	0
Budget Reduction/Adjustment			
<b>Total Expenditure:</b>	0	0	<b>0</b>
<b>(Surplus)/Deficit:</b>	0	0	<b>0</b>

Program: **GROWTH**Sub Program: **TOURISM****Program Objectives:****Strategic Theme: Growth**

*The need to increase the population in the municipality to a long term sustainable level and to grow the level of agricultural, commercial and industrial activity, balanced with environmental, heritage and cultural values along with the provision of appropriate services*

**Strategic Plan Reference:**

2.2.1 Increase the number of tourists visiting and spending money in the municipality

**Description & Level of Service:****Strategies / Action Plans:**

2.2.1.1 Seek opportunities to support the development, growth and promotion of a wide range of tourism in the Southern Midlands

2.2.1.2 Seek opportunities to further develop and link heritage tourism opportunities both within and outside the region, including convict sites, the Oatlands Military Precinct and Callington Mill Precinct

2.2.1.3 Support the development of tourism products

2.2.1.4 Work in partnership with other State, Regional and local organisations including Destination Southern Tasmania and the Heritage Highway Tourism Region Association

2.2.1.5 Investigate and encourage the development of a four star accommodation facility (min 30 beds)

2.2.1.6 Support and maintain the relationship with the Heritage Highway Touring Region

2.2.1.7 Embrace and implement the Heritage Highway Destination Action Plan

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:

Proposed:

<b>BUDGET:</b>	<b>2018/19 Est.</b>	<b>CURRENT 2018/19 Actual</b>	<b>PROPOSED 2019/20 Budget</b>
<b>REVENUE:</b>			
Misc. Income	0	0	0
Grant(s)	0	0	0
<b>Total Revenue:</b>	0	0	<b>0</b>
<b>EXPENDITURE:</b>			
Tourism (Promotion & Other Council activities)	21,750	1,325	33,950
Contributions (HHTRA)	12,000	12,000	12,000
Contributions (Destination South)	6,200	6,304	6,430
Special Projects (incl. Marketing Plan)	4,000	0	10,000
Grant Expenditure	0	0	0
Budget Reduction/Adjustment			
<b>Total Expenditure:</b>	43,950	19,629	<b>62,380</b>
<b>(Surplus)/Deficit:</b>	43,950	19,629	<b>62,380</b>

Program: **GROWTH****Sub Program: BUSINESS****Program Objectives:****Strategic Theme: Growth**

*The need to increase the population in the municipality to a long term sustainable level and to grow the level of agricultural, commercial and industrial activity, balanced with environmental, heritage and cultural values along with the provision of appropriate services*

**Strategic Plan Reference:**

- 2.3.1a Increase the number and diversity of businesses in the Southern Midlands  
 2.3.1b Increase employment within the municipality  
 2.3.1c Increase Council revenue to facilitate business and development activities (social enterprise)

**Description & Level of Service:****Strategies / Action Plans:**

- 2.3.1.1 Continue to facilitate and actively promote the development of new business opportunities  
 2.3.1.2 Continue to provide support to businesses within the municipality to help ensure their long-term viability and to support them to actively work co-operatively together  
 2.3.1.3 Further develop economic opportunities of equine and services in respect of the former Oatlands racecourse  
 2.3.1.4 Seek opportunities to support the development of affordable temporary accommodation for seasonal and other workers  
 2.3.1.5 Pursue the establishment of regional or statewide facilities that can take advantage of the municipality's central location, accessibility to the State's major road and rail facilities and/or the presence of very large titles affording opportunities for industries requiring large attenuation distances  
 2.3.1.6 Develop and promote incentives for businesses to establish and expand in the Southern Midlands  
 2.3.1.7 Develop and maintain infrastructure critical for the establishment and retention of business  
 2.3.1.8 Develop opportunities and participate in a range of business activities centred on the unique competitive advantage of assets in the Southern Midlands  
 2.3.1.9 Maintain support for viable Council business operations such as Heritage Building Solutions and Heritage Education & Skills Centre  
 2.3.1.10 Target niche high end food/wine outlets to establish businesses within the Southern Midlands

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:

Proposed:

<b>BUDGET:</b>	<b>2018/19 Est.</b>	<b>CURRENT 2018/19 Actual</b>	<b>PROPOSED 2019/20 Budget</b>
<b>REVENUE:</b>			
Sale of Water (TasWater)	0	254	0
Private Works - Income	123,367	212,406	157,272
Private Works - Stormoway Contract	47,366	58,524	65,185
Callington Mill - Operations	160,000	97,898	0
Tas Water - Distributions	152,000	76,000	152,000
Subsidiary - HBS Dividend	10,000	0	10,000
Subsidiaries (HBS & HESC)	765,000	0	765,000
<b>Total Revenue:</b>	<b>1,257,733</b>	<b>445,082</b>	<b>1,149,457</b>
<b>EXPENDITURE:</b>			
Filler Stations - Water Payments (TasWater)	0	0	0
Incentives	0	0	0
Private Works - Expenditure	107,276	167,079	131,060
Stormoway Contract	41,188	55,321	61,584
Subsidiaries (HBS & HESC)	765,000	0	765,000
Callington Mill - Operations (includes property maintenance)	251,189	175,584	12,850
MEDALS (prev. Oatl Develop Strategy) - trf to Capacity & Sustainability	7,500	0	0
Interest Charges	1,789	1,789	1,505
Budget Reduction/Adjustment			
<b>Total Expenditure:</b>	<b>1,173,942</b>	<b>399,772</b>	<b>971,999</b>
<b>(Surplus)/Deficit:</b>	<b>-83,791</b>	<b>-45,310</b>	<b>-177,458</b>

Program: **GROWTH**Sub Program: **INDUSTRY****Program Objectives:****Strategic Theme: Growth**

*The need to increase the population in the municipality to a long term sustainable level and to grow the level of agricultural, commercial and industrial activity, balanced with environmental, heritage and cultural values along with the provision of appropriate services*

**Strategic Plan Reference:**

- 2.4.1 Retain and enhance the development of the rural sector as a key economic driver in the Southern Midlands  
2.4.2 Increase access to irrigation water within the municipality

**Description & Level of Service:****Strategies / Action Plans:**

- 2.4.1.1 Develop opportunities that enhance Southern Midlands role as a focal point for rural activity  
2.4.1.2 Support the development of activities in association with servicing the irrigation schemes developments  
2.4.1.3 Continue implementation of the Southern Midlands Weed Management Strategy as it related to agricultural land/crown land/roads.  
2.4.1.4 Facilitate the development of 'value adding' opportunities in the rural sector through high production agriculture  
2.4.1.5 Encourage and facilitate innovation in the rural sector  
2.4.2.1 Encourage and promote, development plus production opportunities associated with the new irrigation schemes  
2.4.2.2 Support the implementation of irrigation schemes that service locations in the local government area  
2.4.2.3 Support the State Governments Economic Development Plan in the growth of services to support the irrigation schemes

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:  
Proposed:

<b>BUDGET:</b>	<b>2018/19 Est.</b>	<b>CURRENT 2018/19 Actual</b>	<b>PROPOSED 2019/20 Budget</b>
<b>REVENUE:</b>			
Tunbridge Dam - Water Lease	2,655	2,655	2,655
<b>Total Revenue:</b>	2,655	2,655	2,655
<b>EXPENDITURE:</b>			
Operating Expenses	0	0	0
<b>Total Expenditure:</b>	0	0	0
<b>(Surplus)/Deficit:</b>	-2,655	-2,655	-2,655

Program: **LANDSCAPES**Sub Program: **HERITAGE****Program Objectives:****Strategic Theme: Landscapes**

*The need to maintain, improve and maximise the benefits of the existing heritage, natural and cultural landscapes of the Southern Midlands.*

**Strategic Plan Reference:**

- 3.1.1 Maintenance and restoration of significant public heritage assets
- 3.1.2 Act as an advocate for heritage and provide support to heritage property owners
- 3.1.3 Investigate document, understand and promote the heritage values of the Southern Midlands

**Description & Level of Service:****Strategies / Action Plans:**

- 3.1.1.1 Manage the heritage values of Council owned heritage buildings according to affordable best practice
- 3.1.1.2 Work in partnership with the State Government to ensure the strategic long-term management of publicly owned heritage sites HP
- 3.1.1.3 Implement the Oatlands Commissariat Master Plan
- 3.1.1.4 Seek to establish the Oatlands gaol site as an historic/archaeological education centre
- 3.1.2.1 Support and monitor the ongoing development of the Heritage Skills Centre in Oatlands HP
- 3.1.2.2 Facilitate and investigate opportunities for assisting heritage property owners in conserving heritage places alongside sustainable ongoing usage
- 3.1.3.1 Undertake and encourage research & publications on the heritage values of the Southern Midlands
- 3.1.3.2 Undertake the effective heritage interpretation, education and communication programs
- 3.1.3.3 Continue to manage and utilise Council's heritage resource and collections
- 3.1.3.4 Support the occupancy / use of Council owned heritage buildings and spaces by arts & crafts groups who specialise in heritage crafts
- 3.1.3.5 Support the creation of a state authority to develop a strategy and various resource on heritage sites/buildings
- 3.1.3.6 Acknowledgement of the significance of trees in the landscape especially along the Heritage Highway (Midland Highway) and the revegetation where trees have been removed

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:

Proposed:

<b>BUDGET:</b>	<b>2018/19 Est.</b>	<b>CURRENT 2018/19 Actual</b>	<b>PROPOSED 2019/20 Budget</b>
<b>REVENUE:</b>			
Oatlands Gaol - Rental Income	0	0	0
Oatlands Court House - Rental Income	0	91	0
Grant - NSRF (Commissariat)	0	123,800	30,950
Heritage Volunteer Program / Archaeological Digs	0	7,833	0
<b>Total Revenue:</b>	0	131,724	<b>30,950</b>
<b>EXPENDITURE:</b>			
Staffing / General Operating	236,018	224,871	262,431
Court House (incl. gen funds for displays/interps etc)	12,147	8,336	17,013
Gaolers Residence	15,497	13,839	20,679
Parattah Railway Station	3,490	1,312	3,490
73 High Street (Roche Hall)	16,197	15,022	14,197
79 High Street (Commissariat)	7,197	21,199	10,097
Heritage Volunteer Program / Archaeological Digs	8,000	10,727	8,000
Interest Charges	0	0	0
Depreciation	0	0	0
<b>Total Expenditure:</b>	298,546	295,305	<b>335,907</b>
<b>(Surplus)/Deficit:</b>	298,546	163,581	<b>304,957</b>

Program: **LANDSCAPES**Sub Program: **NATURAL****Program Objectives:****Strategic Theme: Landscapes**

*The need to maintain, improve and maximise the benefits of the existing heritage, natural and cultural landscapes of the Southern Midlands.*

**Strategic Plan Reference:**

- 3.2.1 Identify and protect areas that are of high conservation value  
3.2.2 Encourage the adoption of "best practice" land care techniques

**Description & Level of Service:****Strategies / Action Plans:**

- 3.2.1.1 Continue implementation of the Southern Midlands Weed Management Strategy NRM  
3.2.1.2 Implement and monitor the Lake Dulverton Management Strategy and Operational Plan NRM  
3.2.1.3 Continue to work co-operatively with the Tasmanian Land Conservancy to add value to the Chauncy Vale Wildlife Sanctuary and to develop a new management document reflecting current best practice  
3.2.1.4 Facilitate and encourage voluntary native vegetation conservation agreements to conserve & protect high priority native vegetation communities  
3.2.1.5 Use a collaborative approach (through the planning scheme) to recognise and protect values on private land only where:  
(i) the land contains natural values Council has deemed to be of high conservation value at the local level,  
(ii) existing spatial information provides a reasonable level of surety as the presence of those values,  
(iii) the values are not already afforded a reasonable degree of protection by higher levels of government, and  
(iv) the patch size is sufficiently large to ensure long term environmental sustainability.  
3.2.2.1 Actively pursue grant opportunities & projects in relation to reservation of bushland remnants, weed management, vegetation, and regenerative agricultural techniques NRM  
3.2.2.2 Maintain collaborative partnerships with NRM South, DPIPWE, and other relevant organisations to deliver on-ground projects

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:

Proposed:

<b>BUDGET:</b>	<b>2018/19 Est.</b>	<b>CURRENT 2018/19 Actual</b>	<b>PROPOSED 2019/20 Budget</b>
<b>REVENUE:</b>			
Chauncy Vale - Gate Donations/ Lake Dulverton Signage	2,500	3,696	3,000
Lake Dulverton - Donations & Signage Charges	1,000	114	0
Rental - Chauncy Vale Cottage	0	0	0
Rental - Railway Station Building	0	0	0
<b>Total Revenue:</b>	<b>3,500</b>	<b>3,810</b>	<b>3,000</b>
<b>EXPENDITURE:</b>			
Campania Bush Reserve	2,360	1,008	2,360
Chauncy Vale Reserve	9,660	48,512	9,660
Weed Management Program	44,122	318	46,595
Landcare Facilitator (incl New Grant Application allocation)	83,436	79,124	85,139
Lake Dulverton (Aquatic Club)	0	5,467	0
Committee (incl. Dulverton Corridor)	16,750	14,302	16,750
Lake Dulverton (Midlands Water Scheme)	16,938	23,623	28,125
Depreciation	0	0	0
Budget Reduction/Adjustment	0	0	0
<b>Total Expenditure:</b>	<b>173,266</b>	<b>172,355</b>	<b>188,629</b>
	<b>(Surplus)/Deficit:</b>	<b>169,766</b>	<b>185,629</b>

Program: **LANDSCAPES**Sub Program: **CULTURAL****Program Objectives:****Strategic Theme: Landscapes**

*The need to maintain, improve and maximise the benefits of the existing heritage, natural and cultural landscapes of the Southern Midlands.*

**Strategic Plan Reference:**

3.3.1 Ensure that the cultural diversity of the Southern Midlands is maximised

**Description & Level of Service:****Strategies / Action Plans:**

3.3.1.1 Identify, and promote the Cultural heritage of the Southern Midlands through festivals and events

3.3.1.2 Continue to implement and update the Southern Midlands Arts Strategy

3.3.1.3 Develop an events and festivals strategy

3.3.1.4 Support the establishment and development of large scale culturally diverse developments and institutions (eg Buddhist Cultural Park etc) in appropriate locations in the Southern Midlands and encourage the State Government to declare such projects as Projects of Regional Significance recognising their scale, importance and the far reaching nature of their potential benefits and impacts

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:

Proposed:

<b>BUDGET:</b>	<b>2018/19 Est.</b>	<b>CURRENT 2018/19 Actual</b>	<b>PROPOSED 2019/20 Budget</b>
<b>REVENUE:</b>			
Community Donations	0	1,446	0
Heritage Hub (79 High Street)	0	2,136	37,950
<b>Total Revenue:</b>	<b>0</b>	<b>3,582</b>	<b>37,950</b>
<b>EXPENDITURE:</b>			
Arts Advisory Committee	6,600	0	10,000
Heritage Garden (Callington Mill)	3,000	0	1,500
Commissariat HUB	0	5,288	28,927
Budget Reduction/Adjustment	0	0	0
<b>Total Expenditure:</b>	<b>9,600</b>	<b>5,288</b>	<b>40,427</b>
<b>(Surplus)/Deficit:</b>	<b>9,600</b>	<b>1,706</b>	<b>2,477</b>

Program: **LANDSCAPES**Sub Program: **REGULATORY****Program Objectives:****Strategic Theme: Landscapes**

*The need to maintain, improve and maximise the benefits of the existing heritage, natural and cultural landscapes of the Southern Midlands.*

**Strategic Plan Reference:**

3.4.1 A regulatory environment that is supportive of and enables appropriate development

**Description & Level of Service:****Strategies / Action Plans:**

- 3.4.1.1 Continue to support the State Government's Statewide Planning Initiative and to work in co-operation within the Southern Tasmanian region to finalise the Local Provisions Schedule for the Tasmanian Planning Scheme
- 3.4.1.2 Encourage the State Government to provide more direction to the planning system through the introduction of more State Planning Policies, State Planning Directives and common statewide planning scheme provisions
- 3.4.1.3 Make use of the Joint Land Use Planning Initiative (JLUPI) outcomes to develop the local content for the new planning scheme
- 3.4.1.4 Process planning, building and plumbing applications in a timely manner and monitor compliance with the relevant legislation
- 3.4.1.5 Review systems and procedures to ensure that "best value" is being provided in the delivery of customer services
- 3.4.1.6 Ensure staff are adequately resourced and supported to apply consistent, transparent and procedural fairness in pursuing enforcement action in matters of non-compliance

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:

Proposed:

<b>BUDGET:</b>	<b>2018/19 Est.</b>	<b>CURRENT 2018/19 Actual</b>	<b>PROPOSED 2019/20 Budget</b>
<b>REVENUE:</b>			
Subdivision & Development App Fees	65,000	98,573	75,000
Env Health - PPE's, Septic Tank & Food Premises	750	7,888	7,500
Building / Plumbing Application Fees	70,000	85,870	75,000
Public Open Space Contributions	0	0	0
<b>Total Revenue:</b>	<b>135,750</b>	<b>192,332</b>	<b>157,500</b>
<b>EXPENDITURE:</b>			
Salaries (incl. On-Costs)	543,757	442,233	602,949
Office - Operating Expenses (incl's Legal Fees)	83,377	79,317	86,435
Advertising	15,000	9,705	15,000
Vehicle Costs	42,000	37,212	42,000
Consultancy Costs - EHO; Engineering & Building Surveying	100,445	79,932	103,891
Planning Scheme Development	5,000	0	5,000
Interest Charges	2,504	2,504	2,106
Depreciation		0	
Budget Reduction/Adjustment	0	0	-10,794
<b>Total Expenditure:</b>	<b>792,083</b>	<b>650,903</b>	<b>846,587</b>
<b>(Surplus)/Deficit:</b>	<b>656,333</b>	<b>458,571</b>	<b>689,087</b>

Program: **LANDSCAPES****Sub Program: CLIMATE CHANGE****Program Objectives:****Strategic Theme: Landscapes**

*The need to maintain, improve and maximise the benefits of the existing heritage, natural and cultural landscapes of the Southern Midlands.*

**Strategic Plan Reference:**

3.5.1 Implement strategies to address the issue of climate change in relation to its impact on Council's corporate functions and on the Community

**Description & Level of Service:****Strategies / Action Plans:**

3.5.1.1 Implement priority actions defined in Council's corporate Climate Change Adaption Plan

3.5.1.2 Continue implementation of Council's Climate Change Action Plan

3.5.1.3 Continually improve energy efficiency and assist the Community in energy efficiency initiatives

3.5.1.4 Establish collaborative partnerships with other Councils, key stakeholders and other tiers of government, that strengthen Council's response to climate change

3.5.1.5 Investigate options to potentially develop a Solar Array Panel/bank to generate power to be used at the community level and excess back to the grid

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:

Proposed:

<b>BUDGET:</b>	<b>2018/19 Est.</b>	<b>CURRENT 2018/19 Actual</b>	<b>PROPOSED 2019/20 Budget</b>
<b>REVENUE:</b>			
Commissions - Solar Units	0	0	0
Home Energy Audits	0	0	0
Grants	0	0	0
<b>Total Revenue:</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EXPENDITURE:</b>			
Salaries (incl. On-Costs)	10,047	0	0
Climate Change Grant Expenditure (Grant rec'd 2011/12)	0	0	0
(Grant received 2011/12 - \$20934 - 90%)			
Budget Reduction/Adjustment	0	0	0
<b>Total Expenditure:</b>	<b>10,047</b>	<b>0</b>	<b>0</b>
<b>(Surplus)/Deficit:</b>	<b>10,047</b>	<b>0</b>	<b>0</b>

Program: **LIFESTYLE**Sub Program: **COMMUNITY HEALTH & WELLBEING****Program Objectives:****Strategic Theme:** Lifestyle*The need to increase the opportunities for improved health and well-being of those that live in the Southern Midlands.***Strategic Plan Reference:**

4.1.1 Support and improve the independence, health and wellbeing of the community

**Description & Level of Service:****Strategies / Action Plans:**

4.1.1.1 Partner with Governments, adjoining Councils and non-government organisations to improve the health and well-being of the Community

4.1.1.2 Encapsulate the issue of safety in all aspects of Community health &amp; well being

4.1.1.3 Construct the best family/children's park on the Midland Highway to encourage visitation to local Oatlands businesses and to support the health &amp; wellbeing of young people in the Community

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:

Proposed:

<b>BUDGET:</b>	<b>2018/19 Est.</b>	<b>CURRENT 2018/19 Actual</b>	<b>PROPOSED 2019/20 Budget</b>
<b>REVENUE:</b>			
Drop-In-Centre (Aquatic Centre)	0	0	0
Rental - Sumo Suits	0	45	0
Communities for Children	0	0	0
Grant - Healthy Comm Initiative	0	0	0
Rural Primary Health / Grants - School Holiday Program	0	472	0
Grant - Men's Shed	0	0	0
<b>Total Revenue:</b>	0	518	0
<b>EXPENDITURE:</b>			
Salaries (incl. On Costs) Youth Development Officer	219,376	299,535	226,570
Operating Costs (incl. Vehicle Costs)	27,750	39,847	27,750
Holiday Program	10,000	4,053	10,000
School Community Garden	0	0	0
Communities for Children	0	0	0
Mens Shed	0	0	0
Budget Reduction/Adjustment	0	0	0
<b>Total Expenditure:</b>	257,126	343,435	264,320
<b>(Surplus)/Deficit:</b>	257,126	342,917	264,320

Program: **LIFESTYLE**Sub Program: **SENIORS****Program Objectives:****Strategic Theme: Lifestyle***The need to increase the opportunities for improved health and well-being of those that live in the Southern Midlands.***Strategic Plan Reference:**

4.3.1 Improve the ability of seniors to stay in their communities

**Description & Level of Service:****Strategies / Action Plans:**

4.3.1.1 Provide continuing support to the Midlands Multi-Purpose Health Centre (MMPHC)

4.3.1.2 Facilitate assistance for the seniors to stay in their own homes, or with the assistance of Carer &amp; Support organisations in independent living units

4.3.1.3 Provide support for &amp; where appropriate, facilitate the meaningful social engagement and social inclusion of older members of our Community

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:

Proposed:

<b>BUDGET:</b>	<b>2018/19 Est.</b>	<b>CURRENT 2018/19 Actual</b>	<b>PROPOSED 2019/20 Budget</b>
<b>REVENUE:</b>			
Contributions	0	0	0
	0	0	0
	0	0	0
<b>Total Revenue:</b>	0	0	<b>0</b>
<b>EXPENDITURE:</b>			
Activities - Seniors	2,500	383	1,500
Interest Charges	0	0	0
Budget Reduction/Adjustment	0	0	0
<b>Total Expenditure:</b>	2,500	383	<b>1,500</b>
<b>(Surplus)/Deficit:</b>	2,500	383	<b>1,500</b>

Program: **LIFESTYLE**Sub Program: **CHILDREN & FAMILIES****Program Objectives:****Strategic Theme:** Lifestyle*The need to increase the opportunities for improved health and well-being of those that live in the Southern Midlands.***Strategic Plan Reference:**

4.4.1 Ensure that appropriate childcare services as well as other family related services are facilitated within the community

**Description & Level of Service:****Strategies / Action Plans:**

4.4.1.1 Monitor the adequacy of current childcare facilities (i.e location, accessibility and number of placements)

4.4.1.2 Take appropriate action to address any shortfalls/deficiencies identified in the provision of family related services across the Southern Midlands

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:

Proposed:

<b>BUDGET:</b>	<b>2018/19 Est.</b>	<b>CURRENT 2018/19 Actual</b>	<b>PROPOSED 2019/20 Budget</b>
<b>REVENUE:</b>			
	0	0	0
<b>Total Revenue:</b>	0	0	0
<b>EXPENDITURE:</b>			
Operating Grants (Child Care Centres)	2,500	130	2,500
Operating Grant (FDC)	5,000	5,000	4,000
Budget Reduction/Adjustment	0	0	0
<b>Total Expenditure:</b>	7,500	5,130	6,500
<b>(Surplus)/Deficit:</b>	7,500	5,130	6,500

Program: **LIFESTYLE**Sub Program: **VOLUNTEERS****Program Objectives:****Strategic Theme: Lifestyle***The need to increase the opportunities for improved health and well-being of those that live in the Southern Midlands.***Strategic Plan Reference:**

4.5.1 Encourage community members to volunteer

**Description & Level of Service:****Strategies / Action Plans:**

4.5.1.1 Ensure that there is support and encouragement for volunteering

4.5.1.2 Facilitate training programs aimed at providing volunteers with the necessary skills

4.5.1.3 Continue to support volunteers and their respective Community Groups through the Southern Midlands Community Small Grants Program

4.5.1.4 Work with Volunteering Tasmania to refine policies and frameworks that support volunteering throughout the Southern Midlands

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:

Proposed:

<b>BUDGET:</b>	<b>2018/19 Est.</b>	<b>CURRENT 2018/19 Actual</b>	<b>PROPOSED 2019/20 Budget</b>
<b>REVENUE:</b>			
	0	0	0
<b>Total Revenue:</b>	0	0	<b>0</b>
<b>EXPENDITURE:</b>			
Community Grants Program	30,000	25,513	30,000
Partnership - Bagdad Community Club	10,000	5,435	10,000
Budget Reduction/Adjustment	0	0	0
<b>Total Expenditure:</b>	40,000	30,948	<b>40,000</b>
<b>(Surplus)/Deficit:</b>	40,000	30,948	<b>40,000</b>

Program: **LIFESTYLE**Sub Program: **ACCESS****Program Objectives:****Strategic Theme: Lifestyle**

*The need to increase the opportunities for improved health and well-being of those that live in the Southern Midlands.*

**Strategic Plan Reference:**

- 4.6.1a Continue to explore transport options for the Southern Midlands community  
4.6.1b Continue to meet the requirements of the Disability Discrimination Act (DDA)

**Description & Level of Service:****Strategies / Action Plans:**

- 4.6.1.1 Be an advocate for improving transport services for those in need within the Community  
4.6.1.2 Continue the implementation of Council's Disability Access and Inclusion Plan in meeting the requirements of the DDA  
4.6.1.3 Encourage organisations in the Southern Midlands to adopt the 'Access Card' system

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:

Proposed:

<b>BUDGET:</b>	<b>2018/19 Est.</b>	<b>CURRENT 2018/19 Actual</b>	<b>PROPOSED 2019/20 Budget</b>
<b>REVENUE:</b>			
	0	0	0
<b>Total Revenue:</b>	0	0	<b>0</b>
<b>EXPENDITURE:</b>			
Access Committee	0	0	0
Budget Reduction/Adjustment	0	0	0
<b>Total Expenditure:</b>	0	0	<b>0</b>
<b>(Surplus)/Deficit:</b>	0	0	<b>0</b>

Program: **LIFESTYLE****Sub Program: PUBLIC HEALTH****Program Objectives:****Strategic Theme: Lifestyle***The need to increase the opportunities for improved health and well-being of those that live in the Southern Midlands.***Strategic Plan Reference:**

4.7.1 Monitor and maintain a safe and healthy public environment

**Description & Level of Service:****Strategies / Action Plans:**

4.7.1.1 Continue to provide school immunisation programs

4.7.1.2 Continue to register and monitor food premises DES

4.7.1.3 Continue to ensure that on-site waste water disposal is effective DES

4.7.1.4 Encourage health professionals, including doctors and nurses, to move to the Southern Midlands

4.7.1.5 Provide continuing support to the Midlands Multi-Purpose Health Centre C&amp;CD

4.7.1.6 Continually raise the awareness of Notifiable Diseases in the Community DES

4.7.1.7 Maintain an Emergency Management Plan for the Southern Midlands local government area that will provide safeguards for the health &amp; safety of the Community

4.7.1.8 Support Council owned cemetery services so they continue to be provided

4.7.1.9 Encourage members of the Community to actively participate in immunisation programs

4.7.1.10 Promote the importance of regular exercise as part of health &amp; wellbeing

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:

Proposed:

<b>BUDGET:</b>	<b>2018/19 Est.</b>	<b>CURRENT 2018/19 Actual</b>	<b>PROPOSED 2019/20 Budget</b>
<b>REVENUE:</b>			
Cemetery Income	1,500	2,327	2,000
Immunisation	500	1,109	500
Grant - Kempton Health Facility	75,000	0	0
<b>Total Revenue:</b>	<b>77,000</b>	<b>3,436</b>	<b>2,500</b>
<b>EXPENDITURE:</b>			
Immunisation Costs	735	0	735
Medical Officer of Health	4,558	0	4,654
Cemeteries - Maintenance	4,800	3,764	4,800
GP Services	0	0	0
Budget Reduction/Adjustment	0	0	0
<b>Total Expenditure:</b>	<b>10,093</b>	<b>3,764</b>	<b>10,189</b>
<b>(Surplus)/Deficit:</b>	<b>-66,907</b>	<b>328</b>	<b>7,689</b>

Program: LIFESTYLE

**Sub Program: RECREATION****Program Objectives:****Strategic Theme: Lifestyle**

*The need to increase the opportunities for improved health and well-being of those that live in the Southern Midlands.*

**Strategic Plan Reference:**

4.8.1 Provide a range of recreational activities and services that meet the reasonable needs of the community

**Description & Level of Service:****Strategies / Action Plans:**

4.8.1.1 Review and implement the Southern Midlands Recreation Plan

4.8.1.2 Identify opportunities to work in partnership with the Community and the State Government to improve recreational services and activities

4.8.1.3 Maximise the potential use and benefits of the Oatlands Aquatic Centre

4.8.1.4 Maximise the potential for additional recreational facilities for Lake Dulverton (e.g rowing clubs, kayaks, jetty)

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:

Proposed:

BUDGET:	2018/19	CURRENT	PROPOSED
	Est.	2018/19 Actual	2019/20 Budget
<b>REVENUE:</b>			
Pool - Admission Fees	10,000	12,046	12,000
Recreation Facilities - User Charges (incl. Aurora reimburs)	8,500	8,850	8,500
Hall Facilities - User Charges (incl. Aurora reimburs)	6,500	6,118	6,500
Grant(s) - State (1st Instalment) and Aust Government	1,250,000	0	1,900,000
Management Committee - Reimbursements	2,000	10,916	2,500
Grant(s) - Other	0	53,784	0
<b>Total Revenue:</b>	<b>1,277,000</b>	<b>91,714</b>	<b>1,929,500</b>
<b>EXPENDITURE:</b>			
Recreation Grounds (incl Land Tax Payable)	148,289	133,351	134,529
Swimming Pool	106,881	81,914	103,444
Council Halls	50,187	47,274	48,600
Community Halls	11,210	1,393	11,210
Community Centre - Oatlands	6,720	8,918	6,830
Community Centre - Levendale	0	8,584	6,260
Topiaries	4,700	734	3,250
Parks & Reserves	103,997	58,520	113,744
Tree Removal	6,000	0	6,000
Interest Payments	19,726	14,365	17,971
Recreation Plan	16,000	0	16,000
Budget Reduction/Adjustment			-5,816
<b>Total Expenditure:</b>	<b>473,710</b>	<b>355,053</b>	<b>462,022</b>
<b>(Surplus)/Deficit:</b>	<b>-803,290</b>	<b>263,339</b>	<b>-1,467,478</b>

Program: **LIFESTYLE****Sub Program: ANIMALS****Program Objectives:****Strategic Theme: Lifestyle***The need to increase the opportunities for improved health and well-being of those that live in the Southern Midlands.***Strategic Plan Reference:**

4.9.1 Create an environment where animals are treated with respect and do not create a nuisance for the community

**Description & Level of Service:****Strategies / Action Plans:**

4.9.1.1 Continue dog control, regulatory, licensing and educational programs

4.9.1.2 Continue to conduct a public awareness/education program that informs the community of the need to contain livestock and the associated legal requirements within available resources

4.9.1.3 Continue to provide and maintain animal pounds

4.9.1.4 Encourage the State Government to recognise the feral cat problem as distinct from the escaped/released/straying domestic cat problem and to develop and resource a strategy to meaningfully reduce the number of feral cats that now form a self-sustaining and very large population in rural

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:

Proposed:

<b>BUDGET:</b>	<b>2018/19 Est.</b>	CURRENT	PROPOSED
		<b>2018/19 Actual</b>	<b>2019/20 Budget</b>
<b>REVENUE:</b>			
Dog Registration Fees	55,000	55,750	55,000
Infringement Notices	3,000	14,344	7,500
Impounding & Complaint Fees	1,500	1,570	1,500
<b>Total Revenue:</b>	59,500	71,664	<b>64,000</b>
<b>EXPENDITURE:</b>			
Animal Control Services	105,552	99,356	110,137
Budget Reduction/Adjustment			
<b>Total Expenditure:</b>	105,552	99,356	<b>110,137</b>
<b>(Surplus)/Deficit:</b>	46,052	27,693	<b>46,137</b>

Program: **LIFESTYLE****Sub Program: EDUCATION****Program Objectives:****Strategic Theme: Lifestyle***The need to increase the opportunities for improved health and well-being of those that live in the Southern Midlands.***Strategic Plan Reference:**

4.10.1 Increase the educational and employment opportunities available within the Southern Midlands

**Description & Level of Service:****Strategies / Action Plans:**

4.10.1.1 Develop partnerships increasing educational opportunities within the Southern Midlands for the entire community

4.10.1.2 Provide heritage skills learning opportunities through the Centre for Heritage

4.10.1.3 Continue to work with the schools in the Southern Midlands to address and respond to reform initiatives in a positive manner together

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:

Proposed:

<b>BUDGET:</b>	<b>2018/19 Est.</b>	<b>CURRENT 2018/19 Actual</b>	<b>PROPOSED 2019/20 Budget</b>
<b>REVENUE:</b>			
<b>Total Revenue:</b>	0	0	0
<b>EXPENDITURE:</b>			
Budget Reduction/Adjustment			
<b>Total Expenditure:</b>	0	0	0
<b>(Surplus)/Deficit:</b>	0	0	0

Program: **COMMUNITY****Sub Program: CAPACITY AND SUSTAINABILITY****Program Objectives:****Strategic Theme: Community***The need to retain and build on the strong sense of Community that exists within the Southern Midlands.***Strategic Plan Reference:**

- 5.1.1 Build the capacity of the community to help itself and embrace the framework and strategies articulated through social inclusion to achieve sustainability
- 5.1.2 Maintain and strengthen communities in the Southern Midlands

**Description & Level of Service:****Strategies / Action Plans:**

- 5.1.1.1 Support Community groups who wish to run and/or develop Community based facilities
- 5.1.1.2 Support Community groups who wish to run and/or develop Community based events
- 5.1.1.3 Continue to provide funding opportunities for Community Groups through the Southern Midlands Community Small Grants Program
- 5.1.1.4 Provide support to Community groups to access grants from a wide range of sources
- 5.1.1.5 Provide support to Community groups in their establishment and on-going development
- 5.1.1.6 Provide support to the Community in addressing major impacts that affect the ability of the Community to work cohesively together
- 5.1.2.1 Increase opportunities for the ability of the aging population to remain in their Communities
- 5.1.2.2 Increase the opportunities for young people to remain in or return to the local Communities they grew up in
- 5.1.2.3 Facilitate the establishment of a Chamber of Commerce in Oatlands/Southern Midlands

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:

Proposed:

<b>BUDGET:</b>	<b>2018/19 Est.</b>	<b>CURRENT 2018/19 Actual</b>	<b>PROPOSED 2019/20 Budget</b>
<b>REVENUE:</b>			
Special Events - Recoveries (Aust Day & ANZAC Centenary)	0	4,764	0
<b>Total Revenue:</b>	0	4,764	0
<b>EXPENDITURE:</b>			
Special Events (Festivals etc)	14,525	40,885	24,525
Donations	8,500	10,452	8,500
Grant - Oatlands District Historical Assoc. (Rates equivalent)	900	0	900
Regional Development Campaign	3,000	0	3,000
Community Mens Shed		2,232	0
Grant Exp - Special Events - Aust Day & ANZAC Centenary	0	0	0
Volunteer Recognition Program	1,000	0	0
Medals (prev. Oatlands Development Strategy)	0	0	5,000
Budget Reduction/Adjustment	0	0	0
<b>Total Expenditure:</b>	27,925	53,568	41,925
<b>(Surplus)/Deficit:</b>	27,925	48,804	41,925

Program: **COMMUNITY**Sub Program: **SAFETY****Program Objectives:****Strategic Theme: Community**

*The need to retain and build on the strong sense of Community that exists within the Southern Midlands.*

**Strategic Plan Reference:**

5.3.1 Increase the level of safety of the community and those visiting or passing through the municipality

**Description & Level of Service:****Strategies / Action Plans:**

5.3.1.1 Work in partnership with the Police to maintain/create a safe Southern Midlands

5.3.1.2 Maintain the Southern Midlands Emergency Management Plan and review every two years

5.3.1.3 Convene the Southern Midlands Emergency Management Committee twice per year

5.3.1.4 Continue to support the Road Accident Rescue Unit (as well as in incidents more generally besides those on roads) in partnership with the State Emergency Service

5.3.1.5 In partnership with the Community, develop Community Safety Initiatives

5.3.1.6 Work in partnership with the Tasmania Fire Service to keep Southern Midlands 'fire safe'

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:

Proposed:

<b>BUDGET:</b>	<b>2018/19 Est.</b>	<b>CURRENT 2018/19 Actual</b>	<b>PROPOSED 2019/20 Budget</b>
<b>REVENUE:</b>			
MAIB Reimbursements	12,000	5,500	7,500
Donations	0	0	0
<b>Total Revenue:</b>	<b>12,000</b>	<b>5,500</b>	<b>7,500</b>
<b>EXPENDITURE:</b>			
Emergency Service Unit	16,175	8,803	12,175
Fire Protection - General	6,800	5,002	5,350
Emergency Management Plan	2,425	207	2,425
Ambulance Service	31,250	16,348	31,250
Budget Reduction/Adjustment	0	0	0
<b>Total Expenditure:</b>	<b>56,650</b>	<b>30,360</b>	<b>51,200</b>
<b>(Surplus)/Deficit:</b>	<b>44,650</b>	<b>24,860</b>	<b>43,700</b>

Program: **COMMUNITY****Sub Program: CONSULTATION & COMMUNICATION****Program Objectives:****Strategic Theme: Community***The need to retain and build on the strong sense of Community that exists within the Southern Midlands.***Strategic Plan Reference:**

5.4.1 Improve the effectiveness of consultation and communication with the community

**Description & Level of Service:****Strategies / Action Plans:**

5.4.1.1 Continue to schedule Council meetings in the various districts of the Municipality and continue to make available recordings of Council meetings through the Council website, to enhance the community consultation process

5.4.1.2 Monitor emerging trends in Community engagement

5.4.1.3 Continue to issue the quarterly Council Newsletter for residents and ratepayers

5.4.1.4 Continue to develop and maintain an 'up-to-date' website

5.4.1.5 Embrace innovative approaches to improving communications through 'new media'

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:

Proposed:

<b>BUDGET:</b>	<b>2018/19 Est.</b>	<b>CURRENT 2018/19 Actual</b>	<b>PROPOSED 2019/20 Budget</b>
<b>REVENUE:</b>			
	0	0	0
<b>Total Revenue:</b>	0	0	0
<b>EXPENDITURE:</b>			
Community Consultation	2,500	564	2,500
Radio Station	4,800	2,218	4,800
Council Newsletters & Reports	12,125	10,895	12,000
Southern Midlands History 2nd Edn	4,000	0	2,000
Budget Reduction/Adjustment	0	0	0
<b>Total Expenditure:</b>	23,425	13,677	21,300
<b>(Surplus)/Deficit:</b>	23,425	13,677	21,300

Program: **ORGANISATION****Sub Program: IMPROVEMENT****Program Objectives:****Strategic Theme: Organisation***The need to monitor and continuously improve the efficiency and effectiveness of the way the Council provides services to the Community***Strategic Plan Reference:**

- 6.1.1 Improve the level of responsiveness to community needs
- 6.1.2 Improve communication within Council
- 6.1.3 Improve the accuracy, comprehensiveness and user friendliness of the Council asset management system
- 6.1.4 Increase the effectiveness, efficiency and use-ability of Council ICT systems
- 6.1.5 Develop an overall Continuous Improvement Strategy and framework

**Description & Level of Service:****Strategies / Action Plans:**

- 6.1.1.1 Maintain a comprehensive automated work order/public enquiry system as well as a complaints system
- 6.1.1.2 Continue to improve and maintain the Council website
- 6.1.1.3 Maintain an up to date profile of the municipal area to assist in identifying community needs
- 6.1.2.1 Maintain an effective employee performance appraisal system that provides employees with recognition for their achievements
- 6.1.3.1 Continue to develop and implement Council's asset management system
- 6.1.4.3 Identify ICT training needs of staff & elected members and seek opportunities to enhance their skills
- 6.1.5.1 Continue the Business Process Improvement Program established within Council

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:

Proposed:

<b>BUDGET:</b>	<b>2018/19 Est.</b>	<b>CURRENT 2018/19 Actual</b>	<b>PROPOSED 2019/20 Budget</b>
<b>REVENUE:</b>			
	0	0	0
<b>Total Revenue:</b>	0	0	0
<b>EXPENDITURE:</b>			
Enterprise Bargaining Unit	2,240	0	1,740
Work Practices Review	5,350	4,011	3,900
Corporate Compliance etc.	97,394	0	108,476
Budget Reduction/Adjustment	0	0	0
<b>Total Expenditure:</b>	104,984	4,011	114,116
<b>(Surplus)/Deficit:</b>	104,984	4,011	114,116

Program: **ORGANISATION****Sub Program: SUSTAINABILITY****Program Objectives:****Strategic Theme: Organisation**

*The need to monitor and continuously improve the efficiency and effectiveness of the way the Council provides services to the Community.*

**Strategic Plan Reference:**

- 6.2.1 Retain corporate and operational knowledge within Council
- 6.2.2 Provide a safe and healthy working environment
- 6.2.3 Ensure that staff and elected members have the training and skills they need to undertake their roles
- 6.2.4 Increase the cost effectiveness of Council operations through resource sharing with other organisations
- 6.2.5 Continue to maintain and improve the level of statutory compliance of council operations
- 6.2.6 Ensure that suitably qualified and sufficient staff are available to meet the communities need
- 6.2.7 Work cooperatively with State and Regional organisations
- 6.2.8 Minimise Councils exposure to risk

**Description & Level of Service:****Strategies / Action Plans:**

- 6.2.2.1 Provide regular updates in respect of legislation and best practice WH&S to all Council team members
- 6.2.3.1 Provide access to education and training in order to support elected members in their role
- 6.2.3.2 Provide access to training for employees to ensure that they have the training, skills and knowledge that the need to undertake their jobs in a professional and 'Customer focused' manner
- 6.2.4.1 Identify opportunities for resource sharing with other Councils
- 6.2.4.2 Identify and implement working relationships with the Councils in our sub region across a wide range of operational and support areas
- 6.2.5.2 Maintain the structure and rigor of the Audit Committee in reviewing Council's compliance obligations
- 6.2.6.1 Review staffing levels at development review time
- 6.2.6.2 Ensure that a rigorous recruitment and selection process is undertaken prior to new team members being appointed
- 6.2.7.1 Continue to participate in State and Regional forums, including the LGAT, as well as other appropriate organisations/structures
- 6.2.8.1 Continue to refine Council's Risk Management Strategy/Practices and work within the framework of the MAV Insurance risk management model and ISO 31000 - 2009
- 6.2.8.2 Raise awareness of Local Government elections and encourage people to vote and/or stand for Local Government

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:

Proposed:

<b>BUDGET:</b>	<b>2018/19 Est.</b>	<b>CURRENT 2018/19 Actual</b>	<b>PROPOSED 2019/20 Budget</b>
<b>REVENUE:</b>			
Rental - Kempton Depot (Tas Water)	10,032	10,071	10,272
Rental - 70 High Street, Oatlands	8,840	3,640	0
Rental - 73 High Street, Oatlands	7,290	6,551	7,290
Aurora Reimbursements - 73 High Street, Oatlands	5,800	3,732	4,500
Rental - Oatlands Racecourse	1,000	0	0
Rental - Tunnack Mail Centre	361	362	369
Rental - Erskine Street, Cemetery	20	0	0
Rental - Town Hall (Misc Uses)	800	0	0
Rental - Radio Tower (Glamorgan / Spring Bay)	700	549	550
Rental - Service Tasmania	13,595	14,968	15,267
Rental - NBN Co & v Vodafone (Campania)	21,320	27,305	29,279
Rental - Barrack Street House	7,360	6,546	7,091
Labour On-Costs - Recoveries	500	7,070	500
Works - Minor Reimbursements	500	0	0

ANNUAL PLAN AND PROGRAM BUDGET 2018/19 – OPERATING

General Income Photocopies, Incl. Section 132 & 337 Certificates	52,000	59,467	55,000
Corporate - Minor Reimbursements	1,000	19,636	1,500
<b>Total Revenue:</b>	<b>131,117</b>	<b>159,897</b>	<b>131,618</b>
<b>EXPENDITURE:</b>			
Staff Training	27,100	10,680	27,100
Housing (16 Church; 70 High; 16 Barrack)	24,470	9,839	24,470
Risk Management	6,000	5,399	6,000
Council Services	348,278	282,522	313,509
Administration	1,074,016	840,155	1,106,584
Asset Management	50,564	30,362	55,239
Engineering	323,278	196,302	305,514
Strategic Planning	14,450	7,486	14,450
Depreciation (Buildings, Computer & Minor Plant)	381,500	0	512,160
Loan Interest Charges - C/Chamber, Depot & Cap Works Gen	6,706	3,499	5,506
<b>Total Expenditure:</b>	<b>2,256,362</b>	<b>1,386,244</b>	<b>2,370,532</b>
<b>(Surplus)/Deficit:</b>	<b>2,125,245</b>	<b>1,226,348</b>	<b>2,238,914</b>

Program: **ORGANISATION****Sub Program: FINANCES****Program Objectives:****Strategic Theme: Organisation**

*The need to monitor and continuously improve the efficiency and effectiveness of the way the Council provides services to the Community.*

**Strategic Plan Reference:**

6.3.1 Community's finances will be managed responsibly to enhance the wellbeing of residents

6.3.2 Council will maintain community wealth to ensure that the wealth enjoyed by today's generation may also be enjoyed by tomorrows generation

6.3.3 Council's financial position will be robust enough to recover from unanticipated events, and absorb the volatility inherent in revenues and expenses

**Description & Level of Service:****Strategies / Action Plans:**

6.3.1.1 Implementation of the Southern Midlands Council Financial Management Strategy, incorporating the long-term Financial Management Plan

6.3.1.2 Continue to support the Audit Panel to monitor financial risks and the potential impacts on Councils financial position

6.3.2.1 Decisions in relation to borrowing are to be consistent with the Southern Midlands Council Financial Management Strategy

**Performance Indicators:****Staffing (Equivalent Full-Time):**

Current:

Proposed:

<b>BUDGET:</b>	<b>2018/19 Est.</b>	<b>CURRENT 2018/19 Actual</b>	<b>PROPOSED 2019/20 Budget</b>
<b>REVENUE:</b>			
Sate Fire Commission - Collection Fee (4%)	8,847	8,847	9,356
Fire Service Contributions	221,342	220,594	233,874
Debt Collection Recoveries	2,500	1,950	2,500
Insurance Claim Recoveries	0	2,726	0
Interest on Investments	177,000	207,798	180,000
Interest & Penalties (Rates)	88,000	82,327	88,000
General Rates	4,307,321	4,301,062	4,592,087
Australian Gov't - FAGS Grant	3,356,130	1,703,103	3,470,832
FBT Refund (17-18)	0	10,845	0
Australian Gov't - Election Commitment	0	0	1,930,000
<b>Total Revenue:</b>	<b>8,161,140</b>	<b>6,539,251</b>	<b>10,506,650</b>
<b>EXPENDITURE:</b>			
State Levies & Charges - State Fire Commission	221,180	221,180	233,907
State Levies & Charges - Land Tax (3% Inc)	9,000	9,086	10,000
Bank Fees	15,000	13,885	15,000
Debt Collection Costs	15,000	5,846	10,000
Agency Commission Costs	5,000	4,204	5,000
Rate Discounts (Early Payment)	27,500	28,525	30,000
Rate Remissions	4,000	2,006	3,000
Interest Charges - Misc	0	0	0
Depreciation	0	0	0
Budget Reduction/Adjustment	0	0	0
<b>Total Expenditure:</b>	<b>296,680</b>	<b>284,732</b>	<b>306,907</b>
<b>(Surplus)/Deficit:</b>	<b>-7,864,460</b>	<b>-6,254,519</b>	<b>-10,199,743</b>

**SOUTHERN  
MIDLANDS  
COUNCIL**



**2019/20**

**CAPITAL WORKS PROGRAM**

**BUDGET ESTIMATES**

**CAPITAL EXPENDITURE PROGRAM  
2019/20**

	Asset Value \$,000	Asset Renewal / Replacement	Asset New / Renewal / Replacement Projects	Grant Funded Projects	Loan/Reserve Funded Projects	Carried Forward	Total Project Cost
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**INFRASTRUCTURE  
ROAD ASSETS**

WDV Asset Value - 30/6/18	\$	46,600,525					
Est Annual Depreciation	\$	(1,852,000)	\$	1,852,000			
WDV Asset Value - 30/6/19	\$	44,748,525					

Resheeting Program	Roads Resheeting		\$	500,000	\$	-	\$	-	\$	500,000
Reseal Program	Road Resealing		\$	280,000			\$	-	\$	280,000
Reconstruct & Seal	Bagdad - Green Valley Road (300 metres off Swan Street)		\$	54,000					\$	54,000
	Mangalore - Shene Road (650 metres)		\$	97,500					\$	97,500
	Woodsdale - Woodsdale Road (1klm Reconstruction)		\$	165,000					\$	165,000
Construct & Seal (Unsealed Roads)	Bagdad - Huntington Tier (300 metres new seal)		\$	63,000					\$	63,000
	Bagdad - Roberts Road (350m new seal incl. stormwater)		\$	59,000					\$	59,000
	Campania - Main Intersection/Carpark Campania - Design Concept		\$	50,000					\$	50,000
	Eldon - Eldon Road (800 metres new seal)		\$	154,000					\$	154,000
	Mangalore - Banticks Road (1klm of new seal - from Junction with Blackbrush		\$	27,500					\$	27,500
	Mangalore - Blackbrush Road (1klm new seal from existing to Banticks)		\$	210,000					\$	210,000
Minor Seals (New)	Dust Suppressant		\$	20,000					\$	20,000
	Junctions - Various Locations (incl. Greggs Road)		\$	20,000					\$	20,000
Unsealed - Road Widening	Nil								\$	-
Junction / Road Realignment / Other	Bagdad - Bagdad Primary School Car Park						\$	25,000	\$	25,000
	Campania - Water Lane (minor widening / drainage - V drain)		\$	23,500					\$	23,500
Drainage component - \$42,900	Campania - Reeve St - Hall Street to Rec Ground (K&G) - 70 metres		\$	81,915			\$	13,000	\$	94,915
Extend culverts/ tree removal / realign	Colebrook - Lovely Banks Road (vicinity of Carnes)		\$	25,000					\$	25,000
	Rhyndaston - Rhyndaston Road - Guard rail		\$	20,000					\$	20,000
	Stonor Road - Guard rail		\$	30,000					\$	30,000
Includes Line marking allowance	Woodsdale Road (Vicinity of Dean Property)		\$	15,000					\$	15,000

	\$	1,852,000	\$	1,895,415	\$	-	\$	-	\$	38,000	\$	1,933,415
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**BRIDGE ASSETS**

WDV Asset Value - 30/6/18	\$	18,477,101								
Est Annual Depreciation	\$	(336,000)	\$	336,000						
WDV Asset Value - 30/6/19	\$	18,141,101								

Hardings Road (White Kangaroo Rivulet)		\$	180,400						\$	180,400
Woodsdale Road (Nutting Garden Rivulet)		\$	210,390						\$	210,390

	\$	336,000	\$	390,790	\$	-	\$	-	\$	-	\$	390,790
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**CAPITAL EXPENDITURE PROGRAM  
2019/20**

	Asset Value \$ ,000	Asset Renewal / Replacement	Asset New / Renewal / Replacement Projects	Grant Funded Projects	Loan/Reserve Funded Projects	Carried Forward	Total Project Cost
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**WALKWAYS, CYCLE WAYS & TRAILS**

			\$	20,000			\$	20,000						
\$105k 2020/21 FY		Bagdad Township												
		- East Bagdad Road Footpath	\$	105,000			\$	105,000						
		Broadmarsh Township					\$	-						
		- Streetscape Works			\$	230,000	\$	230,000						
		Campania Township												
		- Reeve Street - Footpath through to Hall	\$	12,000		\$	18,000	\$	30,000					
		- Climie Street/Water Lane (incl. Footpath)					\$	-						
		- Climie Street to Kandara Court Footpath					\$	-						
		Colebrook Township												
		- Nil	\$	-			\$	-						
		Kempton Township												
Source of Funding to be discussed		- Midlands Highway/Mood Food	\$	70,150			\$	70,150						
		- Memorial Avenue (complete drainage / other site works)	\$	25,000			\$	25,000						
Footpath renewal component		- Streetscape Plan (Review & Implementation (Part)	\$	35,000	\$	75,000	\$	110,000						
		Mangalore Township												
Source of Funding to be discussed		- Mangalore to Brighton Walkway	\$	-			\$	-						
		Melton Mowbray												
		- Streetscape Works (Trough / Shelter etc.)	\$	30,000			\$	30,000						
		Oatlands - Streets												
		- Footpath Renewal	\$	50,000			\$	50,000						
		Tunbridge Township												
		- Main Street Kerb & Gutter (Vicinity of Hall)	\$	30,000			\$	30,000						
		Tunnack Township												
		- Streetscape Concept Plan	\$	5,000		\$	-	\$	5,000					
			<b>\$</b>	<b>-</b>	<b>\$</b>	<b>382,150</b>	<b>\$</b>	<b>305,000</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>18,000</b>	<b>\$</b>	<b>705,150</b>

**LIGHTING**

		Esplanade Project (Total Project Cost \$128K) (Year 2 of 2)	\$	70,000		\$	64,000	\$	134,000					
					\$	250,000		\$	250,000					
			<b>\$</b>	<b>-</b>	<b>\$</b>	<b>70,000</b>	<b>\$</b>	<b>250,000</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>64,000</b>	<b>\$</b>	<b>384,000</b>

**BUILDINGS (PUBLIC TOILETS)**

		Campania - Flour Mill Park - Concete pathways/drainage/remove pavers	\$	15,000				\$	15,000					
			<b>\$</b>	<b>-</b>	<b>\$</b>	<b>15,000</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>15,000</b>



**CAPITAL EXPENDITURE PROGRAM  
2019/20**

	Asset Value \$,000	Asset Renewal / Replacement	Asset New / Renewal / Replacement Projects	Grant Funded Projects	Loan/Reserve Funded Projects	Carried Forward	Total Project Cost
<b>LANDSCAPES</b>							
<b>HERITAGE</b>							
			\$ 10,000			\$ -	\$ 10,000
						\$ 8,000	\$ 8,000
						\$ 15,000	\$ 15,000
						\$ 3,500	\$ 3,500
\$128.1 K net proceeds			\$ 36,000				\$ 36,000
Sale of property			\$ 80,000				\$ 80,000
			\$ 4,000				\$ 4,000
			<b>\$ 130,000</b>			<b>\$ 26,500</b>	<b>\$ 156,500</b>
<b>NATURAL</b>							
				\$ 100,000			\$ 100,000
				\$ 55,000			\$ 55,000
				\$ 135,000			\$ 135,000
				\$ 85,000			\$ 85,000
						\$ 22,404	\$ 22,404
			<b>\$ -</b>	<b>\$ 375,000</b>		<b>\$ 22,404</b>	<b>\$ 397,404</b>
<b>CULTURAL</b>							
			\$ 10,000				\$ 10,000
			<b>\$ 10,000</b>			<b>\$ -</b>	<b>\$ 10,000</b>
<b>REGULATORY</b>							
			\$ 5,000			\$ -	\$ 5,000
			\$ 5,000			\$ -	\$ 5,000
			<b>\$ 10,000</b>			<b>\$ -</b>	<b>\$ 10,000</b>

**CAPITAL EXPENDITURE PROGRAM  
2019/20**

Asset Value \$ ,000	Asset Renewal / Replacement	Asset New / Renewal / Replacement Projects	Grant Funded Projects	Loan/Reserve Funded Projects	Carried Forward	Total Project Cost
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LIFESTYLE

**COMMUNITY HEALTH & WELLBEING**

Oatlands - Bus Shelter		\$ 14,000				\$ 14,000
	<b>\$ -</b>	<b>\$ 14,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 14,000</b>

**ACCESS**

All Buildings (Priority Approach - Year 4 of 5)		\$ 40,000			TBC	\$ 40,000
	<b>\$ -</b>	<b>\$ 40,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 40,000</b>

**PUBLIC HEALTH**

Kempton Community Health Facility			\$ -	\$ 175,000	\$ 50,000	\$ 225,000
	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 175,000</b>	<b>\$ 50,000</b>	<b>\$ 225,000</b>

**RECREATION**

Recreation Committee		\$ 20,000				\$ 20,000
Campania - Public Open Space Dev (Scaife subdivision)		\$ 23,000				\$ 23,000
Campania - Public Open Space Dev (Shelter Alexander Circle)		\$ 10,000				\$ 10,000
Campania - Public Open Space Dev (Play Equip Alexander Circle)		\$ 16,000				\$ 16,000
Kempton - Rec Ground - Roof Structure (entry to Clubrooms)		\$ 15,000				\$ 15,000
Twin Arenas		\$ 15,000				\$ 15,000
Mangalore - Recreation Ground (additional allocation)		\$ 15,000				\$ 15,000
Mangalore - Hall (Replace Gutters and Roofing)					\$ 18,000	\$ 18,000
Oatlands - Callington Park - Playground (C/W Election Commitment)			\$ 500,000			\$ 500,000
\$39.5K included in \$500K		\$ -				\$ -
Oatlands - Callington Park (revegetation and watering system)						\$ -
Oatlands Aquatic Centre (C/W Election Commitment)			\$ 500,000	\$ -	TBC	\$ 500,000
Oatlands Aquatic Centre - Grant Funding			\$ 1,900,000			\$ 1,900,000
Rec Ground - Campania (Nets)					\$ 45,000	\$ 45,000
Rec Ground - Kempton (Grandstand - Rails & Seating Upgrade)					\$ 6,000	\$ 6,000
Rec Ground - Kempton (Lighting)					\$ 10,000	\$ 10,000
Mt Pleasant - Rec Ground (upgrade Toilets)		\$ 25,000			\$ 13,000	\$ 38,000
Grant dependent for balance		\$ 20,000				\$ 20,000
Runnymede Recreation Ground - Resurfacing & Watering System		\$ 20,000				\$ 20,000
Tunbridge - Tunbridge Park - Perimeter Fence (Safety)		\$ 22,500			\$ 7,500	\$ 30,000
	<b>\$ -</b>	<b>\$ 166,500</b>	<b>\$ 2,900,000</b>	<b>\$ -</b>	<b>\$ 99,500</b>	<b>\$ 3,166,000</b>

**ANIMALS**

Oatlands - Dog Pound		\$ 20,000				\$ 20,000
	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>

**CAPITAL EXPENDITURE PROGRAM  
2019/20**

Asset Value \$,000	Asset Renewal / Replacement	Asset New / Renewal / Replacement Projects	Grant Funded Projects	Loan/Reserve Funded Projects	Carried Forward	Total Project Cost
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COMMUNITY  
**CAPACITY & SUSTAINABILITY**

Oatlands Structure Plan		\$ 25,000				\$ 25,000
Levendale Community Centre					\$ 8,000	\$ 8,000
		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,000</b>

**SAFETY**

Road Accident Rescue Unit		\$ 3,000				\$ 3,000
		<b>\$ -</b>	<b>\$ 3,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,000</b>

ORGANISATION  
**ADMINISTRATION**

Building Assets

WDV Asset Value - 30/6/18	\$ 12,051,988					
Est Annual Depreciation	\$ (415,160)	\$ 415,160				
WDV Asset Value - 30/6/19	\$ 11,636,828					
Council Chambers, Oatlands (Internal Toilets - Upgrade)		\$ 60,000				\$ 60,000
Council Chambers, Oatlands (Floor Coverings - Works Office)					\$ 5,000	\$ 5,000
Council Chambers - Damp Issues & Stonemasonry		\$ -			\$ 15,000	\$ 15,000

Office Furniture & Equipment

WDV Asset Value - 30/6/18	\$ 186,275					
Est Annual Depreciation	\$ (24,000)	\$ 24,000				
WDV Asset Value - 30/6/19	\$ 162,275					
Office Furniture & Equipment		\$ 5,540			\$ -	\$ 5,540

Computer Software

WDV Asset Value - 30/6/18	\$ 124,563					
Est Annual Depreciation	\$ (33,000)	\$ 33,000				
WDV Asset Value - 30/6/19	\$ 91,563					
Computer System (Hardware / Software)		\$ 55,400			\$ -	\$ 55,400



# Schedule of Fees & Charges



2019-2020

<i>Details</i>	<i>Description</i>	<i>Charge</i>
<b>Building Fees (Building Authority)</b>		
Building Permit and demolition work (Category 4 Works) Class 1 OR Class 10 OR Class 7B	Per application	\$250.00
Building Permit and demolition work (Category 4 Works) Class 2 -9 (excluding Class 7B)	Per application	\$250.00 Or 0.1% V.O.W. whichever is greater
Building Permit (Category 4 Works) Staged development	Per stage	\$ 250.00
Building Permit (Category 4 Works) Multiple Dwellings (2 or more)	Per application	\$ 315.00 + \$ 40.00 <i>per tenement unit</i>
Lodgement of Notifiable Building Works (Category 3 Works)	Per lodgement	\$250.00
Lodgement of Amended Certificate of Likely Compliance for Notifiable Works (Category 3 Works)	Per lodgement	\$125.00
Lodgement of Low Risk Notifiable Work (Category 1 and 2 Works)	Per lodgement	Nil
Certificate of Completion		\$ 120.00
Permit of Substantial Compliance		\$380.00
Variation to a Building Permit	Per amendment	\$ 125.00
Building Permit Extension – one-year extension Note: Building Surveying fees may also apply		\$ 110.00
Building Permit Extension - two-year extension Note: Building Surveying fees may also apply		\$ 220.00
Building Permit Extension – each year after 2 <sup>nd</sup> year Note: Building Surveying fees may also apply		\$ 220.00
Cancellation of Building Permit Refundable component	50% of the Permit Fee & 100% Inspection not carried out	
Building Permit Lapsed		Nil
Building Plan - Search Fee (Archived)	Per property	\$ 90.00
Building Plans Search Fee (non-Archived / Electronic)	Per property	\$ 40.00

<i>Details</i>	<i>Description</i>	<i>Charge</i>
<b>State Government Levy</b>		
Tasmanian Building & Construction Industry Levy As prescribed under Part 3 of the Building & Construction Industry Training Fund Act 1990 which applies to value of work more than \$20,000 – 0.2% of estimated costs of works		0.2% Value of works completed
<i>Building Administration Fee</i> Building Administration Fee as prescribed under Part 21 of the <i>Building Act 2016</i> which applies to value of works more than 20,000 – 0.1% of estimated cost of works		0.1% Value of works completed
<b>Council Building Surveying Services</b>		
Category 3 (Notifiable Works) for 10a works 7b and 10b works (farm buildings) <i>Includes Certificate of Completion and up to two inspections</i>	Per application	<b>Up to 108m2:</b> \$755.00 <b>Over 108m2:</b> \$860.00
Category 4 (Permit works) for 10a, 10b and 7b works (farm buildings) <i>Includes Certificate Final Inspection and up to two inspections</i>	Per application	<b>Up to 108m2:</b> \$755.00 <b>Over 108m2:</b> \$860.00
Notifiable Works (all categories) with bathroom facilities <i>Includes inspections and Final Certificate</i>	Per application	<b>Up to 108m2:</b> \$860.00 <b>Over 108m2:</b> \$965.00
Inspection by Councils Building Surveyor	Per inspection	\$ 130.00 + GST + \$130.00 /hr
Amended Certificate of Likely Compliance (Category 3 and Category 4)	Per Amendment	\$220.00
Extension of Certificate of Likely Compliance (12 months) <i>Only if Council is Building Surveyor</i>	Per application	\$165.00
Occupancy Permit (where no other building approvals) <i>Includes one inspection</i>	Per application	\$580.00
Application for a Building Certificate (to the General Manager)	Per application	\$460.00

<i>Details</i>	<i>Description</i>	<i>Charge</i>
Building Certificate <i>(requested during the sale of a property)</i>	Per application	\$715.00 + inspection fee \$495.00
Temporary Occupancy Permit <i>Includes one inspection</i>	Per application	\$485.00
Schedule of Essential Safety Health Features & Measures <i>(this fee may be varied and is at the discretion of the Building Surveyor)</i>		\$ 495.00
Caravan Licence (refer to Council policy)	Minimum fee for 6 months, renewable up to 24 months	\$ 235.00 per 6 months

<b>Plumbing/Drainage Fees</b>		
Certificate of Likely Compliance - Class 1a & 1b (Category 3 or 4 Works)		\$295.00
Certificate of Likely Compliance (Category 3 or 4 Works) - Class 2-9's (excluding Class 7B) 0.1% of value of total works whichever is greater		\$295.00 min or 0.1% vow
Certificate of Likely Compliance (Category 3 or 4 Works) - Multiple Dwellings Class 1a's		\$295.00 + \$40.00 per unit
Certificate of Likely Compliance (Category 3 or 4 Works) – 10a (Garage, shed or like) with internal fixtures		\$295.00
Certificate of Likely Compliance (Category 3 or 4 Works) Staged development		\$295.00 + \$ 40.00 per unit
Plumbing Permit (Category 4 Works)	Per application	\$ 305.00
Plumbing Permit (Category 4 Works) – Other Backflow, Swimming Pools incl. of Plumbing Permit (which requires a CLC Plumbing)	Per application	\$305.00
Lodgement of Notification of Plumbing Works (Category 2B Works)	Per lodgement	Nil
Inspections	Per inspection	\$ 120.00
Certificate of Completion all categories	Per certificate	\$ 120.00

<i>Details</i>	<i>Description</i>	<i>Charge</i>
Variation to a Plumbing Permit (Category 4 Works)	Per Variation	\$150.00
Variation to a Certificate of Likely Compliance (Category 3 or 4 Works)	Per Variation	\$150.00
Extension of Duration of Plumbing Permit (Permit or CLC) – 1 <sup>st</sup> year	Annual	\$ 110.00
Extension of Duration of Plumbing Permit (Permit or CLC) - each year after 1 <sup>st</sup> extension	Annually	\$ 220.00
As Constructed Plans - Search Fee (Archived)	Per property	\$ 55.00
(non-Archived / Electronic)	Per property	\$ 25.00
Cancellation of Plumbing Permit or Certificate of Likely Compliance before Assessment  Refundable component	50% of the Permit Fee & 100% of Inspections not carried out	
Cancellation of Plumbing Permit or Certificate of Likely Compliance after issued  Refundable component	100% of Inspections not carried out	
Form 46 essential building services schedule of maintenance plumbing matters	Per application/request	\$80.00

### Land Use Fees (Planning Permits, Sealing, Subdivision)

#### Planning Permit

Application for a Planning Permit	Per application	\$ 200.00 min or 0.1% value of works
Application for a Minor Amendment to an existing Planning Permit		\$ 170.00
Application for Signage only		\$ 80.00
Application for Extractive Industry (quarries and mining) – level 1 or level 2	Per application	\$ 660.00 min or 0.15% value of works
Application for Level 2 Activities	Per application	\$660.00min or 0.15% value of works
Application for a Planning Scheme amendment		\$ 2,330.00 (price inclusive of two adverts in local paper)

<i>Details</i>	<i>Description</i>	<i>Charge</i>
Application for a Section 43A Planning Scheme amendment (permit and amendment to scheme)	Price inclusive of two adverts in local paper	\$ 2,330.00 + \$200.00 or 0.1% value of works (whichever is greater)
Application for an Extension of time to a Planning Permit		\$ 115.00
Advertising - Discretionary Use/Development		\$ 295.00
Planning Certification (where developer wants formal assessment of no permit required works or exempt works)		\$90.00
Tas. Heritage Council DA (Only)		\$125.00 <i>Plus advertising fee</i>
Review of Part 5 Agreements	Per agreement	\$210.00
Scanning of application documentation <i>(where submitted in hardcopy)</i>		\$2 per page (only up to A3)

<b>Subdivision</b>		
Application for Subdivision or Boundary Adjustment (Lot incl. road)	Per application	\$ 445.00 min + \$ 20.00 per lot including balance (Plus advertising fee)
Application for an Adhesion Order	Per application	\$ 125.00
Sealing Fee (approved final seal plans and schedule of easements and strata certificates)	Per request for seal of plans or certificates	\$ 250.00
Amendment to a Sealed Plan	Per request	\$ 315.00
Amendment to Sealed Plan Hearing (if objections)		\$840.00
Exemption Certificate <i>Local Government (Building &amp; Miscellaneous Provisions) Act 1993</i>	Per request	\$ 230.00

<i>Details</i>	<i>Description</i>	<i>Charge</i>
<b>Engineering Services Assessment of Subdivision or other Applications</b>		
Engineering Assessment of Plans (Min fee or % whichever is the greater)		\$ 335.00 min or 1.0% value of works
Additional Inspections by Engineer		\$ 210.00

<i>Details</i>	<i>Description</i>	<i>Charge</i>
<b>Environmental Health Fees</b>		
<b>Registration &amp; Licence Fees</b>		
<b>LOW RISK</b> Food Premises application and/or annual renewal fee (includes annual inspection) per financial year	Per application & per annual renewal	\$ 90.00
<b>HIGH RISK</b> Food Premises application and/or annual renewal fee (includes annual inspection) per financial year	Per application & per annual renewal	\$ 190.00
Temporary Food Licence Certificate of Registration <i>(food stalls etc)</i>	Per application	\$35.00
Temporary Food Licence Certificate of Registration <i>(Local Not-For-Profit Community Organisation etc)</i>	Per application	\$ 0.00
Food Business Inspection	Per notification	\$115.00
Place of Assembly Licence	Per year	\$ 140.00
Special Event Place of Assembly Licence (over 1000 people)	Per application	\$ 125.00
Special Event Place of Assembly Licence (over 1000 people) <i>Local Not-For-Profit Community Organisation</i>	Per application	Nil
Water Carrier Licence	Valid 3 years	\$ 210.00
Water Carrier Licence Renewal (every year after expiry)	Per renewal	\$100.00
Private Water Supply Licence		\$ 100.00
Registration of Premises / Licence (e.g. body piercing, tattoo studio)		\$80.00 + \$55 for licence per person
Air & Water Systems (Legionella)		\$ 100.00
Non Standard Inspection Fee		\$ 115.00
Supply of Sharps Container 1.4lt	Per container	\$6.00

<i>Details</i>	<i>Description</i>	<i>Charge</i>
<b>Animal Control</b>		
<b>Registration fee</b>		
Dog desexed	(Vet Certificate or Stat Dec Required)	\$30.00 annually
Dog Non-desexed		\$ 40.00 annually
Greyhound/Working Dog/Purebred Dog for breeding	Certificate required, TCA, or GRT membership or ABN	\$30.00 annually
Dangerous Dog/Restricted Breed/Guard Dog	Declared by General Manager	\$90.00 annually
Guide Dogs/Hearing Dogs		Nil
Pension Card Holder (one dog per property)	Pension Concession Card & Health Care Card	50% off scheduled fee (one dog only)
Guide Dogs/Hearing Dogs		Nil
Replacement Tag (metal lifetime tag)		\$10.00
Formal Notice of Complaint		\$ 60.00
<b>Kennel Licence</b>		
Application for a Licence under the <i>Dog Control Act 2000</i>	Per application	\$ 120.00 (+Advertising Fee)
Advertising of Application for Licence		\$280.00
Annual Licence renewal fee		\$ 50.00 annually
<b>Impounding</b>		
Impound Fee (for all animals)		\$ 30.00
Feed/Care Fee for impounded animals (daily charge)	Per day	\$10.00
Dogs Home of Tasmania Fee for impounding	Paid direct to Dogs Home	Refer Dogs Home of Tasmania

<i>Details</i>	<i>Description</i>	<i>Charge</i>
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<b>Cemeteries - Campania</b>		
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Reserved Cemetery Plot (non-refundable)		\$ 580.00
Wall of Remembrance		\$ 175.00
Exhumation		Cost recovery basis

<b>Stormwater</b>		
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Price on application		
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<b>Road and Footpath Reinstatement</b>		
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Price on application		
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<b>Footpath and Crossover Construction</b>		
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Price on application		
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<i>Details</i>	<i>Description</i>	<i>Charge</i>
<b>Recreation Grounds &amp; Club facilities - Usage</b>		
The fees and charges for recreation ground usage have been developed to reflect costs incurred for maintenance, facility management, irrigation and general ground maintenance		
<b>Oatlands Recreation Ground</b> (not including Club Room hire)		Price on application
<b>Oatlands Recreation Ground – Club Rooms</b> Casual users to book through Oatlands Football Club	Oatlands Football Club	
<b>Kempton Recreation Ground</b> (not including Club Room hire)	Council	Price on application
<b>Kempton Recreation Ground – Club Rooms</b> Casual users to book through Council	Council	Price on application
<b>Campania Recreation Ground</b> Casual users to book through Management Committee	Management Committee	
<b>Colebrook Recreation Ground</b> Casual users to book through Management Committee	Management Committee	
<b>Mangalore Recreation Ground</b> Casual users to book through Council	Council	Price on application
<b>Woodsdale Recreation Ground</b> Casual users to book through Management Committee	Management Committee	
<b>Tunnack Recreation Ground</b> Casual users to book through Management Committee	Management Committee	
<b>Parattah Recreation Ground</b> Casual users to book through Management Committee	Management Committee	
<b>Mt Pleasant Recreation Ground</b> Casual users to book through Management Committee	Management Committee	

<i>Details</i>	<i>Description</i>	<i>Charge</i>
<b>Halls</b>		
<b>Oatlands Town Hall (former Court Room)</b> Local Organisation Other Organisation		\$ 16.50 per day \$ 33.00 per day
<b>Gay Street Hall, Oatlands</b> Casual users to book through Management Committee	Management Committee	
<b>Victoria Memorial Hall, Kempton</b> Casual user to book through Brighton Green Ponds RSL	Brighton/Green Ponds RSL	Booking contact: Ken Clark Ph: 6259 1216
<b>Blue Place, Kempton</b>		\$ 44.00 per day
<b>Campania Community Hall &amp; Campania War Memorial Hall</b> Casual users to book through Management Committee	Management Committee	
<b>Colebrook Memorial Hall</b> Casual users to book through Management Committee	Management Committee	
<b>Woodsdale Hall</b> Casual users to book through Management Committee	Management Committee	

<i>Details</i>	<i>Description</i>	<i>Charge</i>
<b>Oatlands Swimming Pool</b>		
<b>Campbell Street, Oatlands</b> <i>(open approx. late Nov to late March every year – dates to be confirmed)</i> <i>Students require a current Student Identification Card</i>		
<b>Daily Admission Fees</b>		
Adults	Daily	\$ 5.00
Children/Students (Under 16)	Daily	\$ 4.00
Family	Daily	\$ 12.00
<b>Season Ticket Fees</b>		
Adults	Season	\$ 55.00
Children/Students (Under 16)	Season	\$ 42.00
Family	Season	\$ 110.00
<b>After Hours Use – Hire Fee</b>		
Out of hours bookings supervised. Application to be made to Council seven days in advance.	Per hours	\$ 45.00

Details	Description	Charge
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## Waste Management

### Waste Transfer Station Disposal Fees – Campania, Dysart & Oatlands

Car Boot/Station Wagon		\$6.00
Utility/Single Axle Trailer		\$15.00
Double Axle Trailer		\$25.00
Light Truck (up to 3m <sup>3</sup> )		\$42.00
Tyres - Car / Motor Bike		\$6.00
Tyres - 4WD / Light Truck		\$12.00
Tyres - Heavy Truck		\$25.00
Whitegoods	per item	\$6.00
Car Bodies	per item	\$40.00
Large Construction Material	per m <sup>3</sup>	\$15.00

### Roadside Collection Wheelie Bin Replacement

Replacement Wheelie Bin	140 litre	\$ 71.50
Replacement Wheelie Bin	240 litre	\$ 71.50

### Used Garbage Bins and Crates (for private use only)

140 litre Wheelie Garbage Bin (used) <i>Used green plastic wheelie bin with Council logo removed. Axle and wheels damaged and removed. The wheels and axle are included if required by customer.</i>	140 litre	\$15.00
55 litre Black Crate (used) <i>Used black 55 lt recycling crate with Council logo removed.</i>	55 litre	\$10.00

<i>Details</i>	<i>Description</i>	<i>Charge</i>
<b>General</b>		
<b>Photocopying A4 or A3 documents</b>		
A4 Single copy		\$ 0.30
A4 Single	1 - 20	\$ 0.30
A4 Single	21 to 50	\$ 0.25
A4 Single	51 +	\$ 0.20
A4 Double	1 to 20	\$ 0.55
A4 Double	21 to 50	\$ 0.45
A4 Double	51 +	\$ 0.35
A3 Single copy		\$ 0.40
A3 Single	1 – 20	\$ 0.40
A3 Single	21 to 50	\$ 0.35
A3 Single	50 +	\$ 0.30
A3 Double	1- 20	\$ 0.75
A3 Double	21 to 50	\$ 0.65
A3 Double	50 +	\$ 0.55
<b>Coloured copies</b>		
A4 Single copy		\$ 1.25
A4 Single	1 – 20	\$ 1.25
A4 Single	21 to 50	\$ 1.20
A4 Single	51 +	\$ 1.15
A4 Double	1 to 20	\$ 1.45
A4 Double	21 to 50	\$ 1.35
A4 Double	51 +	\$ 1.25
A3 Single copy		\$2.25
A3 Single	1 - 20	\$ 2.25
A3 Single	21 to 50	\$ 2.15
A3 Single	50 +	\$ 2.10
A3 Double	1- 20	\$ 4.50
A3 Double	21 to 50	\$ 4.40
A3 Double	50 +	\$ 4.30
<b>Laminating A4 or A3 documents</b>		
A4		\$1.10
A3		\$1.50

<i>Details</i>	<i>Description</i>	<i>Charge</i>
<b>Property &amp; Rates Certificates</b>		
132 Certificate of Liabilities (set by Regulation)		
337 Land Information Certificate (set by Regulation)		
<b>Code of Conduct</b>		
Complaint - Lodgement - 50 units		\$ 81.00
<b>Copy of Documents</b>		
Request for information under the <i>Right to Information Act 2009</i>		\$40.50
Copy of Council Minutes or Agenda		Nil
Copy of Council By-Law		N/A
Copy of Council Policy		\$2.00 (plus \$0.20 per page)
<b>Facsimile</b>		
Processing faxes for the Public Transmitted or receiving	per page	\$ 1.30